Program Project Report (PPR)

of

Master of Business Administration in Digital Marketing (MBA – DM)

Centre for Distance and Online Education

TEERTHANKER MAHAVEER UNIVERSITY

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PROGRAMME PROJECT REPORT (PPR) – Distance Learning
MBA – Digital Marketing

1. Introduction:

High-quality management education is essential for the digital age and using technology is a powerful way to enhance changing requirements of the corporate, business enterprises and society. Distance Learning MBA in Digital Marketing (MBA-DM) students should be equipped to work across time zones, languages, and cultures. Employability, innovation, and theory to practice connectedness is the central focus of Distance Learning MBA Digital Marketing curriculum. The curriculum is designed as such that the students can gain an in- depth mastery of the academic disciplines and applied functional areas necessary to meet the requirements of business enterprises and the digital marketing industry.

The **Teerthanker Mahaveer University, Moradabad** Distance Learning MBA Digital Marketing Programme imparts knowledge and skill sets to students to achieve the expertise knowledge in this field and face real world challenges. It teaches the application of innovative practices in the field of digital marketing in combination with real world business situations. It incorporates analysis of contemporary issues besides providing a strong theoretical foundation. It provides a collaborativelearning environment with dedicated faculty to ensure students achieve their full potential. The Distance Learning MBA Digital Marketing Programme teaches one to work smartly, take the lead in critical situations, and influence business decisions more effectively. It teaches one to not only work efficiently, but also shape the business environment and create opportBlockies for further growth.

The University emphasis on the following courses *balanced with core and elective courses.* The curriculum of Distance Learning MBA Digital Marketing programme emphasizes an intensive, flexible management education with total 112 credits. The programme structure and credits for MBA are finalized based on the stakeholders' requirements and general structure of the programme.

The Distance Learning Master of Business Administration Digital Marketing (MBA- DM) Programme is a two-year Programme with specializations of digital marketing, the programme aims at developing focused managers with a strong understanding of their area of specialization, even as the core subjects equip the students with fundamental management theories and concepts along with less tangible, but equally important soft skills. The Programme is designed to inculcate confidence, improve knowledge, and act as a catalyst in the search for success and growth.

1.1. Programme Mission and Objective:

To offer a high-quality master's degree in management (MBA Digital Marketing) through Distance Learning mode to the students and working professionals to help them to develop managerial and leadership skills to enhance their career prospects. The students will be able to move up their career ladder and/or launch out on an entrepreneurial career.

The objectives of the programme include:

- Introduce students to the basic concepts and domains of management including Finance, Human Resource Management, Marketing Management, and International Business with specialized knowledge of digital marketing.

- Equip students with analytical skills and decision making.

- Sharpen the skills of students and enable them to practice quantitative method techniques.

- Inculcate entrepreneurial skills managerial concepts with leadership skills.

- Develop knowledge about emerging markets and technologies.

2. Relevance of Programme with Teerthanker Mahaveer University, Moradabad - Mission and Goals:

In order to align with the mission and goals of Teerthanker Mahaveer University Moradabad, the Distance Learning MBA Digital Marketing programme is planned to enable students and working professionals to gain knowledge in the domains of logistics and supply management, to gain knowledge of not only managerial skills including analysis, data based decision making and entrepreneurship, but also introduce them to leadership role in newer and emerging markets, products and technologies.

2.1. Vision:

- To develop conceptual knowledge, practical insights, and skills to deal with organizational challenges.
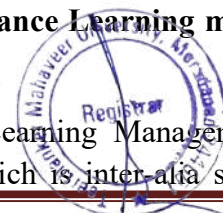
2.2. Mission:

- To develop managerial knowledge, skills, and competencies.
- To enable learning while you earn for the employed citizens thereby promoting continuous learning and application in their work life.
- To enable industrial employees to improve their qualifications without leaving their existing careers and enhance their employability in managerial positions post completion of their degrees.

3. Nature of Prospective Target Group of Learners:

The programme is specially designed to cater to the needs of students who are not able to study through regular mode. Working professionals, housewives, students from rural areas, students who do not wish to prefer regular courses due to various reasons and students who cannot afford costly regular courses are the target group learners.

4. Appropriateness of programme to be conducted in Distance Learning mode to acquire specific skills and competence:

The courses in the programme are delivered through Self-Learning Management System e-Module which is a modular Block of e-learning material which is inter-alia self-explanatory,

self-

contained, self- directed at the learner, and amenable to self-evaluation, and enables the learner.

to acquire the prescribed level of learning in a course of study and includes contents in the form of a combination of the following e-Learning content, and made available through four-quadrant approach namely,

(a) e-Tutorial - faculty led Audio - Video Lectures, (b) e-Content (combination of PDF/ epub) Text Materials, (c) Discussion forum for raising of doubts and clarifying the same on real time basis by the Course Coordinators/Course Mentors assigned to students (d) Self- Assessment Quiz, Test and Assignments to reinforce learning. Reference books are also mentioned in the syllabus. Latest Edition of Reference books may be referred to.

A robust Learning Management System that keeps track of delivery of e-Learning Programmes, learner's engagement, assessment, results and reporting in one centralized location, is in place. All the above can be done/delivered by Distance Learning and other platforms without much loss of fidelity. Hence the MBA programme is suited for Distance Learning mode of learning.

5. **Instructional Design:**
    5.1. Curriculum Design:

Curriculum has been designed by experts in Management and care has been taken to include contemporary topics, as well as topics that also inculcate environmental awareness in students. The curriculum and syllabus are approved by the Board of Studies, Centre for Internal Quality Assurance(CIQA) and University Academic Council which consists of experts from academia and industry.

5.2. Programme structure and detailed syllabus:

<u>Curriculum of MBA – Digital Marketing</u>

Programme Evaluation Scheme										
MBA (Digital Marketing)										
Semester - 1										
S.No.	Category	Course Code	Course Name	L	T	P	Credit	Internal	External	Total
1	CC-1	MBACC101	Management Concepts & Practices	3	0	0	3	30	70	100
2	CC-2	MBACC102	Accounting for Managers	2	1	0	3	30	70	100
3	CC-3	MBACC103	Business Environment	3	0	0	3	30	70	100
4	CC-4	MBACC104	Organizational Behavior	3	0	0	3	30	70	100
5	AECC-1	MBAAE101	Business Communication	2	0	0	2	30	70	100

6	AECC-2	MBAAE102	Human Values & Professional Ethics	2	0	0	2	30	70	100
7	SEC-1	MBASE101	Computer Fundamentals & Information System	2	0	2	3	30	70	100
8	GEC-1		Elective -1	3	0	0	3	30	70	100
9	GEC-2		Elective -2	3	0	0	3	30	70	100
		Total		**23**	**1**	**2**	**25**	**270**	**630**	**900**

Semester - II

S.No.	Category	Course Code	Course Name	L	T	P	Credit	Internal	External	Total
1	CC-5	MBACC201	Marketing Management	3	0	0	3	30	70	100
2	CC-6	MBACC202	Financial Management	2	1	0	3	30	70	100
3	CC-7	MBACC203	Human Resource Management	3	0	0	3	30	70	100
4	CC-8	MBACC204	Production and Operations Management	2	1	0	3	30	70	100
5	AECC-3	MBAAE201	Managerial Communication	2	0	0	2	30	70	100
6	SEC-3	MBASE201	Business Research Methods	2	0	2	3	30	70	100
7	GEC-3		Elective -3	3	0	0	3	30	70	100
8	GEC-4		Elective -4	3	0	0	3	30	70	100
9	Viva-Voce-1	MBAVV251	Comprehensive Viva-Voce	0	0	0	6	50	50	100
		Total		**20**	**2**	**2**	**29**	**290**	**610**	**900**

Semester -III

S.No.	Category	Course Code	Course Name	L	T	P	Credit	Internal	External	Total
1	CC-9	MBACC301	Strategic Management	3	0	0	3	30	70	100
2	CC-10	MBACC302	International Business Management	3	0	0	3	30	70	100
3	CC-11	MBACC303	Project Management	2	1	0	3	30	70	100
4	VV-1	MBAVV351	Summer Internship	0	0	0	6	50	50	100
Specialization in Digital Marketing (Choose any Six Courses out which MOOC is Mandatory)										
4	DSEC-1	MBADM24301	MOOC decided and identified. From the platform	3	0	0	3	30	70	100

S.No.	Category	Course Code	Course Name	L	T	P	Credit	Internal	External	Total
			prescribed by the College and University							
5	DSEC-2	MBADM24302	Introduction to Digital Marketing	3	0	0	3	30	70	100
6	DSEC-3	MBADM24303	Social Media Marketing and Management	3	0	0	3	30	70	100
7	DSEC-4	MBADM24304	Content Marketing and SEO Strategies	3	0	0	3	30	70	100
8	DSEC-5	MBADM24305	Email Marketing and Automation	3	0	0	3	30	70	100
9	DSEC-6	MBADM24306	Search Engine Optimization	3	0	0	3	30	70	100
10	DSEC-7	MBADM24307	Paid Advertising and Performance Marketing	3	0	0	3	30	70	100
	Total			**26**	**1**	**0**	**33**	**320**	**680**	**1000**
			Semester - IV							
S.No.	**Category**	**Course Code**	**Course Name**	**L**	**T**	**P**	**Credit**	**Internal**	**External**	**Total**
1	Project	MBAVV451	Major Research Project	0	0	26	13	50	50	100
	Specialization in Digital Marketing (Choose any four Courses out which MOOC is Mandatory)									
2	DSEC-8	MBADM24401	MOOC decided and identified from the platform prescribed by the College and University	3	0	0	3	30	70	100
3	DSEM-9	MBADM24402	Consumer Behavior in Digital Context	3	0	0	3	30	70	100
4	DSEC-10	MBADM24403	Digital Marketing Analytics and Strategy	3	0	0	3	30	70	100
5	DSEC-11	MBADM24404	Digital Branding and Reputation Management	3	0	0	3	30	70	100
6	DSEC-12	MBADM24405	Legal and Ethical Issues in Digital Marketing	3	0	0	3	30	70	100
	Total			**12**	**0**	**26**	**25**	**170**	**330**	**500**
	Generic Electives									
	Semester 1 (Choose any Two)									

S.No.	Category	Course Code	Course Name	L	T	P	Credit	Internal	External	Total
1	GE-1	MBAGE101	Managerial Economics	3	0	0	3	30	70	100
2	GE-2	MBAGE102	Quantitative Techniques for Managers	3	0	0	3	30	70	100
3	GE-3	MBAGE103	Operations Research	3	0	0	3	30	70	100
Semester -II (Choose any Two)										
S.No.	Category	Course Code	Course Name	L	T	P	Credit	Internal	External	Total
1	GE -4	MBAGE201	Legal Aspects of Business	3	0	0	3	30	70	100
2	GE-5	MBAGE202	Entrepreneurship Development	3	0	0	3	30	70	100
3	Ge-6	MBAGE203	Management of Intellectual Property Rights	3	0	0	3	30	70	100

Note:			
L- Lecture	T- Tutorial	P- Practical	C- Credits
1 L = 1 Hour	1T = 1 Hour	1P = 2 Hour	1C = 1 Hour L or T 1C = 2 Hour P

Core Courses (CC)

Course Code: MBACC101	Core Course – 1 MBA- Semester-I **Management Concepts & Practices**	L-3 T-0 P-0 C-3
Course Outcomes:	**On completion of the course, the students will be:**	
CO1.	Understanding the role of a manager and its relations to the organization's mission.	
CO2.	Understanding key 'management' concepts, theories, philosophies, its evolution, basic functions and managerial skills.	
CO3.	Applying various management concepts, theories, philosophies functions for an effective management of business organization.	
CO4	Analyzing the influence of historical management thoughts on the current practice of management.	
CO5.	Assessing social responsibility and ethical issues involved in business situations and logically articulate company's position on such issues.	
Course Content:		
Block-1:	**Evolution of Management in Indian Context:** **Management Lessons from Geeta, Ramayana and Mahabharat: An Overview** Management: Concept, Nature, and Importance. Managing: Art or Science; Management as a Profession; Management Vs. Administration; Levels of Management; Characteristics of Quality Managers; Evolution of Management: Early contributions, Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Hawthorne Experiments and Human Relations, Social System Approach, Decision Theory Approach. Social Responsibility of Managers and Ethics in Managing *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-2:	**Planning:** Types of Plans, Steps in Planning, Objectives, Management by objectives, Planning Premises; Strategies and Policies, Process of Planning, Barriers to Effective Planning, Key to Planning, Rational Decision Making, Limiting Factors, selecting an alternative: three approaches, Decision Making under certainty, uncertainty and risk. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-3:	**Organizing:** Formal and Informal Organizations, organization level and span of Management, The structure and process of organizing, Organization Structure: By function, by Geography, By customer group, by product, Matrix organization, Strategic Business Blocks, Virtual Organizations, Boundaryless organizations, Authority and Power, Line/Staff concept, Decentralization, Delegation. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-4:	**Staffing and Directing:** Concept, Selection process, Techniques and instruments, Appraisal Criteria,	**6 Hours**

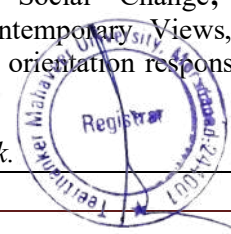|		
	Training – On the job, internal / External Training, Directing: Concept, Motivation, Maslow's Need Theory, ERG, Equity Theory, Job Enrichment, leadership concept, leadership behavior and styles. *One relevant Case Study/ Case let from the Block.*	
Block-5:	**Controlling:** Concept, Types of Control, Methods: Pre-control, Concurrent Control, Post control, Bureaucratic and Clan Control, Productivity problems and Measurement, The Quality Concept, Developing a Quality Control System. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Textbooks:	1. Robbins, S.P. and DeCenzo, D.A. Fundamentals of Management, Essential Concepts and Applications, New Delhi: Pearson Education	
Reference Books:	1. Koontz, Principles of Management, New Delhi: McGraw Hill. 2. Hillier Frederick S. & Hillier Mark S., Introduction to Management Science: Modeling and Case Studies Approach with Spreadsheets, New Delhi: McGraw-Hill. 3. Stoner, J et. al, Management, New Delhi, New Delhi: PHI 4. Robbins & Coulter, Management, New Delhi: PHI 5. Satya Raju, Management – Text & Cases, New Delhi: PHI *** Latest editions of all the suggested books are recommended.**	

Course Code: MBACC102	Core Course -2 **MBA- Semester-I** **Accounting for Managers**	L-2 T-1 P-0 C-3
Course Outcomes:	**On completion of the course, the students will be:**	
CO1.	Understanding Double entry system and GAAP principles.	
CO2.	Understanding the elements of the financial statements, and the related key accounting assumptions and principles.	
CO3.	Applying financial tools to analyze and interpret the financial statements of a company.	
CO4	Assessing and evaluating the business position through analysis of financial statement.	
CO5.	Creating and preparing the journal, ledger, trial balance, cash flow and fund flow financial statements, and company's final accounts.	
Course Content:		
Block-1:	**Evolution of Accounting:** Need of Accounting, Meaning of Accounting, Characteristics of Accounting, Stages of Accounting, Objectives of Accounting, Difference between Accounting, Accountancy and Bookkeeping. **Accounting Information:** Information about the profit & loss and financial position of the Business, Qualitative Characteristics of Accounting Information, Accounting, and its relationship with other subjects (Discipline), Basis of Accounting, Functions of Accounting, Branches of Accounting, Advantages or Role of Accounting, Limitations of Accounting. Basic Terminology. Generally Accepted Accounting Principles: Meaning, Classifications & Limitations. Accounting Standards of India (only overview). Basic overview of IFRS, Accounting Equations: Meaning and Calculations. *Numerical: Accounting Equations.*	6 Hours
Block-2:	**Accounting Process:** Difference between cash and accrual basis of Accounting, Double entry system vs Single entry System, Journal, Ledger, Trial Balance, and Final Accounts with Adjustments. Depreciation: Meaning and Methods (WDV & SLM), Introduction of form and content of financial accounts as per schedule VI of companies act. *Numerical: Final Accounts with Adjustment.*	6 Hours
Block-3:	**Financial Statement Analysis**: Meaning, Objectives, Significance and Limitations. Various tools of financial statement analysis: Common Size Statement, Comparative analysis, Trend Analysis and Ratio Analysis (Liquidity, Profitability, Activity and Solvency) *Numerical: Ratio Analysis*	6 Hours
Block-4:	**Cash Flow Analysis:** Meaning, Utility of Cash Flow Statement, Format as per AS-3, Preparation of Cash Flow Statement as per AS -3, Difference between Cash Flow Statement and Fund Flow Statement.	6Hours

	Numerical: Preparation of Cash Flow Statement As per AS-3.	
Block-5:	**Understanding Published Financial Statements:** Introduction, Understanding Analysis and Interpretation based on Case study of any latest published financial statement of any public limited company. *Case Study: Student must give an assignment based on latest published financial statements of any public limited company.*	**6 Hours**
Numerical that can be asked in External Exam	Accounting Equations, Final Accounts with Adjustment, Ratio Analysis (Liquidity, Profitability, Activity and Solvency), and Preparation of Cash Flow Statement as per AS-3.	
Text Books:	1. Pandey, I.M., Management Accounting, New Delhi: Vikas Publishing House. 2. Ramachandran &Kakani Financial Accounting for Management, New Delhi: McGrawHill.	
Reference Books:	1. Paresh Shah, Basic Financial Accounting For Management, New Delhi: Oxford University Press. 2. Bhattacharya, S.K, Accounting for Management: Text and Cases, New Delhi: Vikas Publishing House. 3. Grewal T.S., Introduction to Accounting, New Delhi: S. Chand & Company. 4. Horngren, Charles T., Sundem, Gary L., Elliott, John.A and Philbrick, Donna, Introduction to Financial Accounting, New Delhi: Prentice Hall International, Englewood Cliffs. 5. Narayanaswamy, R., Financial Accounting- A Managerial Perspective, New Delhi:Prentice Hall of India. 6. Gupta, Ambrish, Financial Accounting for Management: An Analytical Perspective, New Delhi:Pearson Education. 7. Maheswari&Maheswari, Accounting for Managers, New Delhi: Vikas Publishing. 8. Anthony Robert N. et al. Accounting: Text and cases, NewDelhi:McGraw Hill. 9. Khan, M.Y. and Jain, P.K., Management Accounting, New Delhi:McGrawHill. *** Latest editions of all the suggested books are recommended.**	

Course Code: MBACC103	Core Course – 3 MBA- Semester-I **Business Environment**	L-3 T-0 P-0 C-3
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understanding relationship between environment and business; various techniques and tools used for environment analysis and forecasting of the domestic and global. environment.	
CO2.	Understanding internal and external environment and Responsibility of business at the domestic and global level.	
CO3.	Applying environmental analysis techniques to understand and adapt to business. dynamics.	
CO4.	Applying and implementing the concepts of Social Responsibility in an organization.	
CO5.	Analyzing the external and internal business environment for better management of an organization.	
Course Content:		
Block-1:	**An Overview of evolution of Business Environment:** Meaning of Business Environment, Types of Environments- External and Internal. Business- Meaning, Nature/Characteristics, Scope, Classification of Business, and Objective of Business. *One relevant Case Study/ Case let from the Block.*	**6Hours**
Block-2:	**Environmental Analysis and Forecasting:** **Environmental Analysis:** Stages of Environmental Analysis, Approaches to Environmental Analysis, Techniques for Environmental Analysis and Benefits; **Environmental Forecasting:** Steps, Types, Techniques and Limitations; **Economic Environment:** Nature of Economy, Structure of Economy, Economic Policies and Economic Conditions. *One relevant Case Study/ Case let from the Block.*	**6Hours**
Block-3:	**Political and Government Environment:** Functions to State, Government and Legal Environment, Economic Role of Government in India; **Natural & Technological Environment:** Concept of Natural Environment, Concept of Technological Environment, Innovation, Technological Leadership & Fellowship, Technology & Competitive Advantages, Sources of Technological Dynamics, Time Lags in Technology Introduction, Impact of Technology on Globalization and Transfer in Technology. *One relevant Case Study/ Case let from the Block.*	**6Hours**
Block-4:	**Societal Environment:** Business and Society, Professionalization, Business Ethics, Business & Culture, Technological Developments and Social Change**; Social Responsibility of Business:** Classical & Contemporary Views, Social Orientation of Business, factors affecting social orientation responsibilities to different sections, the Indian situations. *One relevant Case Study/ Case let from the Block.*	**6Hours**

Block-5:	**GATT/ WTO and Global Liberalization:** Objectives, an evaluation of GATT, the Uruguay Round Agreement, GATT & WTO, functions of WTO, salient features UR agreement; **Globalization:** Globalization of World Economy, essential conditions of globalizations, foreign market entry strategies, pros & cons of globalizations and globalization of Indian Business. *One relevant Case Study/ Case let from the Block.*	**6Hours**
Text Books:	1. Francis Cherunilam, Business Environment Text & Cases, New Delhi: Himalayan Publishing House. 2. Justin Paul, Business Environment: Text & Cases, New Delhi: McGraw Hill	
ReferenceBooks:	1. Mark Hirschey, Economics for Managers, Cengage. 2. Palwar, Economic Environment of Business, New Delhi: PHI. 3. D.N. Dwivedi, Managerial Economics, New Delhi:Vikas Publishing House. 4. Shaikh Salim, Business Environment, New Delhi: Pearson Education. 5. Sundaram& Black: International Business Environment Text and Cases, New Delhi: PHI. 6. Czinkota, Ronkainen, Moffett, International Business, Cengage: Govt. of India, Latest Economic Survey. *** Latest editions of all the suggested books are recommended.**	

Course Code: MBACC104	Core Course – 4	L-3
	MBA- Semester-I	T-0
		P-0
	Organizational Behavior	C-3
Course Outcomes:	**On completion of the course, the students will be:**	
CO1.	Understanding and describing the concepts anchored to OB and its evolution.	
CO2.	Understanding and analyzing the behavioral concepts related to Individuals like Perception, Attitude, Personality, and Learning.	
CO3.	Understanding and applying the theories of Motivation, Leadership, Group Dynamics for effective - team and organizational management.	
CO4.	Assessing and analyzing Group Dynamics and develop sound Interpersonal Relationships for effective group behavior.	
CO5.	Analyzing and evaluating Stress and Conflict situations and developing strategies for their resolution.	
Course Content:		
Block-1:	**Evolution of Organizational Behavior:** Concept, nature, characteristics, conceptual foundations, determinants and importance; concept of knowledge management and Emotional Intelligence in contemporary business organization. *One relevant Case Study/ Case let from the Block.*	6Hours
Block-2:	**Understanding Human Behavior in Management:** Perception: Concept, nature, process, importance. Management and behavioral applications of perception. Attitude: concept, process, and importance. Attitude measurement. Personality: Concept, nature, types and Freud's theory of personality -. Learning In Management: Concept and theories of learning- Pavlov theory of classical conditioning, B.F Skinner theory of operant conditioning, learning Principles, Role of learning in management. *One relevant Case Study/ Case let from the Block.*	6Hours
Block-3:	**Motivation and Leadership:** Concept, principles, theories– Maslow's Hierarchy of needs theory, Herzberg's Motivation Hygiene theory, and Vroom's Expectancy theory. Monetary and non-monetary motivation. Leadership: Concept, functions, styles, and theories of leadership-trait-Stogdill's traits Factors, behavioral theories-Tannenbaum's continuum of leadership behavior, Managerial Grid, and situational theories-Fiedler's contingency theory. *One relevant Case Study/ Case let from the Block.*	6Hours
Block-4:	**Interpersonal Relationship management**: Analysis of Interpersonal Relationship, Developing interpersonal relationship. Rapport Building techniques and tips Group Dynamic: Definition of Group, Stages of Group Development, Punctuated Equilibrium Model, Group Structure, Group Decision Making. *One relevant Case Study/ Case let from the Block.*	6Hours

Block-5	**Stress and Conflict Management**: Define Stress and its potential sources, Individual and Organizational Approaches for managing stress. Conflict Management- Concept, sources, types, functionality and dysfunctional of conflict. Classification of conflict-intra individual, inter-personal, inter-group, and organizational. Resolution of conflict, meaning and types of grievance and process of grievance handling. *One relevant Case Study/ Case let from the Block.*	**6Hours**
Text Books:	1. Davis Keith, Human Behavior at Works: Organizational Behaviors, New Delhi: McGraw-Hill. 2. Robbins S.P., Organizational Behavior, New Delhi: Pearson Education.	
Reference Books:	1. Luthans Fred, Organizational Behavior, New Delhi: McGraw Hill. 2. Chandran J.S., Organization Behavior, New Delhi: Vikas Publishing House. 3. PareekUdai, Behavioral Process in Organizations, New Delhi: Oxford and IBH. 4. Nelson, Debra L and James C Quick, Organisational Behaviour, Thomson Learning. 5. Hellgiegel, D & J.W. Slocum, Organisational Behaviour, Thomson Learning. *** Latest editions of all the suggested books are recommended**	

Course Code: MBACC201	Core Course-5 MBA- Semester-II **Marketing Management**	L-3 T-0 P-0 C-3

Course Outcomes:	On completion of the course, the students will be :
CO1.	Understanding the role and functions of marketing in an organization.
CO2.	Understanding 'marketing' concepts, theories and techniques of marketing.
CO3.	Analyzing the dynamic marketing environment & about marketing strategy decisions are taken for overcoming competition.
CO4.	Applying various marketing conceptual frameworks, theories and techniques to various marketing contexts.
CO5.	Developing a comprehensive marketing plan for an organization and taking operational decisions for marketing plan implementation.

Course Content:		
Block-1:	**Evolutions of Basics of Marketing:** Introduction: Definition, Importance, Nature and Scope of Marketing, Core marketing concepts; Evolution of modern marketing concept; holistic marketing; Marketing Mix, Elements of Marketing - Needs, Wants, Demands, Consumer, Markets and Marketers; Marketing Vs Selling. Marketing management process-a strategic perspective; Marketing Information Systems. Marketing Environment: Significance of scanning marketing environment; Analyzing macro environments of marketing-economic, demographic, socio-cultural, technological, political, and legal; Impact of micro and macro environment on marketing decisions. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-2:	**Consumer Analysis:** Behavior Analysis: Buyer behavior; consumer versus organizational buyers; Consumer decision-making process. Segmentation, Targeting & Positioning (STP): Segmenting the market, Benefits of market segmentations, Market segmentation procedure, Bases for consumer market segmentation. Market targeting. Positioning - concept, bases and process; Product/Brand Positioning strategies; Perceptual mapping. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-3:	**Product& Price Decisions:** Product Decisions: Concept of a product; levels of product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – stages and strategies for different stages of PLC.; New product development- planning and process; Failure of new products and consumer adoption process. Pricing Decisions: Factors affecting price determination; Pricing objectives; Pricing policies and strategies; Discounts and rebates.	**6 Hours**

	One relevant Case Study/ Case let from the Block.	
Block-4:	**Distribution Channels and Promotion Decisions:** Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling. Promotion Mix Decisions: Communication Process; Promotion mix – advertising, sales promotion, personal selling, publicity, and public relations; Selection of appropriate tools and techniques of promotion mix. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-5:	**Marketing Research:** Meaning and scope of marketing research; Marketing research process. **Marketing Organization and Control:** Organizing and controlling marketing operations. **Issues and Developments in Marketing:** Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Text Books:	1. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and MithileshwarJha, Marketing Management: A South Asian Perspective, New Delhi: Pearson. 2. Ramaswamy&Namakumari, Marketing Management in the Indian Context; New Delhi:S.Chand&. Sons.	
Reference Books:	1. Lamb, Charles W.; Hair, Joseph F., and Carl McDaniel, Marketing, Cengage Learning. 2. Etzel, Michael J., Walker, Bruce J., Staton, William J., and Pandit Ajay, Marketing Concepts and Cases, New Delhi: McGraw Hill (Special Indian Edition). 3. Kazmi, SHH, Marketing Management Text and Cases, New Delhi: Excel Books. 4. Neelamegham S., Indian Cases in Marketing, New Delhi: Vikas Publication. 5. Bull Victor P., Marketing Management: A Strategic Planning Approach, New York: McGraw Hill. 6. Czinkota M.R., Marketing Management, New Delhi: Pearson Education Asia. *** Latest editions of all the suggested books are recommended.**	

Course Code: MBACC202	Core Course – 6 MBA- Semester-II **Financial Management**	L-2 T-1 P-0 C-3
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understanding the objectives, role, functions and process of financial management; structure and functions of financial markets; various financial instruments and financial intermediaries.	
CO2.	Understanding the Indian Financial System and recognizing the need of financial planning.	
CO3.	Understanding and analyzing the structure and functions of financial markets, various financial instruments and financial intermediaries.	
CO4.	Analyzing and estimating the requirement of fund and cost of capital for various sources of funds.	
CO5.	Analyzing the impact of short term and long- t e r m financial decisions of an organization and the various tools used for such decisions.	
CO6.	Demonstrating various capital budgeting decisions through various techniques of project appraisal.	
Course Content:		
Block-1:	**Evolution of Financial Management:** Concept of finance, meaning and definition of financial management, scope, and objectives of financial management-Profit maximization vs Wealth maximization; Functions of Finance Manager in Modern Age; Financial decision framework: investing, financing and dividend decisions.	**6 Hours**
Block-2:	**Financial System & Financial Planning:** Need to study financial system, Functions of financial system, Financial Assets, Financial Markets and its functions, Financial Instruments, Financial Intermediaries and its structure, Regulatory Institutes, Commercial Bank, NABARD, Insurance companies, NBFCs, Mutual Funds, Meaning and definition of Financial Plan, objectives, process of financial planning, long term and Short term Financial Plans, Factors affecting financial plan and its limitations.	**6 Hours**
Block-3:	**Cost of Capital and Capital Budgeting:** Cost of capital, basic aspects, and importance of cost of capital, Computation of cost of Equity, Preference shares, Debt, retained earnings and overall weighted average cost of capital, Appraisal of project; Techniques of capital budgeting: Pay Back period, Average Rate of Return, NPV, IRR and its applications. *Numerical/s: Cost of Capital and Capital Budgeting (PBP, ARR, NPV and IRR).*	**6 Hours**
Block-4:	**Financing Decision:** Sources of finance –overview of Long-term& Short-term sources of finance, Overview of Working Capital management, Meaning, and definition of working capital, Concept of working capital, Kinds of	**6 Hours**

	Working capital, Importance & Objectives of working capital management. Factors affecting working capital policy, Methods of Estimation of Required Working Capital: Operating Cycle method & Estimation of Working Capital based on current assets and current liabilities. *Numerical/s: Working Capital Management (Operating Cycle Method and Working Capital based on current assets and current liabilities).*	
Block-5:	**Dividend Policy Decisions:** Dividend Policy, Factors affecting dividend policies, Forms of Dividend, Bonus policy guidelines relating to dividend declaration and payment. *Numerical/s: Calculation of dividend.*	**6 Hours**
Text Books:	1. Pandey I.M., Financial Management, New Delhi: Vikas Publications. 2. Khan & Jain, Financial Management, New Delhi, McGraw-Hill.	
Reference Books:	1. Reddy G. Sudarsana, Financial Management Principles & Practice, New Delhi: Himalaya Publishing House. 2. Rustagi, R.P. Financial Management: Theory, Concepts and Problems, New Delhi: Galgotia Publishing Company. 3. Chandra Prasanna, Fundamentals of Financial Management, New Delhi:McGrawHill. 4. Van Horne- Financial Management and Policy, New Delhi: Pearson Education. 5. Keown, Arthur J., Martin, John D., Petty, J. William and Scott, David F, Financial Management, New Delhi: Pearson Education *** Latest editions of all the suggested books are recommended.**	

Course Code: MBACC203	Core Course – 7 MBA- Semester-II **Human Resource Management**	L-3 T-0 P-0 C-3
Course Outcomes:	**On completion of the course, the students will be:**	
CO1.	Understanding concepts related to manpower need, acquisition, compensation, assessing performance, training & developing, discipline and separation.	
CO2.	Understanding various concepts of job analysis and use those in developing a job design.	
CO3.	Analyzing and assessing manpower requirement, training needs, performance of people and compensation systems.	
CO4.	Developing and executing plans and systems for recruitment, training, performance appraisal and compensation.	
CO5.	Analyzing and developing grievance handling systems, promotions, transfers and separation plans.	
Course Content:		
Block-1:	**Evolution of HRM in Indian context:** Meaning of Human Recourse Management, Nature, scope & importance of HRM. Evolution & development of HRM; HRM function & objectives. HRD in India; Difference between HRM & HRD; difference between HRM & personnel management; HRM& its environment- Internal & external. Challenges before HRM in present & changing environment. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-2:	**Human Recourse Planning & Strategies:** HRP – Definition, purpose, processes & HRP & different levels. Control & review mechanism of HRP. HRIS & HR accounting & HR audit – meaning, Objectives & importance. Introduction to strategic HRM, HR strategy formulation, implementation & evaluation, role of HR Manager. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-3:	**Job Analysis, Recruitment & Selection / Training & Development:** Job analysis- job description, job specification, Job enlargement & job enrichment, flexi time & flexi work. Recruitment – meaning, process, methods & sources of recruitment, evaluation of recruitment process, Selection – meaning, process, methods & evaluation of selection process. Meaning of Placement, Training & Development- meaning, purpose, methods & issues of training & development programmes. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-4:	**Performance Appraisal& job evaluation:** Performance Appraisal: definition, objectives, procedures & methods. Job Evaluation: meaning, purpose & methods. Compensation Management: Incentives & its types, perquisites of effective incentive system, wage concepts: - minimum wage, fair wage & living wage. Components of pay structure in India.	**6 Hours**

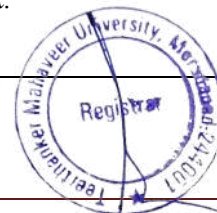|	One relevant Case Study/ Case let from the Block.	
Block-5:	**Job enrichment, Discipline & grievances procedures:** Discipline & Grievance Procedures - Definition, disciplinary procedure, grievances handling procedure. Promotion, transfer & separation: purpose, principles & types; Transfers – reason, principles & types; Separation – layoff, resignation, dismissal, retrenchment, voluntary Retirement Scheme. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Text Books:	1. Aswathappa, Human Resource management, New Delhi: McGraw- Hill. 2. Ivanceivich, John M., Human Resource Management, New Delhi: McGraw Hill.	
Reference Books:	1. Dessler, Human Resource Management, Prentice – Hall. 2. T.N Chabbra, Human Resource Management. 3. P.SuMBA Rao, Essentials of HRM & IR, Himalaya Publication House. 4. Bratton J.& Gold J., Human Resource management: Theory & Practice, Palgrave. 5. Gomez Mejia et.al, managing Human Resource, Pearson Education. *** Latest editions of all the suggested books are recommended.**	

Course Code: MBACC204	Core Course-8 MBA- Semester-II **Production and Operations Management**	L-2 T-1 P-0 C-3
Course Outcomes:	**On completion of the course, the students will be:**	
CO1.	Understanding the concepts & techniques of operation & quality management productivity.	
CO2.	Understanding and applying various models of inventory control in production process.	
CO3.	Applying concepts and tools of quality management for enhancing customer satisfaction.	
CO4.	Applying the various techniques of quality management in production process.	
CO5.	Analyzing production requirement and applying various tools and techniques to enhance customer satisfaction.	
Course Content:		
Block-1:	**Evolution of Operations Management:** Classification of Decision Areas in Operation Management, Brief History, Operations Strategy, Flexibility, Modern vs. Traditional Approach. Services and Their Characteristics, Service Matrix, Service Quality, Role ofservices in Economy. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-2:	**Quality Control:** What is Quality , Statistical process Control , Control Charts X Charts , R Charts, P charts , C charts; Quality Management: Acceptance Sampling, Cost of Quality, Total Quality Management, History of TQM, Quality Gurus: Deming, Juran and Ishikawa, Quality Circles, Zero Defect Concept, Service Quality Model; Six Sigma - Process consisting of defining, measuring, analyzing, improving & establishing steps, Lean Six Sigma (Concepts only). *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-3:	**Productivity:** Various kinds of productivity measures, Multifactor productivity, Efficiency, and effectiveness. Business Process Reengineering, Bench Marking. Pursuit of Excellence in Organizations, TATA Business Excellency Model; Supply Chain Management: Purchasing, Value Analysis/ Value Engineering, Vendor Relations. Learning Curve, Forward Buying, Make or Buy Decisions. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-4:	**Inventory Model & Safety Stocks:** Optimal Order Quantity, EOQ, Economic Batch Quantity, ABC Analysis, VED Analysis; Building of a supply chain: orientation& Implementation of	**6 Hours**

	Supply Chain functions within an organization, Single Source vs Multiple Sources. *One relevant Case Study/ Case let based numerical from the Block.*	
Block-5:	**Spatial Decisions:** Plant Layout. Basic Types of Layouts and their merits &demerits. Optimization in process layouts. Use of Schematic Diagrams and software to solve layout problems. Applications in service Industries. Introduction to Cellular Manufacturing and Group Technology. Location and factors affecting a location. **Timing Decisions:** Production Planning and Control. Importance of time Horizon, Dovetailing of Plans, Production control, Assembly line Balancing. Scheduling. Shop loading & Index method. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Text Books:	1. Gaither & Frazier, Operations Management, Cengage, New Delhi. 2. Chunnawals, Production & Operation Management Himalaya, Mumbai.	
Reference Books:	1. KanishkaBedi, Production & Operation Management, University Press, New Delhi. 2. UpendraKachru: Operation Management, Excel Publications, New Delhi. 3. Adam, E.E& Ebert; R.J. Production and Operation Management, Prentice Hall. 4. PannerSelvem, Production and Operation Management, Prentice Hall of India. 5. Chary, S.N.Production and Operation Management, New Delhi, McGraw Hill, New Delhi. 6. K. Aswathappa& Sridhar Bhatt, Production & Operations Management, Himalaya, Mumbai. *** Latest editions of all the suggested books are recommended.**	

Course Code: MBACC301	Core Course-9 MBA- Semester-III **Strategic Management**	L-3 T-0 P-0 C-3
Course Outcomes:	**On completion of the course, the students will be:**	
CO1.	Understanding the various perspectives, concepts, and process in the field of Strategic Management.	
CO2.	Understanding tools and techniques used in strategic management, and levels, strategic. alternatives and types of strategies.	
CO3.	Implementing/executing strategy and applying evaluation and control techniques.	
CO4.	Analyzing the competitive situation, business environment and strategic dilemma to adapt to the dynamic global and local business environment.	
CO5.	Formulating corporate and business strategies based on strategic analysis.	
Course Content:		
Block-1:	**Understanding& evolution of Strategic Management:** Concept of strategy, corporate, business, and functional Levels of Strategy. Introduction to Strategic Management; Meaning and characteristics of strategic management, strategic management Vs. operational management;Four phases in strategic management process, stakeholders in business and their roles in strategic management. Hierarchy of Strategic Intent: Meaning& attributes of strategic intent, Meaning of Vision, Process of envisioning, meaning of mission, difference between vision & mission, characteristics of good mission statements, Business definition using Abell's three dimensions, objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key performance indicators (KPI), Key result areas (KRA). *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-2:	**External & Internal Environment:** Analyzing Company's External Environment: Environmental appraisal scenario planning - Preparing an Environmental Threat and OpportBlocky Profile (ETOP); Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, Strategic Group analysis. Analyzing Company's Internal Environment: Resource based view of a firm, meaning, types & sources of competitive advantage, analyzing company's resources and competitive position, VRIO Framework, competitive advantage, competitive parity & competitive disadvantage, core competence, characteristics of core competencies, distinctive competitiveness, benchmarking as a method of comparative analysis; Value Chain Analysis Using Porter's Model: primary& secondary activities. *One relevant Case Study/ Case let from the Block.*	**6 Hours**

Block-3:	**Organizational Capability Profile and Portfolio Analysis:** Organizational Capability Profile**:** Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging -concentrating, accumulating, complementing, conserving, recovering; Portfolio Analysis: Business Portfolio Analysis - BCG Matrix **-** GE 9 Cell Model; Generic Competitive Strategies: Meaning of generic competitive strategies, Low cost, Differentiation, Focus - when to use which strategy; Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment - Turnaround, Divestment, Liquidation, Outsourcing Strategies. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-4:	**Strategy Implementation and Evaluation:** Strategy Implementation: Components of a strategic plan, barriers to implementation of strategy, Mintzberg 5 Ps - Deliberate & Emergent Strategies , Mc Kinsey's 7s Framework; Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment; Strategy Evaluation: Operations Control and Strategic Control -Symptoms of malfunctioning of strategy -Use of Balanced Scorecard for strategy evaluation. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-5:	**Various Business Strategies and Models:** Blue Ocean Strategy: Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvass & Value Curves, Four Action framework; Business Models: Meaning & components of business models, new business models for Internet Economy- E-Commerce Business Models and Strategies - Internet Strategies for Traditional Business -Virtual Value Chain; Sustainability & Strategic Management: Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Text Books:	1. Kazmi, Azhar, Business Policy and Strategic Management, Tata McGraw Hill Publishing Company Ltd., NewDelhi.	
Reference Books:	1. David, Fred R. Strategic Management – Concept and Cases , Pearson Education, Delhi. 2. Crafting the Strategy: Concepts and Cases in Strategic Management by Ranjan Das, McGraw Hill, New Delhi. 3. Strategic Management by Ireland, Hoskisson&Hitt, Indian Edition, Cengage Learning. 4. Concepts in Strategic Management & Business Policy by Thomas L. Wheelen& J. David Hunger, Pearson. 5. MintzbergHenry, Ahlstrand Bruce, and Lampel Joseph, Strategy Safari: A Guided Tour through the Wilds of Strategic Management, The Free Press, USA. 6. Hitt, M.A., Ireland R.D. and Hos Kisson R.D., Strategic Management	

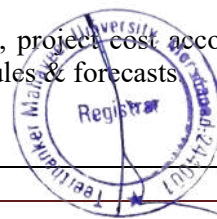|	Competitiveness and Globalization, Thomson Asia Pvt. Ltd. 7. Pearce II J A and Robinson Jr., R.B., Strategic Management – Strategy Formulation and Implementation, AITBS Publishers and Distributors, Delhi *** Latest editions of all the suggested books are recommended.**

Course Code: MBACC302	Core Course-10 MBA- Semester-III **International Business Management**	L-3 T-0 P-0 C-3
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understanding the concepts, scope, and future of international business management.	
CO2.	Analyzing international business environment.	
CO3.	Establishing linkages between international institutions and organizations	
CO4.	Recommending strategies to support business ethics, corporate sustainability and social responsibility initiatives.	
CO5.	Developing international strategies and preparing framework for implementation and evaluation.	
Course Content:		
Block-1:	**Evolution of International Business Management:** Introduction to International Business; Concept and Definition of International Business Management; Reasons for going International, International Entry Modes, Strategy of the Internationalization of Business, Global Challenges, Entry Barriers, Future of International Business in India. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-2:	**International Business Environment:** Cultural Environment of Business, Hofstede Study, Edward T Hall Study, Cultural Adaptation, Political, Legal, Economic, Ecological and Technological Environment. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-3:	**Formulating Strategy for International Business Management:** Strategy as a Concept, Implementing Global Strategy, Emerging Models of Strategic Management in International Context, Achieving and Sustaining International Competitive Advantage; International Strategic Alliances, Theories of International Business, Global Mergers and Acquisition. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-4:	**Organizing and Controlling for International Competitiveness:** Global Human Resource Management- Selection, Development, Performance Appraisal and compensation, motivating employees in the global context and managing groups across cultures, Multicultural management, Global Leadership. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-5:	**Globalization with Social Responsibility:** Globalization with social responsibility- Introduction, Social responsibility of TNC, Recent development in corporate social responsibility, Growing	**6 Hours**

	importance of social responsibility in MNC, Global Marketing. *One relevant Case Study/ Case let from the Block.*	
Text Books:	1. Francis Cherunilam; International Business, Prentice Hall Of India, New Delhi.	
Reference Books:	1. Thakur M., Burton and Gene, E, International Management. McGraw Hill. 2. Hodgetts R. &Luthens F., International Management. McGraw Hill Inc. 3. Deresky, International Management: Managing across borders and culture, Pearson Education. 4. Daniels John D. &Radebaugh, Lee H., International Business. Wiley India. 5. Lasserre Philippe, Global Strategic Management, Palgrave McMillan. 6. Francis Cherunilam, International Business Environment, Himalaya Publishing House. *** Latest editions of all the suggested books are recommended.**	

Course Code: MBACC303	Core Course -11 MBA- Semester-III **Project Management**	L-2 T-1 P-0 C-3
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understanding the concepts of Project management, complex issues in project management, tools, techniques and their implications.	
CO2.	Understanding the concept and methods for project feasibility analysis and process involved in project planning to get the desired result out of proposed projects.	
CO3.	Applying the tools and techniques of resource allocation and cost estimation in a project execution.	
CO4.	Applying various methods for identifying the associated risks with the project and project control.	
CO5.	Applying computer related tools and techniques for project evaluation and review of project.	
CO6.	Develop strategies to identify, formulate, appraise, execute, monitor and control a project suitable to business environment.	
Course Content:		
Block-1:	**Evolution of Project Management:** Definition, functions, evolution of Project Management, classification of projects, Project management in different environments. **The Project Management Systems, Methodologies &Systems Development Cycle:** Systems approach, systems analysis, systems development, project feasibility, Project life cycle, project appraisal, project contracting, the phases of system development life cycle. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-2:	**Project Feasibility Study**: Developing a project plan, market and technical analysis, financial analysis evaluation of project proposals, risk analysis, sensitivity analysis, and social cost benefit analysis. **Project Planning**: Planning fundamentals, project master plan, work breakdown structure &other tools of project planning, work packages project organization structures & responsibilities, responsibility matrix. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-3:	**PERT, CPM, Resource allocation**: Tools & techniques for scheduling development, crashing of networks, time-cost relationship, and resource leveling multiple project scheduling. **Cost Estimating Budgeting:** Cost estimating process elements of budgeting, project cost accounting &management information systems, cost schedules & forecasts *Numerical: PERT/CPM.*	**6 Hours**

Block-4:	**Managing Risks in Projects:** Risk concept &identification, risk assessment, risk priority, risk response planning, risk management methods. **Project Control:** Information monitoring, internal & external project control, cost accounting systems for project control, control process, performance analysis, variance limits, and issues in project control. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-5:	**Project Management Information System**: Computer based tools, features of PMIS, using project management software, (MS Projects) Project Evaluation, Reporting & Termination: Project reviews & reporting, closing the contract. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Text Books:	1. Chandra, Prasanna, Projects: Planning Analysis, Selection, Implementation and Review, McGraw Hill, New Delhi.	
Reference Books:	1. Clements and Gido, Effective Project Management, Thomson India. 2. Gray and Larson, Project Management: The Managerial Process, MGH. 3. John Nicholas, Project Management for Business and Technology: Principles and Practice by PHI –Eastern Economy. 4. Bhavesh, M Patel, Project Management, Vikas Publishing House, New Delhi. 5. Machiraju, H. R., Project Finance, Vikas Publishing House, New Delhi. 6. Rao, P.C.K., Project Management and Control, Sultan Chand & Sons, N.Delhi. 7. Nijiru, Cyrus and Merna,Tony, Financing Infrastructure Projects, Thomas Telford, UK. *** Latest editions of all the suggested books are recommended.**	

Ability Enhancement Compulsory Courses (AECC)

Course Code: MBAAE101	Ability Enhancement Compulsory Course -1 MBA- Semester-I Business Communication	L-2 T-0 P-0 C-2
Course Outcomes:	On completion of the course, the students will be:	
CO1.	Understanding the basics of business communication process, types and networks of communication.	
CO2.	Understanding the barriers of communication, importance of listening skills and effective presentation skills.	
CO3.	Applying techniques of effective communication- both verbal and non-verbal at the workplace.	
CO4.	Creating an effective presentation using slides and other visual aids.	
CO5.	Analyzing the various types of interview and Group Discussion techniques and applying them during real life situations.	
Course Content:		
Block-1:	**Evolution of Business Communication:** **Knowledge of Language & Basics of Communication:** Tenses, Sentence construction, Direct & Indirect Speech, Active-Passive voice, Verbs, Conjunctions, etc., Meaning & definition of communication, Objectives of communication, Types of communication, Process of communication, Barriers to communication, Grapevine in communication, 7Cs of Communication, Channels & Networks of Communication. *One relevant Case Study/ Case let from the Block.*	4 Hours
Block-2:	**Non-verbal Communication:** Non-linguistic transmission of ideas, Visual cues & their importance in communication, Gestures, Facial Expressions, Body movements, Tone & tenor, audition, Tactile, Kinesthetic etc. *One relevant Case Study/ Case let from the Block.*	4 Hours
Block-3:	**Presentation Skills:** Defining purpose, Audience & locale, Types of presentation, organizing content of presentation, nuances, Body language during presentation, Audio visual aids, how to develop effective presentation slides, Dos & Don'ts of presentation. *One relevant Case Study/ Case let from the Block.*	4 Hours
Block-4:	**Listening Skills:** Importance of listening, the process of listening, Differentiate between listening and hearing, Types of listening, Barriers to effective listening & factors in effective listening. *One relevant Case Study/ Case let from the Block.*	4 Hours
Block-5:	**Interviews & GD- Definition**, Types of Interviews, what does a job interview access? Focus of job interviews, Strategies for successful interviews, Answers to some common interview questions, Preparing in a	4 Hours

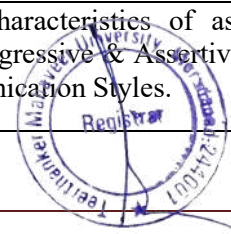|	
	group discussion- Leadership, GD protocol, Discussion techniques, Listening. *One relevant Case Study/ Case let from the Block.*	
Text Books:	1. Kaul, Asha, Effective Business Communication, PHI, New Delhi.
Reference Books:	1. Chaturvedi, P.D., and MukeshChaturvedi, Business Communication, Pearson Education. 2. Lesikar, Petit &Lesikar's, Basic Business, McGrawHill. 3. Pal, Rajendra, and Korlahalli, J. S., Essentials of Business Communication. 4. Malti Agarwal, Professional Communication, Krishna Publication. 5. Meenakshi Raman, Sangeeta Sharma, Technical Communication Principles & Practice. 6. Sehgal M.K. &Khetrapal V., Business Communication – Excel Books. 7. Mohan Krishna & Banerji Meera, Developing Communication Skills – Macmillan India Ltd. Delhi. 8. Bahl, Sushil, Business communication today, Response books, New Delhi. *** Latest editions of all the suggested books are recommended.**

Course Code: MBAAE102	Ability Enhancement Compulsory Course -2 MBA- Semester-I Human Values and Professional Ethics	L-2 T-0 P-0 C-2
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understanding concepts of human values and professional ethics.	
CO2.	Applying Sanyam& Swasthya practices in life.	
CO3.	Applying human values and developing harmony among self, family and society.	
CO4.	Developing sensitivity towards Nature & Natural Resources to become responsible. citizen and ethical person.	
CO5.	Developing self into a professional individual and an ethical personality.	
Course Content:		
Block-1:	**Introduction - Need Basic Guidelines, Content and Process for Value Education:** Understanding the need, basic guidelines, content, and process for Value Education; Self-Exploration–what is it? -its content and process; 'Natural Acceptance' and Experiential Validation-as the mechanism for self-exploration; Continuous Happiness and Prosperity-A look at basic Human Aspirations.	**4 Hours**
Block-2:	**Process for Value Education:** Right understanding, Relationship and Physical Facilities-the basic requirements for fulfillment of aspirations of every human being with their correct priority; Understanding Happiness and Prosperity correctly-A critical appraisal of the current scenario; Method to fulfill the above human aspirations: understanding and living in harmony at various levels Module.	**4 Hours**
Block-3:	**Understanding Harmony in the Human Being:** Understanding Harmony in the Human Being -Harmony in Myself! Understanding human being as a co-existence of the sentient 'I' and the material 'Body' Understanding -Sanyam and Swasthya;Programs to ensure Sanyam and Swasthya; Correct appraisal of Physical needs, meaning of Prosperity in detail; Sukh and Suvidha; Understanding Harmony in the Family and Society –harmony in Human -Human Relationship and Gender issues: Understanding values in human-human relationship;	**4 Hours**
Block-4:	**Understanding Responsibilities towards the Nature & Natural Resources:** Sustainable agriculture& Food preservation methods, Soil Conservation; Management of water resources, Replenishing ground water, water table; Biodiversity & its conservation, ecological protection, Deforestation & Afforestation.	**4 Hours**
Block-5:	Implications of the Holistic understanding of Harmony & Human values on Professional Ethics; Assuring Ethical Human conduct; Ability to utilize the professional competence for augmenting Universal Human Order;Ability to identify the scope of People friendly & Eco-friendly production system, Ability to develop appropriate Management System to enhance	**4 Hours**

	Productivity; Strategies for transition from present state to Universal Human Order.
Text Books:	• R R Gaur, R,Sangal, G.P Bagaria, A Foundation Course in value Education. • R R Gaur, R Sangal G P Bagaria, Teacher's Manual (English).
Reference Books:	• E.F. Schumacher, 1973, small is Beautiful; a study of economics as if people mattered,Blond& Briggs, Britain. • R.Pradeep Kumar, Jeevan Vidya to Na Prayanam, Hyderabad. • Sussan George, How the other half Dies, Penguin Press. • PL Dhar, RR Gaur, Science and Humanism, common wealth publishers. • A.N. Tripathy,Human values, New Age International Publishers. • Subhas Palekar, How to practice natural Farming, Pracheen (Vaidik) Krishitantrashodh, Amravati. • Donella H. Meadows, Dennis L. Meadows,Jorgen Randers, William W. Behrens III,1972, Limits to Growth –club of Rome's report, universe Books. • E.G. Seebauer& Robert, L BERRY, 2000, Foundations of Ethics for Scientists & Engineers, Oxford University Press. • M.Govindrajran, S Natrajan& V.S. Senthi Kumar, Engineering Ethics (including human Values), Eastern Economy Edition, Prentice hall of India Ltd. • B P Banerjee, 2005, Foundations of Ethics and Management, Excel books. • B.L. Bajpai, 2004, Indian Ethos and Modern Management , New Royal book Co; Lucknow. *** Latest editions of all the suggested books are recommended.**

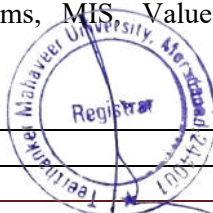| Course Code: MBAAE201	Ability Enhancement Compulsory Course -3 MBA- Semester-II **Managerial Communication**	L-2 T-0 P-0 C-2
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understanding the basics of oral & written communication to be used in a business organization.	
CO2.	Understanding fundamentals of business letter writing and written communication within organization and develop skills for effective business letters.	
CO3.	Understanding the importance of assertive communication and develop skills to communicate in real life.	
CO4.	Developing skills to demonstrate effective oral (face to face groups) communication. at workplace & in different cultural situations.	
CO5.	Preparing a written report in different formats, employment letters and resume.	
Course Content:		
Block-1:	**Evolution of Managerial Communication:** **Oral Communication:** Meaning and importance of oral communication, Principles of successful oral communication, Barriers to effective oral communication, three aspects of oral communication- Conversing,Listening and Body Language, Intercultural Oral Communication, Oral Communication & Electronic Media- Phones, Voice Mail, ConferenceCalls, Cell Phones, Video Conferencing. *One relevant Case Study/ Case let from the Block.*	**4 Hours**
Block-2:	**Official and Business Communication:** Modern Technology Communication tools, Forms of official correspondence, Parts of an official letter, drafting of- Circular, Memos, Press Note, E-mail, Notice, Agenda, Minutes of meeting, Importance of written business correspondence. Forms of business letters, Structure of business letter, Types of business letter-Sales letters, Credit letters, Letter of inquiry, Letters of Quotation, Letters of order, Letters of Complaint, Letter ofadjustment. *One relevant Case Study/ Case let from the Block.*	**4 Hours**
Block-3:	**Employment Communication:** Drafting a Cover letter or Job Application Letter, Drafting of - Bio-Data, Resume/ C.V., Relationship between a resume and an application letter, Types of resume, Guideline for preparing a good resume. *One relevant Case Study/ Case let from the Block.*	**4 Hours**
Block-4:	**Assertive Communication:** Importance & characteristics of assertive communication, difference between Passive, Aggressive & Assertive, 3 Cs of Assertive Communication, Assertive Communication Styles.	**4 Hours**

	One relevant Case Study/ Case let from the Block.	
Block-5:	**Report Writing:** Introduction, The importance of reports, Types of reports. - Short Report & Long Report, Special features of a report, Guideline for preparing a report, Organization of a report. *One relevant Case Study/ Case let from the Block.*	**4 Hours**
Text Books:	1. Kaul, Asha, Effective Business Communication, PHI, New Delhi.	
Reference Books:	1. Chaturvedi, P.D., and MukeshChaturvedi, Business Communication, Pearson Education. 2. Lesikar, Petit &Lesikar's, Basic Business, McGrawHill. 3. Pal, Rajendra, and Korlahalli, J. S., Essentials of Business Communication. 4. Malti Agarwal, Professional Communication, Krishna Publication. 5. Meenakshi Raman, Sangeeta Sharma, Technical Communication Principles & Practice. 6. Sehgal M.K. &Khetrapal V., Business Communication – Excel Books. 7. Mohan Krishna & Banerji Meera, Developing Communication Skills – Macmillan India Ltd. Delhi. 8. Bahl, Sushil, Business communication today, Response books, New Delhi. *** Latest editions of all the suggested books are recommended.**

Skill Enhancement Courses (SEC)

Course Code: MBASE101	Skill Enhancement Course - 1 MBA- Semester-I **Computer Fundamentals & Information Systems**	L-2 T-0 P-2 C-3
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understanding and describing the various Input and output devices and components of a computer system.	
CO2.	Understanding the functions of MS Word, MS Excel, MS Power point and their application.	
CO3.	Understanding concepts and requirements of MIS in business organizations.	
CO4.	Applying MS Office tools at workplace for effective functioning.	
CO5.	Analyzing MIS requirements in business organization.	
CO6.	Evaluating and developing various tools, techniques and systems of MIS to suit the organizational requirement.	
Course Content:		
Block-1:	**Evolution of Computer Revolution:** Computer Generation, Characteristics of Computer, Advantages and Limitations of a computer, Classification of computers, Functional components of a computer system (Input, CPU, Storage and Output Block), Types of memory (Primary and Secondary) Memory Hierarchy. Hardware: a) Input Devices- Keyboard, Mouse, Scanner, Bar Code Reader b) Output Devices – Visual Display Block (VDU), Printers, Plotters etc. **Introduction of Internet:** History of internet, Web Browsers, Searching and Surfing, Creating an E-Mail account, sending and receiving E-Mails.	6 Hours
Block-2:	**MS Word:** Starting MS WORD, Creating and formatting a document, changing fonts and point size, Table Creation and operations, Autocorrect, Auto text, spell Check, Word Art, inserting objects, Page setup, Page Preview, Printing a document, Mail Merge. **MS Excel:** Starting Excel, Work sheet, cell inserting Data into Rows/ Columns, Alignment, Text wrapping, Sorting data, Auto Sum, Use of functions, Cell Referencing form, generating graphs, Worksheet data and charts with WORD, Creating Hyperlink to a WORD document, Page set up, Print Preview, Printing Worksheets. *One relevant practical exercise from the Block.*	6 Hours
Block-3:	**Introduction to MIS:** Meaning and Role of Information Systems. Types of Information Systems: Operations Support Systems, Management Support Systems, Expert Systems, and Knowledge Management Systems, MIS Value Chain Analysis. *One relevant Case Study/ Case let from the Block.*	6 Hours
Block-4:	**Planning for Information System:**	6 Hours

	Business Planning Systems and Critical Success Factors, Risks in Information Systems, System Development Cycle. **Decision Support Systems:** MIS support for decision-making, Tools of business support systems: What if analysis, Sensitivity analysis, Goal seek analysis, Optimization analysis. *One relevant practical exercise from the Block.*	
Block-5:	**Emerging Concepts and Issues in Information Systems:** ERP, CRM, SCM, Introduction to Data Warehousing, Data Mining, and its Applications. Different tools of Data Mining. **Applications:** Transaction processing; artificial intelligent technologies in business: Neural Network, Fuzzy logic, Genetic algorithm, Virtual reality, Security and Ethical challenges. *One relevant practical exercise from the Block.*	**6 Hours**
Text Books:	1. Tannenbaum, Computer Networks, PHI, Delhi. 2. McKeown, Information Technology and the Networked Economy, Thomson Learning	
Reference Books:	1. Forouzan , Data Communication & Networking , TMH, Delhi. 2. Miller, Data and Network Communication, Vikas Publishing House, New Delhi. 3. Hagg, Baltzan& Philips, Business Driven Technology, TMH, N. Delhi. 4. Molly, Using HTML 4, PHI, Delhi. 5. Comer, E. Douglas, Computer Networks and Internet 4e, Pearson Education, Delhi.Kenneth, Laudon & Jane Laudon MIS: Managing the Digital Firm, Pearson Education. 6. James, A. O'Brien Introduction to Information Systems, McGrawHill. *** Latest editions of all the suggested books are recommended.**	

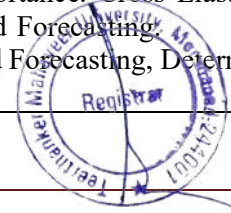| Course Code MBASE201	Skill Enhancement Course -2 MBA- Semester-II **Business Research Methods**	L-2 T-0 P-2 C-3
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understanding terms, concept, research process (methodology) & Methods related to hypothesis, research design, sampling tools, data collecting and data analysis.	
CO2.	Understanding and applying SPSS tools for data analysis.	
CO3.	Analyzing research questions, literature, research situation and data using statistical tools.	
CO4.	Writing a research report and research paper	
CO5.	Deciding research objective, hypothesis, sample size & type of data collection and analysis techniques.	
CO6.	Developing a research plan based on scientific methods & logic.	
Course Content:		
Block-1:	**Evolution of Business Research:** Concept of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems encountered by the researcher, Problems and Precautions to the Researchers. **Process of Research:** Involved in Research Process. Research Design: Various Methods of Research Design. Sampling Error, Sample Size, Non-Response. Characteristics of a good sample, Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multistage sampling. Non-Probability Sample – Judgment, Convenience, Quota methods. Determining size of the sample -Practical considerations in sampling and sample size.	**6 Hours**
Block-2:	**Types of Data:** Secondary and Primary, Various Methods Primary data collection-Observation method, Questionnaire Construction, Personal Interviews, Telephonic Interview, Email/Internet survey, Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions. Literature review: types and sources.	**6 Hours**
Block-3:	**Measures of Central Tendency**: Mean, Median & Mode; Dispersion: Standard Deviation: Correlation: Karl Pearson Coefficient and spearman rank method; Regression: lines and its equations.	**6 Hours**
Block-4:	**Classification of Data:** Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Levels of measurement – Nominal, Ordinal, Interval, Ratio.	**6 Hours**
Block-5:	**Analysis of Data and Report Preparation:** Hypothesis: formulation and testing (t-test, Z-test, F-test and Chi-square	**6 Hours**

	test); Analysis of Variance (ANOVA). Types and Layout of Research Report, Precautions in Preparing the research Report. Bibliography and Annexure in the Report: Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons. Use of SPSS in Data Analysis.
Text Books:	1. Cooper & Schindler, Business Research Methods, McGraw Hill. 2. Zikmund, Millian G., Business Research Methods, Thomson Learning, Bombay.
Reference Books:	1. Malhotra Naresh K., Marketing Research, Pearson Education. 2. Gravetter, Research Method for Behavioral Sciences, Cengage Learning. 3. Beri G.C., Marketing Research, McGraw Hill. 4. Kothari C.R., Research Methodology Methods and Techniques, New Age International Publishers. 5. Saunders. Research Methods for Business students, Pearson Education. *** Latest editions of all the suggested books are recommended.**

Generic Elective Courses (GEC)

Course Code: MBAGE101	Generic Elective Course-1 MBA- Semester-I **Managerial Economics**	L-3 T-0 P-0 C-3
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understanding the fundamental concepts and theories of economics relevant to business organizations.	
CO2.	Understanding the concepts and theories of cost, production and revenue in relationship to Business operations.	
CO3.	Applying the demand and supply laws and assessing the economic position of a company.	
CO4.	Applying the marginal analysis to assess different market conditions.	
CO5.	Evaluating price and output decisions for different market structures.	
Course Content:		
Block-1:	**Evolution of Managerial Economics in Indian Context:** Managerial Economics: Meaning, Definition, Characteristics, Nature, Relation with other disciplines, Scope, Importance. Role and Responsibility of A Managerial Economist. **Fundamental Concepts of Economics:** Incremental Reasoning, OpportBlocky Cost, Contribution, Time perspective, Time Value of Money and Risk & Uncertainty. **Alternative Objective of the Firm:** Theory of the Firm (Profit Maximization Theory), Managerial Theories of the Firm (Sales Revenue Maximization Model, Managerial Utility Models and Growth Maximization Models), Behavioral Theories of the Firm (Simons Satisfying Model and Cyert& March's Behavioral Theory of the Firm). *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-2:	**Theory of Consumer Choice and Demand Analysis:** The Cardinal Approach to Consumer Equilibrium: Measurement of Utility, Law of Diminishing Marginal Utility, Law of Equi-Marginal Utility. The Ordinal Utility Theory: Indifference Curve Approach: Meaning, Properties, The Budget Lines, Consumer Equilibrium. Demand Analysis: Meaning of Demand, Definition of Demand, Demand Function, Determinants of Demand, Law of Demand, Factors affecting the Demand. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-3:	**Elasticity of Demand and Demand Forecasting:** Elasticity of Demand: Meaning, Types of Elasticity of Demand. Price Elasticity of Demand: Meaning, Definitions, Degrees, Measurement, Factors affecting price elasticity of demand and Importance. Income Elasticity of Demand: Meaning, Definition, Types and Importance. Cross Elasticity of Demand: Meaning, Definitions, Types. Demand Forecasting: Meaning, Definitions, Steps involved in Demand Forecasting, Determinants and Methods.	**6 Hours**

	One relevant Case Study/ Case let from the Block.	
Block-4:	**Theory of Production, Cost and Revenue:** Theory of Production: Meaning and concept of production, Production function (Short run and Long Run), Relationship between TP, MP and AP. Law of Variable Proportion, Law of returns to scale. Law of Supply. Theory of Cost: Concept of Cost, Different types of Cost, Cost Function (Short Run and Long Run); Relationship between TFC, TVC and TC. Relationship between TC, TFC, TVC, AC, MC, AVC and AFC and Relationship between AC and MC. Theory of Revenue: Concept of Revenue, Relationship between TR, MR and AR. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-5:	**Market, Market Structures, Pricing and Output Equilibrium under different Market Structures and Business Cycle:** Market and Market Structure: Concept and Different types of Market and their characteristics. **Determination of price and output equilibrium under different market structure:** Perfect Competition: Features, Determination of price and output equilibrium under long run & short run. Monopoly: Features, Determination of price and output equilibrium under long run & short run. Monopolistic: Features, Determination of price and output equilibrium under long run & short run. Oligopoly Features, Determination of price andoutput equilibrium under long run & short run. **Business Cycle:** Meaning Definition, features, Phases of Business Cycle, Factors causing Swings in Business Activity. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Text Books:	1. Keat, Paul B., and Philip K.Y. Young, Managerial Economics – Economic Tools for Today's Decision Makers,Pearson Education, Delhi 2. Stonier and Hague, Textbook of Economic Theory – Longman Green and Co., London.	
Reference Books:	1. HirscheyMark, Managerial Economics, Thomson Learning, Bangalore 2. Monroe, Kent B., Pricing-Making Profitable Decisions, MacGraw-Hill, New York. 3. Salvatore, Dominick, Managerial Economics in a Global Economy, Thomson Learning, Hyderabad 4. Business Economics (Micro) – Dr. Girijashankar; AtharvaPrakashan, Pune. 5. J.M. Henderson and Richard E. Quandit., Micro economic Theory, Mcgraw Hill Company, New York. 6. M.L.Seth : Micro Economics, Laxmi- Narayan Agarwal, Agra. 7. M.L.Jhingan:- Micro Economic Theory, Vikas Publication, New Delhi. 8. G.S. Gupta: - Managerial Economics, McGraw Hill Publishing Company, Ltd. New Delhi. 9. Dean J., Managerial Economics, Prentice Hall New Delhi 10. Mithani.D.M. :- Managerial Economics, Theory andApplications, Himalaya Publishing House, New Delhi	

	* Latest editions of all the suggested books are recommended.

Course Code: MBAGE102	Generic Elective Course -2 MBA- Semester-I **Quantitative Techniques for Managers**	L-3 T-0 P-0 C-3
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understanding the concepts & techniques of business decision optimization.	
CO2.	Analyzing various optimization techniques used in making business decisions.	
CO3.	Applying various optimization and statistical tools and techniques for optimized decision making.	
CO4.	Evaluating various optimization tools and techniques to solve business problems.	
CO5.	Developing the model based on analytics decision making of business problems.	
Course Content:		
Block-1:	**Probability:** Concept of probability and its uses in business decision-making; Addition and multiplication theorem of probability; Baye's theorem analysis, and its application, Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions. *Numerical: Bayes Theorem*	**6 Hours**
Block-2:	**Linear Programming Problem:** Nature and scope of Operation Research, Formulation and testing OR models. Mathematical formulations of LP Models for product-mix problems, graphical and simplex method of solving LP problems. *Numerical: LPP (Simplex Method)*	**6 Hours**
Block-3:	**Transportation Problems:** Initial basic feasible solution of transportation problem using North-West Corner Rule, Least Cost Method, Column Minima Method, Row Minima Method and Vogel's Approximation Method, Testing optimality using MODI Method, Unbalanced problems and degeneracy, Solution of problems with the 'maximization' objective; *Numerical: Transportation (MODI Method)*	**6 Hours**
Block-4:	**Theory of Games and Assignment:** Two person zero – sum games, Games of pure strategies and of mixed strategies, Rule of dominance, Graphical solution to games. **Assignment:** Solution of Assignment Problem using Hungarian Method, Solution of unbalanced Assignment Problem, Problems of Assignment with maximization objective. *Numerical: Game Theory (two by two method) / Assignment (Hungarian Method)*	**6 Hours**
Block-5:	**Queuing Theory & Job Sequence:** **Queuing theory:** waiting line concept, Deterministic models, Queuing models. **Job Sequence:** Johnsons Algorithm for n Jobs and Two machines, n-Jobs and three machines, Two Jobs and m-Machines, n-Job and m-Machines.	**6 Hours**

	Numerical: Replacement (assets on sudden failure) / Job Sequence (n-Job and m-Machines)
Text Books:	1. Levin & Rubin, Statistics for Business, Prentice Hall of India, N. Delhi. 2. Gupta S.P. & Gupta M.P. Business Statistics, Sultan Chand & Sons, Delhi.
Reference Books:	1. Anderson, Quantitative Methods in Business, Thomson Learning, Bombay. 2. Anderson, Statistics for Business & Economics, Thomson Learning, Bombay. 3. Chandan, J.S. An Introduction to Statistical Methods, Vikas Publishing House, New Delhi. 4. Bhardwaj, R.S, Business Statistics, Excel Books, New Delhi. 5. Kothari C.R., Quantitative Techniques, Vikas Publishing House, New Delhi. 6. Hooda.R.P., Statistics for Business & Economics, McMillan India Ltd. 7. TahaHamdy, Operation Research an Introduction, Prentice-Hall. 8. Vohra, Quantitative Techniques in Management, McGraw-Hill. *** Latest editions of all the suggested books are recommended.**

	Generic Elective Course – 3	
Course Code: MBAGE103	**MBA- Semester-I** **Operations Research**	**L-3** **T-0** **P-0** **C-3**
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Identifying and developing operational research models from the verbal description of the real system.	
CO2.	Understanding the mathematical tools that are needed to solve optimization problems.	
CO3.	Understating the usage of mathematical software to solve the proposed models.	
CO4.	Analyzing the results and proposing recommendations in language understandable to the decision-making processes in Management Engineering	
CO5.	Developing a report that describes the model and the solving technique.	
Course Content:		
Block-1:	**Introduction to Operation Research:** Decision making through OR, Nature& Significance of OR, Models and modeling in OR, General methods for solving OR models, methodology of OR, Application and scope of OR, Basic OR models.	**6 Hours**
Block-2:	**Project Management:** Introduction to PERT and CPM, critical Path calculation, float calculation and its importance. Cost reduction by Crashing of activity. *Numerical: CPM only*	**6 Hours**
Block-3:	**Replacement Problem:** Replacement of assets that deteriorate with time, Replacement of assets on sudden failure. *Numerical: Replacement (assets on sudden failure)*	**6 Hours**
Block-4:	**Decision Theory:** Introduction, Decision under certanty, Decision under risk, Decision under uncertainty: Laplace criterion, Maximin criterion, Minimax criterion, savage Minimax regret criterion, Hurwicz criterion, Decision tree *Numerical: Decision (Laplace Method, Maximin Criteria)*	**6 Hours**
Block-5:	**Inventory Control**: Inventory classification, Different cost associated to Inventory, Economic order quantity, Inventory models with deterministic demands, ABC analysis. *Numerical: Inventory (EOQ)*	**6 Hours**
Text Books:	1. Paneerselvam, Operations Research, Prentice Hall of India, N. Delhi. 2. Taha, H.; Operations research, New York, Macmillan.	
Reference Books:	1. Levin, Kerpatrick and Rubin; Quantitative Approach to Management, New Jersey, Prentice Hall. 2. Theirouf and Klekamp; Decision Through Operations Research, New York, John Wiley. 3. Sharma, J.K.; Operations Research: Theory and applications, New Delhi, Macmillan.	

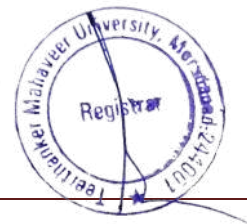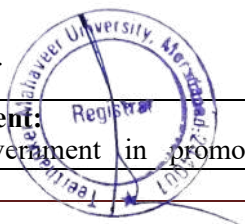| | 4. Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., NewDelhi.
5. Kapoor, V.K., Operations Research; Sultan Chand & Sons, New Delhi.
6. Kalavathy, Operations Research, Vikas Publishing House, New Delhi.

* Latest editions of all the suggested books are recommended. |

Course Code: MBAGE201	Generic Elective Course -4 MBA- Semester-II **Legal Aspects of Business**	L-3 T-0 P-0 C-3
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understanding and describing important provisions and elements of Indian Contract act 1872 and their practical applicability in business.	
CO2.	Understanding and analyzing different types of agreements and contracts in business life.	
CO3.	Understanding and analyzing special contracts like Indemnity and Guarantee, Bailment and Pledge.	
CO4.	Understanding key provisions of Sale of Goods Act1930, Indian Contract Act 1872 and negotiable instrument act.	
CO5.	Developing a hypothetical contract between two parties and sale agreement making.	
Course Content:		
Block-1:	**Evolution of and Need of Business Laws:** **Indian Contract Act 1872:** **Contract:** Meaning, Characteristics and Kinds; Essentials of valid contract; **Offer and acceptance:** Valid offer, Acceptance, Communication of offer and acceptance, Revocation of offer and acceptance, Lapse of an offer; **Capacity of Parties:** Who is Competent to contract, Position of Agreements with a Minor, Position of persons of Unsound Mind, Persons disqualified by Law; **Consideration:** Meaning, Essential Elements of Valid Consideration, Stranger to Contract, Contract without Consideration; **Free Consent:** Meaning of Consent, Meaning of Free Consent, Meaning Coercion and its effect, Meaning of Undue influence and its effects, Meaning of Fraud and its effects, Meaning of Misrepresentation and its effects and Meaning of Mistake and its effects; **Legality of Object and Consideration:** Circumstances under which the objects or consideration is deemed to be unlawful, Illegal agreements, Void Agreements if consideration or objects Unlawful in part, Agreement opposed to public policy. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-2:	**Void Agreement:** Meaning of Void Agreements, Agreements in restraint of marriage, trade & legal proceedings, Uncertain Agreements, Wagering Agreements, Distinction between contracts of insurance and wagering agreements, Agreements Contingent on Impossible Events, Agreements to do Impossible Acts, Restitution; **Contingents Contract:** Meaning, Essential Features and Rules; **Performance of a Contracts:** Meaning and Types; **Discharge of Contracts:** Meaning and Modes; **Remedies for Breach of Contracts:** Meaning, Anticipatory, Actual Breach of Contracts, and Remedies; **Quasi – contracts:** Meaning and Features; **Special Contracts:** **Contract of Indemnity and Guarantee:** Introduction, Contract of	**6 Hours**

	Indemnity, Contracts of Guarantee, Extent of Surety's Liability, Kinds of Guarantee, Rights of Surety, Discharge of Surety. *One relevant Case Study/ Case let from the Block.*	
Block-3:	**Contract of Bailment and Pledge:** Meaning, Kinds, Duties & Rights of Bailer, Duties & Rights of Bailee; Lien- Meaning & Types; Finder of Goods- Meaning and Rights;Termination of Bailment: Pledge- Meaning of pledge, pledger & pledgee, Rights & duties of pledge, pledger & pledgee; **Contract of Agency:** Meaning, Creation of Agency, Termination of Agency, Irrevocable Agency; Agent- Meaning, Who may be Agent, Agent vs. Servant, Agent vs. Independent Contractor, classification of Agents, Extent of Agent Authority, Delegation of Authority of Agent, Meaning & Appointment of Sub- Agent, Meaning of Substituted Agent, Rights and Duties of Agent, Principal- Meaning and Position of Principal. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-4:	**The Sales of Goods Act 1930:** Meaning of Contract of sale, Essential Elements of Contract of Sale, difference between sale and agreement to sell, Conditions and warranties, transfer of ownership in goods including sale by non-owners, Unpaid seller. – meaning and rights of an unpaid seller against the goods and the buyer, Auction Sale – Meaning and Rules. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-5:	**The Negotiable Instruments Act, 1881:** Negotiable Instruments- Meaning, Characteristics, Presumptions, Types, Promissory Note- Meaning and Characteristics, Bills of Exchange- Meaning and Essential Characteristics, acceptance- Meaning and Characteristics, Cheque- Meaning and Characteristics, , Crossing of Cheque, Holder and Holder in due course, Endorsement, Dishonor of Bill, Noting, Protesting and Hundies *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Text Books:	1. N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company,India. 2. P. K. Goel, Business Law for Managers, Biztantatara Publishers, India.	
Reference Books:	1. AkhileshwarPathack, Legal Aspects of Business, 4th Edition, McGraw Hill. 2. Sharma, J.P. and SunainaKanojia, Business Laws, Ane Books Pvt. Ltd., New Delhi. Sharma, J.P. and SunainaKanojia, VyavsayikSanniyam, Delhi University Hindi Cell. 3. Chandra Bose, Business Laws, PHI. 4. Bulchandani, Business Law for Management, Himalaya Publishing House. 5. Kumar, Legal Aspect of Business, Cengage Learning. 6. M.C. Kuchhal Business Legislation for Management, Vikas Publishing House. 7. Mazumdar, A.K. and Kapoor, G.K., Company Law and Practice, Taxman.	

	* Latest editions of all the suggested books are recommended.

Course Code: MBAGE202	Generic Elective Course -5 MBA- Semester-II **Innovation &Entrepreneurship Development**	L-3 T-0 P-0 C-3
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understanding the concepts, theories, tools & techniques & methods related to entrepreneurship.	
CO2.	Analyzing business situations including enabling & restricting issues & available resources for setting up an entrepreneurial organization.	
CO3.	Applying concept, techniques & methods for success of enterprise.	
CO4.	Evaluate business opportBlockies and making decision about product, finance and function of business.	
CO5.	Developing a business plan and executing the business plan	
Course Content:		
Block-1:	**Introduction to Innovation** and Entrepreneurial Idea Generation and Identifying Business OpportBlockies **Concepts of Entrepreneurship Development:** **Evolution of** the concept of Entrepreneur, Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Attributes and Characteristics of a successful Entrepreneur, Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development, Entrepreneurial Culture. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-2:	**Creating Entrepreneurial Venture:** **B**usiness Planning Process, Environmental Analysis - Search and Scanning, identifying problems and opportBlockies, Defining Business Idea, Basic Government Procedures to be complied with. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-3:	**Project Management:** **T**echnical, Financial, Marketing, Personnel and Management Feasibility, Estimating and Financing funds requirement - Schemes offered by various commercial banks and financial institutions like IDBI, ICICI, SIDBI, SFCs, Venture Capital Funding.	**6 Hours**
Block-4:	**Entrepreneur Development Programmes (EDP'S):** Types, 7S Model, History of entrepreneurship development in India, Current Status of Entrepreneurship development in India. Role of Woman entrepreneur. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-5:	**Entrepreneurship Development and Government:** Role of Central Government and State Government in promoting	**6 Hours**

	Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Blocks - Fiscal and Tax concessions available. Role of following agencies in the Entrepreneurship Development - District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB).	
Text Books:	1. Hisrich, Robert D., Michael Peters and Dean Shephered, Entrepreneurship, McGraw Hill, New Delhi.
Reference Books:	1. Khanka S.S., Entrepreneurship Development, S. Chand and Company Ltd., New Delhi. 2. Barringer, Brace R., and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersy (USA). 3. Lall, Madhurima, and ShikhaSahai, Entrepreneurship, Excel Books, New Delhi. 4. Charantimath, Poornima, Entrepreneurship Development and Small Business Entreprises, Pearson Education, New Delhi. 5. Kuratko, Donand and Richard Hodgetts, Entrepreneurship, Cengage Learning India Pvt. Ltd., New Delhi. *** Latest editions of all the suggested books are recommended.**

Course Code: MBAGE203	Generic Elective Course -6 MBA- Semester-II **Management of Intellectual Property Rights**	L-3 T-0 P-0 C-3
Course Outcomes:	**On completion of the course, the students will be:**	
CO1.	Understanding the basics of patent and copyright and other acts of IPR.	
CO2.	Understanding the information in patent documents which provide useful insights on novelty of their idea from state-of-the art search.	
CO3.	Understanding the documentation process of applying the patent.	
CO4.	Analyzing the information in patent document which provide useful insights on the novelty of their idea from state-of-the art search.	
CO5.	Developing new ideas or innovations which can be registered for patent.	
	Course Content:	
Block-1:	**Evolution of Concept of Property vis-à-vis Intellectual Property:** Overview of Concept of Property and Theories of Property, Theories of Intellectual Property Rights, Intellectual Property as an Instrument of Development, Need for Protecting Intellectual Property-Policy Consideration National Perspectives and International demands. Types of Intellectual Property-Origin and Development-An Overview. Intellectual Property Rights as Human Right. Intellectual Property Rights in the Cyber World. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-2:	**Patent Law:** Introduction to Patent Law, Paris Convention, Patent Cooperation Treaty, WTO-TRIPS, Harmonization of CBD and TRIPs. Indian Patent Law -The Patents Act, 1970, Amendments to the Patents Act, Patentable Subject Matter, Patentability Criteria, Procedure for Filing Patent Applications, Patent Granting Procedure, Revocation, Patent Infringement and Remedies , Relevant Provisions of the Biological Diversity Act, 2002 , Access and Benefit Sharing Issues. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-3:	**Trademarks:** Introduction to Trademarks, Need for Protection of Trademarks, Kinds of Trademarks, International Legal Instruments on Trademarks, Indian Trademarks Law, The Trade and Merchandise Marks Act, 1958 Trademarks Act, 1999, Procedural Requirements of Protection of Trademarks, Content of the Rights, Exhaustion of Rights , Assignment under Licensing, Infringement, Right of Goodwill, Passing Off , Domain Names and Effects of New Technology (Internet). *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-4:	**Industrial Designs:** Need for Protection of Industrial Designs, Subject Matter of Protection and Requirements, The Designs Act 2000, Procedure for	**6 Hours**

	obtaining Design Protection, Revocation, Infringement and Remedies. *One relevant Case Study/ Case let from the Block.*	
Block-5:	**Role of International Institutions:** World Intellectual Property Organization (WIPO), Function of WIPO, Membership of WIPO, Agreement between the WIPO and the WTO, Dispute Settlement-New Treaties. Commercialization of Intellectual Property Rights by Licensing, Determining Financial Value of Intellectual Property Rights, Negotiating Payments Terms in Intellectual Property Transaction. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Text Books:	1. Al-Ali, N. Comprehensive Intellectual Capital Management: Step-by-Step. John Wiley & Sons, Inc., Hoboken, New Jersey.	
Reference Books:	1. Andriessen, D. Making Sense of Intellectual Capital. Designing a Method for the Valuation of Intangibles. Butterworth Heinemann. 2. Stewart, T.A. Intellectual Capital: The New Wealth of Organizations, Nicholas Brealey, London. 3. Sveiby, K.E..The New Organizational Wealth: Managing & Measuring Knowledge-Based Assets. Berrett-Koehler Publishers, San Francisco. 4. Edvinsson, L. and Malone, M.S. Intellectual Capital: Realizing your company's true value by finding its hidden brainpower, Harper, New York. 5. Low, J. and Kalafut, P.C. Invisible advantage: How Intangibles are Driving Business Performance, Perseus Publishing, and Cambridge. *** Latest editions of all the suggested books are recommended.**	

Semester - III

Program/Discipline Specific Elective Courses (DSEC)

Marketing Management

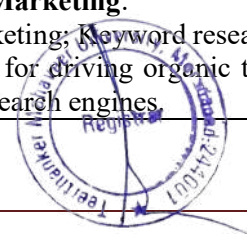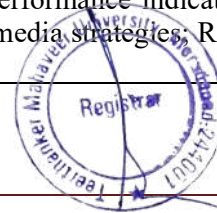# (Choose any 5 out of Six.)

One from MOOC prescribed by the College.

Course Code: MBADM24301	Discipline Specific with Deep specialization – 1 Digital Marketing (Deep Specialization) Semester-III **MOOC -1**	L-3 T-1 P-0 C-4

This course is compulsory and will be offered to students through NPTEL/SWAYAM/ Any other approved online platform related with opted deep specialization after approval of Principal of the College

Course Code: MBADM24302	Discipline Specific with Deep specialization – 2 Digital Marketing (Deep Specialization) Semester-III **Introduction to Digital Marketing**	L-3 T-1 P-0 C-4
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understand the fundamental principles and components of digital marketing.	
CO2.	Understanding the various digital marketing channels and platforms.	
CO3.	Analyzing and implementing digital marketing campaigns effectively.	
CO4.	Analyzing social media marketing techniques to engage and connect with target audiences.	
CO5.	Applying basic SEO and content marketing strategies for enhancing online visibility.	
Course Content:		
Block-1:	**Fundamentals of Digital Marketing:** Definition and scope of digital marketing; Evolution of digital marketing and its impact on traditional marketing; Key components of a digital marketing strategy; Understanding the digital marketing funnel.	**8 Hours**
Block-2:	**Digital Marketing Channels and Platforms:** Overview of various digital marketing channels (social media, search engines, email, etc.); Introduction to popular digital marketing platforms (Google Ads, Facebook Ads, etc.); Identifying target audiences and selecting appropriate channels; Integrating online and offline marketing efforts.	**8 Hours**
Block-3:	**Creating Digital Marketing Campaigns:** Setting marketing objectives and KPIs; Crafting compelling marketing messages and content; Implementing storytelling techniques in digital campaigns; Planning and executing successful digital marketing campaigns.	**8 Hours**
Block-4:	**Social Media Marketing:** Strategies for effective social media marketing; Creating engaging social media content; Social media advertising and targeting; Monitoring and measuring social media performance.	**8 Hours**
Block-5:	**Search Engine Optimization (SEO) and Content Marketing:** Understanding the importance of SEO in digital marketing; Keyword research and on-page SEO techniques; Content marketing strategies for driving organic traffic; Measuring SEO success and optimizing content for search engines.	**8 Hours**

Text Books:	1. Dave Chaffey and Fiona Ellis-Chadwick,"Digital Marketing: Strategy, Implementation and Practice", Pearson. 2. Ryan Deiss and Russ Honeyberry,"Digital Marketing for Dummies", For Dummies.	
Reference Books:	1. David Meerman Scott, "The New Rules of Marketing and PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases, and Viral Marketing to Reach Buyers Directly", Wiley. 2. Joe Pulizzi ,"Epic Content Marketing: How to Tell a Different Story, Break through the Clutter, and Win More Customers by Marketing Less", McGraw-Hill Education.	
	* Latest editions of all the suggested books are recommended.	

	Discipline Specific with Deep specialization - 3	
Course Code: **MBADM24303**	**Digital Marketing (Deep Specialization)**	**L-3** **T-1** **P-0** **C-4**
	Semester-III	
	Social Media Marketing and Management	
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understand the fundamentals of social media marketing and its role in the marketing mix.	
CO2.	Create and implement effective social media content strategies.	
CO3.	Design and optimize social media advertising campaigns.	
CO4.	Engage with online commBlockies and provide effective customer service on socialmedia.	
CO5.	Analyze social media metrics and measure the success of social media marketing efforts	
	Course Content:	
Block-1:	**Introduction to Social Media Marketing:** Definition and significance of social media marketing; Overview of major social media platforms (Facebook, Instagram, Twitter, LinkedIn, etc.); Identifying target audiences and setting marketing objectives; Role of social media in the marketing mix.	**8 Hours**
Block-2:	**Social Media Content Creation and Strategy:** Developing a social media content strategy; Crafting engaging social media posts and visuals; Implementing storytelling techniques for brand messaging; Utilizing user-generated content and influencer marketing.	**8 Hours**
Block-3:	**Social Media Advertising and Campaigns:** Creating and optimizing social media ad campaigns; Audience targeting and retargeting strategies; Measuring ad performance and return on investment (ROI); A/B testing and optimization techniques.	**8 Hours**
Block-4:	**CommBlocky Management and Engagement:** Building and managing online commBlockies; Techniques for engaging with followers and responding to comments; Handling customer feedback and resolving issues on social media; Leveraging social media for customer service.	**8 Hours**
Block-5:	**Social Media Analytics and Performance Measurement:** Introduction to social media analytics tools; Key performance indicators (KPIs) for social media marketing; Using data to refine social media strategies; Reporting social media ROI to stakeholders.	**8 Hours**

Text Books:	1. Guy Kawasaki and Peg Fitzpatrick,"The Art of Social Media: Power Tips for Power Users" Portfolio. 2. Jason McDonald,"Social Media Marketing Workbook: How to Use Social Media for Business",Create Space Independent Publishing Platform.	
Reference Books:	1. Gary Vaynerchuk ,"Jab, Jab, Jab, Right Hook: How to Tell Your Story in a Noisy Social World", Harper Business. 2. Jan Zimmerman and Deborah Ng ,"Social Media Marketing All-in-One For Dummies",For Dummies. *** Latest editions of all the suggested books are recommended.**	

	Discipline Specific with Deep specialization - 4	
Course Code: **MBADM24304**	**Digital Marketing (Deep Specialization)**	**L-3** **T-1** **P-0** **C-4**
	Semester-III	
	Content Marketing and SEO Strategies	
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understand the fundamentals of content marketing and its role in the marketing mix.	
CO2.	Create compelling and engaging storytelling content for different digital platforms.	
CO3.	Implement on-page and off-page SEO techniques to optimize content for search engines.	
CO4.	Develop and execute effective content marketing strategies.	
CO5.	Analyze content performance metrics to measure the success of content marketing efforts	
Course Content:		
Block-1:	**Introduction to Content Marketing:** Definition and significance of content marketing; Understanding the content marketing funnel; Identifying target audiences and content preferences; Creating content marketing objectives and KPIs.	**8 Hours**
Block-2:	**Content Creation and Storytelling:** Techniques for crafting engaging storytelling content; Utilizing multimedia elements in content creation; Developing content calendars and editorial plans; Leveraging user-generated content and influencer marketing.	**8 Hours**
Block-3:	**Search Engine Optimization (SEO) Fundamentals:** Understanding the importance of SEO in digital marketing; Conducting keyword research and analysis; On-page SEO techniques for content optimization; Off-page SEO strategies for building quality backlinks.	**8 Hours**
Block-4:	**Content Marketing Strategy and Distribution:** Developing a content marketing strategy; Planning content distribution across various platforms; Leveraging social media and email marketing for content promotion; Analyzing content performance and making data-driven decisions.	**8 Hours**
Block-5:	**Measuring Content Marketing ROI and Success:** Key performance indicators (KPIs) for content marketing; Analyzing content analytics and user engagement metrics; Calculating content marketing ROI and effectiveness; Optimizing content strategies based on performance insights.	**8 Hours**
Text Books:	1. Joe Pulizzi ,"Epic Content Marketing: How to Tell a Different Story, Break through the Clutter, and Win More Customers, McGraw-Hill Education. 2. Joe Pulizzi, "Content Inc.: How Entrepreneurs Use Content to Build Massive Audiences and Create Radically Successful Businesses",McGraw-Hill Education.	

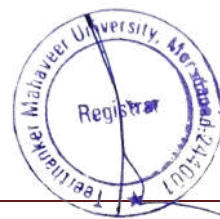| Reference Books: | 1. Adam Clarke ,"SEO 2021: Learn Search Engine Optimization with Smart Internet Marketing Strategies" (Publisher: Independently published, Year: 2020)
2. Mark W. Schaefer, "The Content Code: Six essential strategies to ignite your content, your marketing, and your business" (Publisher: Mark W. Schaefer).
* Latest editions of all the suggested books are recommended. | |

	Discipline Specific with Deep specialization - 5	
Course Code: **MBADM24305**	**Digital Marketing (Deep Specialization)**	**L-4** **T-0** **P-0** **C-4**
	Semester-III	
	Email Marketing and Automation	

Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understand the fundamentals of email marketing and its role in the marketing mix.	
CO2.	Design engaging and effective email campaigns with personalized content.	
CO3.	Utilize email marketing automation tools for lead nurturing and customer engagement.	
CO4.	Ensure email deliverability and compliance with relevant regulations.	
CO5.	Analyze email marketing performance metrics to measure the success of email campaigns	
Course Content:		
Block-1:	**Introduction to Email Marketing:** Definition and significance of email marketing; Understanding the email marketing funnel; Identifying target audiences and segmenting email lists. Crafting compelling email marketing objectives and KPIs.	**8 Hours**
Block-2:	**Designing Engaging Email Campaigns:** Techniques for creating visually appealing email designs; Writing effective email copy and subject lines; Implementing personalization and dynamic content in emails; A/B testing for email optimization.	**8 Hours**
Block-3:	**Email Automation and Drip Campaigns:** Introduction to email marketing automation; Implementing drip campaigns for lead nurturing; Using triggers and workflows to automate email sequences; Measuring the effectiveness of automated email campaigns.	**8 Hours**
Block-4:	**Email Deliverability and Compliance:** Understanding email deliverability and factors affecting it; Best practices for improving email deliverability rates; Compliance with email marketing regulations (CAN-SPAM Act, GDPR, etc.); Handling bounce backs and managing email lists.	**8 Hours**
Block-5:	**Measuring Email Marketing Performance:** Key performance indicators (KPIs) for email marketing; Analyzing email marketing analytics and user engagement metrics; Calculating email marketing ROI and performance metrics; Optimizing email marketing strategies based on performance insights.	**8 Hours**
Text Books:	1. Chad White, "Email Marketing Rules: Checklists, Frameworks, and 150 Best Practices for Business Success" by (Publisher: Create Space Independent Publishing Platform, Year: 2013). 2. DJ Waldow and Jason Fall,"The Rebel's Guide to Email Marketing: Grow Your List, Break the Rules, and Win" by (Publisher: Que Publishing, Year: 2013).	
Reference Books:	1. Jeanniey Mullen, "Email Marketing: An Hour a Day" by (Publisher: Wiley, Year: 2008).	

2. Matthew Paulson ,"Email Marketing Demystified: Build a Massive Mailing List, Write Copy that Converts, and Generate More Sales" by (Publisher: AMPBOT Media, Year: 2019).
* Latest editions of all the suggested books are recommended.

	Discipline Specific with Deep specialization - 6	
Course Code: MBADM24306	**Digital Marketing (Deep Specialization)**	**L-4**
	Semester-III	**T-0 P-0**
	Search Engine Optimization	**C-4**
Course Outcomes:	**On completion of the course, the students will be:**	
CO1.	Apply fundamental concepts of SEO to enhance website visibility.	
CO2.	Analyze website performance using SEO metrics and tools.	
CO3.	Develop and implement SEO strategies to improve website ranking on search engines.	
CO4.	Evaluate and optimize website content for better search engine visibility.	
CO5.	Stay updated on the latest trends and algorithm changes in the field of SEO	
	Course Content:	
Block-1:	Overview of Search Engine Optimization; Importance of SEO in Digital Marketing; How Search Engines Work; Key Concepts: Keywords, Crawling, Indexing, Ranking	**8 Hours**
Block-2:	Keyword Research and Analysis; On-Page Optimization Techniques; Meta Tags Optimization; URL Structure and Permalinks; Header Tags Optimization; Content Optimization Strategies; Image Optimization	**8 Hours**
Block-3:	Off-Page Optimization Techniques; Importance of Backlinks; Link Building Strategies; social media and SEO; Local SEO Optimization; Understanding Domain Authority and Page Authority.	**8 Hours**
Block-4:	Website Performance and Speed Optimization; Mobile-Friendly Design and SEO; Website Structure and Navigation; Schema Markup and Rich Snippets; XML Sitemap and Robots.txt; Canonicalization and URL Parameters.	**8 Hours**
Block-5:	SEO Tools for Keyword Research, Rank Tracking, and Analytics; Google Search Console and Google Analytics; SEO Auditing and Reporting; Voice Search Optimization; Video SEO Strategies; Emerging Trends and Future of SEO.	**8 Hours**
Text Books:	1. SEO 2024: Learn Search Engine Optimization with Smart Internet Marketing Strategies" by Adam Clarke	
Reference Books:	1. "The Art of SEO: Mastering Search Engine Optimization" by Eric Enge, Stephan Spencer, and Jessie Stricchiola 2. Online resources, blogs, and industry publications for staying updated on SEO trends and best practices. *** Latest editions of all the suggested books are recommended.**	

	Discipline Specific with Deep specialization - 7	
Course Code: MBADM24307	**Digital Marketing (Deep Specialization)**	**L-3**
	Semester-III	**T-0 P-0**
	Paid Advertising and Performance Marketing	**C-3**
Course Outcomes:	**On completion of the course, the students will be:**	

CO1.	Understand the fundamentals of paid advertising and its role in digital marketing.	
CO2.	Create compelling and effective paid advertising campaigns across various platforms.	
CO3.	Utilize performance marketing techniques to track and measure ad performance.	
CO4.	Optimize paid advertising campaigns for maximum return on investment.	
CO5.	Analyze ad performance metrics and provide insights for ad campaign improvements.	
Course Content:		
Block-1:	Introduction to Paid Advertising: Definition and significance of paid advertising; Overview of major digital advertising platforms (Google Ads, Facebook Ads, etc.); Identifying target audiences and setting advertising objectives; Understanding different types of paid advertising campaigns.	**8 Hours**
Block-2:	Creating Effective Paid Advertising Campaigns: Techniques for crafting compelling ad copies and visuals; Ad targeting and segmentation strategies; Utilizing ad extensions and ad formats effectively. A/B testing for ad optimization.	**8 Hours**
Block-3:	Performance Marketing and ROI Analysis: Introduction to performance marketing and key metrics; Measuring ad performance and return on investment (ROI); Cost-per-acquisition (CPA) and cost-per-click (CPC) analysis; Conversion tracking and attribution models.	**8 Hours**
Block-4:	Display Advertising and Remarketing: Designing visually appealing display ads; Implementing remarketing strategies to target past website visitors; Utilizing audience targeting and contextual targeting for display ads; Analyzing display advertising performance metrics.	**8 Hours**
Block-5:	Social Media Advertising and Performance Measurement: Creating and optimizing social media advertising campaigns; Leveraging different social media platforms for advertising; Analyzing social media advertising performance metrics; Reporting and presenting ad campaign results.	**8 Hours**
Text Books:	Perry Marshall, Mike Rhodes, and Bryan Todd ,"Ultimate Guide to Google AdWords: How to Access 100 Million People in 10 Minutes" by (Publisher: Entrepreneur Press). Brian Meert,"The Complete Guide to Facebook Advertising" by (Publisher: Advertise Mint).	
Reference Books:	Dave Chaffey and Fiona Ellis-Chadwick,"Digital Marketing: Strategy, Implementation and Practice" by (Publisher: Pearson, Year: 2020) "Killer Facebook Ads: Master Cutting-Edge Facebook Advertising Techniques" by Marty Weintraub and Perry Marshall (Publisher: Entrepreneur Press, Year: 2011) *** Latest editions of all the suggested books are recommended.**	

<u>**Semester - IV**</u>

<u>**Program/Discipline Specific Elective Courses (DSEC)**</u>

<u>**Marketing**</u>

<u>**(Choose any 3 out of 4)**</u>

<u>**One from MOOC prescribed by the College.**</u>

Course Code: MBADM24401	Discipline Specific with Deep specialization – 8	L-3
	Digital Marketing (Deep Specialization)	T-0
	Semester-IV	P-0
	MOOC -1I	C-3

This course is compulsory and will be offered to students through NPTEL/SWAYAM/ Any other approved online platform related with opted deep specialization after approval of Principal of the College

Course Code: MBADM24402	Discipline Specific with Deep specialization - 9	L-3
	Digital Marketing (Deep Specialization)	T-0
	Semester-IV	P-0
	Consumer Behavior in Digital Context	C-3
Course Outcomes:	**On completion of the course, the students will be:**	
CO1.	Describe the key concepts and theories of consumer behavior in digital contexts.	
CO2.	Analyze the impact of digital technologies on consumer decision-making processes.	
CO3.	Apply consumer behavior theories to develop effective digital marketing strategies.	
CO4.	Evaluate the ethical implications of targeting and influencing consumer behavior online.	
CO5.	Synthesize research findings and industry trends to predict future consumer behavior patterns in digital environments	
Course Content		
Block-1:	Overview of Consumer Behavior; Evolution of Consumer Behavior in Digital Age; Theories and Models of Consumer Behavior; Psychological and Sociological Influences	**6 Hours**
Block-2:	Information Search Behavior in Digital Context; Consumer Decision-Making Models; Influence of Online Reviews and Ratings; Decision Heuristics and Biases in Online Shopping	**6 Hours**
Block-3:	Branding in Digital Context; Social Media Engagement and Brand CommBlockies; Influencer Marketing and Brand Endorsements; Loyalty Programs and Customer Retention Strategies	**6 Hours**
Block-4:	Persuasion Techniques in Digital Marketing; Consumer Attitudes and Online Brand Perception; Emotions and Decision-Making in Online Shopping; Cognitive Dissonance and Post-Purchase Behavior	**6 Hours**
Block-5:	Privacy Concerns in Digital Marketing; Data Collection and Consumer Consent; Regulatory Frameworks and Compliance; Ethical Considerations in Targeted Advertising	**6 Hours**
Text Books:	1. "Consumer Behavior: Buying, Having, and Being" by Michael R. Solomon	
Reference Books:	1. Digital Marketing: Strategy, Implementation and Practice" by Dave Chaffey and Fiona Ellis-Chadwick 2. Online articles, journals, and industry reports on consumer behavior in digital contexts. *** Latest editions of all the suggested books are recommended.**	

Course Code: MBADM24403	**Discipline Specific with Deep specialization - 10**	**L-3 T-0 P-0 C-3**
	Digital Marketing (Deep Specialization)	
	Semester-IV	
	Digital Marketing Analytics and Strategy	

Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understand the importance of data analytics in digital marketing decision-making.	
CO2.	Analyze digital marketing data to gain valuable insights and identify opportBlockies.	
CO3.	Develop data-driven marketing strategies and customer-centric approaches.	
CO4.	Create integrated marketing plans that leverage multiple digital channels effectively.	
CO5.	Utilize marketing automation to streamline processes and enhance customer engagement	

Course Content:		
Block-1:	Introduction to Digital Marketing Analytics: Understanding the role of data analytics in digital marketing; Key digital marketing analytics tools and platforms; Data collection methods and data privacy considerations; Setting marketing objectives and KPIs for data-driven campaigns.	**6 Hours**
Block-2:	Data Analysis and Interpretation: Data visualization techniques for marketing insights; Conducting statistical analysis on digital marketing data; Interpreting marketing data to identify trends and patterns; Using data to make informed marketing decisions.	**6 Hours**
Block-3:	Consumer Behavior and Customer Journey Mapping: Understanding consumer behavior in the digital landscape; Customer journey mapping and touchpoint analysis; Personalization and segmentation strategies based on consumer insights; Leveraging consumer behavior data for targeted marketing.	**6 Hours**
Block-4:	Creating Integrated Digital Marketing Strategies: Developing an integrated digital marketing plan; Aligning digital marketing strategies with overall marketing goals; multi-channel marketing and cross-channel promotions; Budget allocation and resource planning for digital campaigns.	**6 Hours**
Block-5:	Marketing Automation and CRM Integration: Utilizing marketing automation tools for efficiency and personalization Integrating marketing automation with customer relationship management (CRM) systems; Implementing lead nurturing and customer retention strategies; Measuring the success of automated marketing efforts.	**6 Hours**
Text Books:	1. Chuck Hemann and Ken Burbary, "Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World" by (Publisher: Que Publishing,) 2. Mark Jeffery, "Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know" by (Publisher: Wiley).	
Reference Books:	3. Thomas W. Miller, "Marketing Data Science: Modeling Techniques in Predictive Analytics with R and Python" by (Publisher: Pearson) 4. Avinash Kaushik, "Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity" by (Publisher: Sybex). *** Latest editions of all the suggested books are recommended.**	

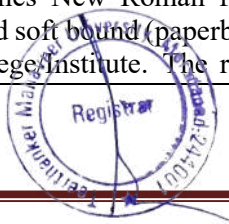| Course Code: MBADM24404	Discipline Specific with Deep specialization - 11	L-3 T-0 P-0 C-3
	Digital Marketing (Deep Specialization)	
	Semester-IV	
	Digital Branding and Reputation Management	
Course Outcomes:	On completion of the course, the students will be:	
CO1.	Explain the fundamentals of digital branding and its significance in the modern business landscape.	
CO2.	Analyze the factors that influence digital brand perception and reputation.	
CO3.	Apply digital branding strategies to create compelling brand identities across various online channels.	
CO4.	Evaluate the effectiveness of digital reputation management techniques in maintaining and enhancing brand reputation.	
CO5.	Synthesize ethical considerations in digital branding and reputation management practices.	
Course Content:		
Block-1:	Definition and Importance of Digital Branding; Evolution of Branding in Digital Age; Brand Identity vs. Brand Image; Elements of Digital Branding: Logo, Typography, Colors, etc.	**6 Hours**
Block-2:	Brand Positioning in Digital Environment; Content Marketing for Brand Awareness; Social Media Branding and Engagement; Personal Branding Strategies; Brand Partnerships and Collaborations	**6 Hours**
Block-3:	Importance of Online Reputation Management; Monitoring Brand Mentions and Sentiments; Responding to Online Feedback and Reviews Crisis Communication and Reputation Repair; Building Trust and Credibility Online	**6 Hours**
Block-4:	Role of Influencers in Digital Branding; Identifying and Engaging with Influencers; Leveraging User-Generated Content; Employee Advocacy Programs; Measuring the Impact of Influencer Campaigns	**6 Hours**
Block-5:	Transparency and Authenticity in Brand Communication; Privacy and Data Protection in Digital Marketing; Ethical Issues in Native Advertising and Sponsored Content; Corporate Social Responsibility (CSR) in Digital Branding; Ethical Decision-Making Frameworks in Brand Management	**6 Hours**
Text Books:	**2.** "Building Digital Brands: A Strategic Approach" by Itamar Simonson and Emanuel Rosen	
Reference Books:	1. "Reputation Rules: Strategies for Building Your Company's Most Valuable Asset" by Daniel Diermeier 2. Online articles, blogs, and industry reports on digital branding and reputation management. *** Latest editions of all the suggested books are recommended.**	

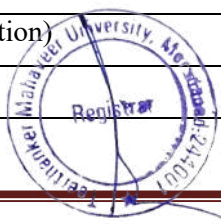| Course Code: MBADM24405	Discipline Specific with Deep specialization - 12	L-3 T-0 P-0 C-3
	Digital Marketing (Deep Specialization)	
	Semester-IV	
	Legal and Ethical Issues in Digital Marketing	
Course Outcomes:	On completion of the course, the students will be:	
CO1.	Explain the legal and ethical principles governing digital marketing practices.	
CO2.	Analyze the implications of regulatory frameworks on digital marketing strategies.	
CO3.	Apply ethical decision-making frameworks to resolve dilemmas in digital marketing contexts.	
CO4.	Evaluate the impact of digital marketing practices on consumer privacy and data protection.	
CO5.	Synthesize recommendations for developing responsible and compliant digital marketing campaigns	
Course Content:		
Block-1:	Overview of Legal Frameworks in Digital Marketing; Intellectual Property Rights: Copyright, Trademarks, Patents; Advertising Laws and Regulations; Consumer Protection Laws: FTC Guidelines, GDPR, CCPA; Terms of Service and Privacy Policies	6 Hours
Block-2:	Ethical Theories and Principles in Marketing; Deceptive Advertising Practices; Targeted Advertising and Consumer Privacy; Native Advertising and Sponsored Content; Ethical Issues in Influencer Marketing	6 Hours
Block-3:	Data Collection Practices in Digital Marketing; Consent and Permission Marketing; Data Breaches and Security Measures; Compliance with Data Protection Regulations: GDPR, CCPA, etc.; Ethical Use of Consumer Data for Personalization	6 Hours
Block-4:	Corporate Social Responsibility (CSR) in Digital Marketing; Environmental and Sustainability Marketing; Diversity and Inclusion in Advertising; Cause-related Marketing Campaigns; Balancing Profitability with Social Good	6 Hours
Block-5:	Ethical Decision-Making Models; Integrating Legal Compliance and Ethical Considerations in Campaign Planning; Implementing Transparency and Accountability Measures; Monitoring and Auditing Digital Marketing Practices; Stakeholder Engagement and Communication	6 Hours
Text Books:	1. Digital Marketing and the Law: Protecting Your Company's Intellectual Property" by Richard Stim	
Reference Books:	2. Ethical Marketing and The New Consumer" by Chris Arnold 3. Online resources, articles, and guidelines from regulatory bodies such as the FTC, GDPR, and CCPA.	

Summer Internship Report

Course Code: MBAVV351	MBA- Semester-III	L-0 T-0 P-12 C-6
	Summer Internship	

Objectives:	This course intends to familiarize and develop understanding of the students about the organizational set up, know about the functioning of various sections/departments of an organization/company in general and gain hand-on experience of a specific job function of the chosen organization. The main aim is to acquaint the student with the practical day-to-day functioning of an organization with a motive to facilitate training in a specific skill/area of that organization. Students will undergo summer internship at the end of II semester. The duration of internship will be 45 to 60 days.
Course Outcomes:	**On completion of the course, the students will be:** 1. Understanding the various departments and sections of an organization. 2. Understanding how staffing is done at different levels in an organization. 3. Demonstrating the specialization/ special skills required to work in a particular section/ department of an organization. 4. Working in tandem with the supervisor/mentor's goals of an organization. 5. Evaluating the general working environment, processes, and systems of the organization where the student has work. 6. Explaining what he/she has observed and understood about a specific working/skill area of the section of the organization in which he/she worked. 7. Writing a detailed report on the summer internship.
Course Content:	1. A brief introduction is given by the host organization to its various departments and administrative functions. 2. Students will visit various departments and will observe the physical layout, working conditions and managerial practices under the supervisor of the Company. 3. Students will write notes on the salient features of activities of different departments. 4. Each student shall prepare a structured report after the successful completion of the internship. 5. Students with the help of faculty guide will carry out analysis of the visit reports. 6. Students will give a formal presentation of the report before the jury comprising of a minimum of two internal faculty members to be appointed by the Director/ Principal of the college. 7. The assessment will be out of 100 marks (External Marks-50, Internal Marks-50). 8. The report (based on general training or the problem-centric training) prepared by the student will be termed as Summer Training Report. The report should ordinarily be based on primary data. It should reflect in-depth learning during summer training. The average size of Report ordinarily will be of approximately 25pages in Times New Roman font size (12) and double spacing. Three neatly typed and soft bound (paperback) copies of the report will be submitted to the College/Institute. The report will be

Detail	Report Quality (Structuring, Formatting, Clarity in presenting data & facts)	Presentation	Assessors Evaluation as per Summer Internship Record Book	Viva Voce	Total
		typed in A-4 size paper			
Evaluation Scheme					
Internal	30	20	NA	NA	50
External	15	NA	15	20	50

	Format for Summer Internship Report	
1.	Cover / Title Page	1 page
	…………. (Topic/Department/Area) **At** **(Name of the Organisation/Company)** **In partial fulfillment for the award of the degree of MBA (Digital Marketing)** **Teerthanker Mahaveer Institute of Management and Technology (TMIMT)** **Teerthanker Mahaveer University, Moradabad. Uttar Pradesh** **Submitted by:** **Submitted to** **Student Name** **Internal Guide** **Name** **III Semester** **Designation** **Year** **TMIMT, TMU** **Under Supervision of** **External Guide Name** **Designation**	
2	Table of content (Index) –with page numbers clearly identified	1page
3	Declaration by the student.	1page
4	Certificate (from the Company / Organization)	1page
5	Acknowledgement	1page

6	Organization/Company Profile (Background, History, Founder, Vision, Mission, Competitors, Organization Structure, Products, Milestones, Achievements, Address)				5-8 pages
7	Objectives of training.				1page
8	**Student has to finalize topic from general training or problem centric training as per the consultation or guidance by the internal faculty and company supervisor. The details of both the trainings are given below:-**				

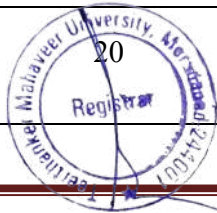| S.No.	General Training	Pages	S.No.	Problem Centered Training	Pages
8a	Introduction (department/s or the area assigned)	1-2	**8a**	Introduction to the topic	1-2
8b	Intern role during internship	1	**8b**	Research Objectives	1
8c	Role of (department/s or the area assigned) in the organization	2-3	**8c**	Research methodology	1-2
8d	Observations (including explanation of Processes)	6-8 (as per numbers of weeks training done)	**8d**	Data analysis & interpretation	5-8
8e	Key learning's	1-2	**8e**	Results & Findings	1-2
8f	Recommendations (if any)	1	**8f**	Recommendations& Suggestions	1
8g	Conclusion	1	**8g**	Limitations	1
			8h	Conclusion	1
			8i	References/ Bibliography	1
			8j	Appendices, viz., ➢ Questionnaire ➢ Checklist ➢ Tables etc.	1-3

Plagiarism check will be done from point no.7 onwards. Plagiarism check will be done as per norms provided by the Examination Division of the University

Major Research Report

(Based on: On the Job Training (OJT) / Start-Up Engagements / Family Business Exposure)
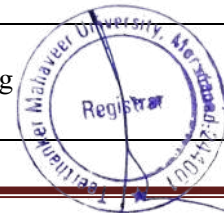
Course Code: MBAVV451	**MBA - Semester-IV** **Major Research Report** **(Based on: On the Job Training (OJT)/ Start-Up Engagements/ Family Business Exposure)**	L-0 T-0 P-18 C-9
Course Outcomes	**On completion of the course, the students will be :**	
CO1.	Understanding the working of various departments and associated problems.	
CO2.	Understanding the importance of process and methods of research, and their applicability.	
CO3.	Understanding the working on the designing tools to collect data for research and evaluation.	
CO4.	Applying statistical tools for data processing to get information.	
CO5.	Demonstrating the results to prove their findings.	
CO6.	Writing a report with effectiveness.	
CO7.	Assessing the probable solution to a given research problem.	
Course Content:	The students must submit a detailed report based on: **On the Job Training (OJT)/ Start-Up Engagements / Family Business Exposure** by the students during the fourth semester. At the ends of third semester students must inform about the choice from the above options to the program coordinator. The student will submit a detailed report at the end of the fourth semester, which will form part of fourth semester examination. A performance appraisal by the organization authority will be attached along with the report. in case of OJT only.	
	The dissertation report (based on: **On the Job Training (OJT)/ Start-Up Engagements / Family Business Exposure**) should ordinarily be based on the in-depth experience gained during any of the above engagements. The detail report of above should be prepared mentioning brief note on the business activity of the organization, its structure, details of products / services, detail report on experiential learning, status report on business/market environment in which the business activities performed, compliance report, market feasibility report and bank account details in case of Startup / Family Business, and limitation/challenges faced. The report should have Times New Roman font size (12) and double spacing. Three neatly typed and soft bound (paperback) copies of thereport are required to be submitted to the university. The report will be typed in A-4 size paper.	
	Students will give presentation of the report before the jury comprising of external and internal faculty members to be appointed by the Director of the college.	

Evaluation Scheme

Details	Experiential Learning	Business Domain Knowledge	Viva Voce/Presentation	Total
Internal	20	10	20	50
External	20	10	20	50

<table>
<tr><td colspan="3"><h1>Format of</h1><h1>Major Research Report</h1><p>(Based on: On the Job Training (OJT)/ Start-Up Engagements / Family Business Exposure</p></td></tr>
<tr><td>S.No</td><td>Detail</td><td>Page No.</td></tr>
<tr><td>1</td><td>Title of the Report</td><td>1</td></tr>
<tr><td colspan="3">
<p align="center">…………. (Topic/Department/Area)</p>
<p align="center">At</p>
<p align="center">(Name of the Organization/Company/ Start-up / family Business)</p>
<p align="center">In partial fulfillment for the award of the degree of MBA (Digital Marketing)</p>

<p align="center">Teerthanker Mahaveer Institute of Management and Technology (TMIMT)</p>
<p align="center">Teerthanker Mahaveer University, Moradabad. Uttar Pradesh</p>

<p>Submitted by: Submitted to</p>
<p>Student Name   Internal Guide Name</p>
<p>IV Semester   Designation</p>
<p>Year   TMIMT, TMU</p>

<p align="center">Under Supervision of</p>
<p align="center">External Guide Name</p>
<p align="center">Designation</p>
</td></tr>
<tr><td>2</td><td>Acknowledgement</td><td>1</td></tr>
</table>

3	Certificate (from the Company / organization) in case of OJT/ Family Business& Registration Certificate in case of Start Up.	1
4	Table of content (Index) –with page numbers clearly identified	1
5	Organization/Company Profile (Background, History, Founder, Vision, Mission, Competitors, Organization Structure, Services, Products, Milestones, Achievements, Address) in own language.	3-4
6	Objectives of OJT/ Start-Up/ Family Business	1

Important Note
Student has to finalize the topic of the dissertation in consultation with faculty guide (Internal) and industry supervisor (external guide)

S.No	Problem Centered Training	Required number of Pages.
1	Introduction to the topic in case of OJT. Introduction of the Startup / Family Business	1-2
2	Objectives of Experiential Learning during OJT/ Startup/ Family Business	1-2
3	Market / Business Environment in which business activities performed.	4-6
4	Processes and Practices learnt during OJT/ Startup/ Family Business	3-4
5	Findings and Learning outcomes during OJT/ Startup/ Family Business	3-4
6	Challenges and Limitations faced by the student during OJT/ Startup/ Family Business	2-3
7	Future Scope of your learning	1

8	Conclusion/ Summary	1
9	References/ Bibliography (if any)	1-2
10	Appendices, viz., • Copy of Certificate • Detail of Bank Account • Rent Agreement Deed • Detail of Bank Loan • Any other approvals • Any other documents required	1-2
Plagiarism check will be done as per norms provided by the Examination Division of the University		

Viva Voce

(Comprehensive)

Course Code: MBAVV251	MBA- Semester-II Comprehensive Viva Voce	L-0 T-0 P-0 C-6
Course Outcomes:	The objective of this course is to judge the understanding as well as application of the knowledge gained by the students by the end of the first year of the course.	
Course Guidelines:	The comprehensive viva voce is scheduled to be held at the end of II Semester in the first year.	
	This is also to measure the articulation of what is being learnt by them and see their relevance in the practical field.	
	The Total marks of viva are 100.	
	The internal marks (50 marks) will be awarded by conducting face to face interview / viva of the students in the class on any topic of first and second semester syllabus in the front of a panel of at least two faculty members to be appointed by the Director / Principal of the College	
	The external marks (50 marks) will also be awarded by conducting face to face interview / viva of the students in the class on any topic of first and second semester syllabus in the front of the external examiner to be appointed by the examination division of the University.	

Evaluation Scheme

Detail	Course/Domain Knowledge	Confidence	Communication Skills	Total
Internal	20	15	15	**50**
External	20	15	15	**50**

5.3. Duration of the programme

Study Scheme	
SUMMARY	
Institute Name	Centre for Distance and Online Education, Delhi Road, Moradabad
Programme	**MBA (Digital Marketing)**
Duration	Two Years (Distance Learning Mode) (Four Semesters)
Medium	English
Credits	
Minimum Credits Required for Degree	112
Eligibility for the program	Graduation in any stream from UGC recognized University with minimum 50% aggregate marks.

5.4. Faculty and support staff requirement

Academic Staff	Number available to meet the required delivery norms
Programme Coordinator	1 member
Course Coordinator	1 member
Course Mentor	1 member per batch of 250students

5.5. Instructional delivery mechanisms

The CDOE of TMU comprises of faculty members and staff who are well versed in Distance Learning delivery.

An Academic calendar depicting dates for all major events during each semester will be prepared by faculty members and shared with students through LMS, at the beginning of each academic session.

Apart from providing content in the form of Self Learning Material, enough e-learning resources in the form of audio and video content will be provided to students. Regular engagement of students will be ensured through the following means:

- Conduct of Webinars/live lectures/Distance Learning lectures/Virtual Class

- By encouraging them to participate in mandatory Discussion Forums to stimulate their thinking, and to be able to fearlessly express their views in forums. These discussion forums will be moderated by faculty to provide equal for everyone to participate, as well as to ensure maintenance of decorum of the forum.

- Through periodic formative assessments

Regular evaluation of content learnt will be provided for, through Self-Assessment Questions within the SLM, as well as quizzes on the LMS. The quizzes can be taken any number of times, so that they reach a stage of being able to answer questions without errors, which reflects their understanding of the concept.

Effort will be made to provide case studies to enhance their analytical ability and make right decisions.

A link to National Portals (SWAYAM/NPTEL) will be provided, as also link to University's digital library portal.

All links to additional reading will be provided in the LMS. Interested students can study beyond the confines of the syllabus.

5.6. Identification of media–print, audio or video, Distance Learning, computer aided.

LMS provides for all audio video content (e-learning material, e-pubs, faculty-led video sessions, virtual classrooms and discussion boards), dashboard of their progress in learning, comparison with their peers in terms of learning, regular notifications regarding upcoming Webinars/virtual classes, Assignments, Discussion Forum participations and Examinations. It also provides an opportBlocky for raising queries if any, and seeks answers to the same, by chat bot or course mentors.

5.7. Student Support Services

The Student Support services will be facilitated by the Directorate of Distance Learning, Teerthanker Mahaveer University, Moradabad, Uttar Pradesh which includes the pre-admission student support services like counseling about the programme including curriculum design, mode of delivery, fee structure and evaluation methods. Post-admission student support services include guiding students towards accessing e-identity card, LMS portal, Academic calendar and

academic delivery. Examinations support staff shall answer queries pertaining to the conduct of end-semester examinations, evaluation and issue of certificates.

6. Procedure for Admission, Curriculum Transaction and Evaluation

The purpose of Distance Learning by Teerthanker Mahaveer University, Moradabad, Uttar Pradesh is to provide flexible learning opportBlockies to students to attain qualification, wherever learners are not able to attend the regular classroom teaching. Academic programmes offered for such candidates under Distance Learning mode will be conducted by CDOE-Teerthanker Mahaveer University, Moradabad, Uttar Pradesh with support of the various University schools. The programmes/courses may be termed Distance Learning mode for award of Degree. Eligibility criteria, programme/course structure, curriculum, evaluation criteria and duration of programme shall be approved by Board of Studies and Academic Council which are based on UGC guidelines.

Candidates seeking admissions in any programme offered by CDOE- Teerthanker Mahaveer University, Moradabad, Uttar Pradesh shall fill up Distance Learning application form available on DOE- TMU website. Before applying, candidates must check eligibility criteria for programme that they are interested in. Details about Eligibility criteria, programme structure, curriculum, duration, and fee structure are available on the website.

6.1. Procedure for Admission:

Minimum Eligibility Criteria for admission: Graduation in any stream from UGC recognized University with minimum 50% aggregate marks.

Important Instructions:

All admissions shall be provisional until and unless candidates meet the eligibility criteria.

Admission will be cancelled if a candidate does not meet eligibility criteria, or there is failure to pay programme/course fees.

Admission will be cancelled if the candidate does not submit proof of eligibility within the stipulated time given by CDOELearning-Teerthanker Mahaveer University, Moradabad, Uttar Pradesh.

CDOELearning-Teerthanker Mahaveer University, Moradabad, Uttar Pradesh has the right to make necessary changes from time to time as deemed fit in Eligibility criteria, programme/course structure, curriculum, duration, fee structure and programme announcement dates. All changes will be notified on the website.

Candidates should carefully read all instructions given in the Programme prospectus before start of application form.

Fee Structure and Financial assistance policy:

Suggested Fee for MBA programme is INR 5400/- per annum.

A scholarship as per Teerthanker Mahaveer University norms on tuition fees will be provided to eligible students.

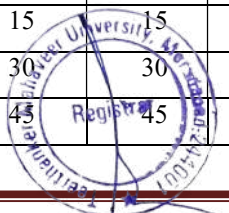### 6.2. Curriculum Transactions:

Programme Delivery:

Teerthanker Mahaveer University, Moradabad, Uttar Pradesh has state-of-the-art mechanism for Distance Learning mode of academic delivery to ensure quality education. Faculty members at TMU offer expert guidance and support for holistic development of the students. Faculty members are not mere facilitators of knowledge but they also mentor students to make learning more engaging and maintain high retention level. The programme will be delivered with an aim to provide expertise and ensure that students excel in their domains. The features of programme delivery are:

- Distance Learning Mode of Academic Delivery
- Periodic review of Curriculum and Study material
- Live Interactive lectures from faculty / Course coordinators
- Continuous Academic and Technical support
- Guidance from Course Coordinators
- Learning and delivery support from Course Mentors

Norms for Delivery of Courses in Distance Learning Mode:

S. No.	Credit value of the course	No. of Weeks	No. of Interactive Sessions		Hours of Study Material		Self-Study hours including Assessment etc.	Total Hours of Study (based on 30 hours per credit)
			Synchronous Distance Learning Counseling /Webinars/ Interactive Live Lectures (1 hour per week)	Discussion Forum/ synchronous Mentoring (2 hours per week)	e-Tutorial in hours	e-Content hours		
1.	1 Credits	3 weeks	3 hours	6 hours	5	5	11	30
2.	2 Credits	6 weeks	6 hours	12 hours	10	10	22	60
3.	3 Credits	9 weeks	9 hours	18 hours	15	15	33	90
4.	6 Credits	18 weeks	18 hours	36 hours	30	30	66	180
5.	9 Credits	27 weeks	27 hours	54 hours	45	45	99	270

Learning Management System (LMS) to support Distance Learning mode of Course delivery:

LMS Platform has been built to help learners reach their potential in their chosen programme. It is a secure, reliable learning experience tool that works consistently on Web and Mobile devices. Its simple interface makes it easy for instructors to design courses, create content and grade assignments. It provides a great mobile experience due to the responsive design which is paired with purpose-built native apps. It provides seamless accessibility to ensure all tools are standards-compliant and easy for students to navigate using assistive technologies. It provides 24X 7 learning experience to facilitate learning as per the pace chosen by learners. Digital portfolio functionality allows students to document and share their learning journey as it happens on both web and mobile platforms.

Course Design:

The Course content is designed as per the SWAYAM guidelines using a 4-quadrant approach as detailed below to facilitate seamless delivery and learning experience.

- **Quadrant-I** i.e. e-Tutorial, that contains – Faculty led Video and Audio Contents, Simulations, video demonstrations, Virtual Labs, etc., along with the transcription of the video.
- **Quadrant-II** i.e. e-Content that contains – Self Instructional Materials (Digital self-Learning Material), Case Studies, Presentation etc. and also contains web resources such as further references, Related links, Open-source content on internet, research papers and journals Portable Document Format or e-Books or Illustration, video demonstrations, Historical development of the subject, Article, etc.
- **Quadrant-III** i.e. Discussion forums to raise and clarify doubts on real time basis by the Course Coordinator and his team.
- **Quadrant-IV** i.e. Self-Assessment, that contains MCQs, Problems, Quizzes, Fill in the blanks, Assignments with solutions and Discussion forum topics.

6.3. Distance Learning Evaluation:

Distance Learning Evaluation:					
Assessment			Internal	External	Total
Theory			30	70	100
Practical/ Dissertations/ Project Reports			50	50	100
Class Test-1	Class Test-2	Class Test-3	Assignment(s)	Attendance	Total
Best two out of three					

10	10	10	5	5	30
Duration of Examination			**External**	**Internal**	
			3 Hours	1.5 Hours	

To qualify for the course a student is required to secure a minimum of 45% marks in aggregate including the semester end examination and teachers' continuous evaluation. (i.e. both internal and external). A candidatewho secures less than 45% of marks in a course shall be deemed to have failed in that course. The student should have at least 45% marks in aggregate to qualify the program.

	Question Paper Structure
1	The question paper shall have two sections – **Section A and Section B**. The examiner shall set questions specific to respective sections. Section wise details are as under mentioned:
2	**Section A:** *It shall consist of short answer type questions (approx. 50 words). This section will essentially* **assess COs related to lower order thinking skills (Remembering & Understanding).** *It will contain* **five questions** *with at least* **one question from each Block with internal choice** *having "or" option with optional question from the same Block. Each question shall have equal weightage of* **two marks** *and total weightage of this section shall be* **ten marks.**
3	**Section B** *shall be comprised of long answer type questions (approx. 350 – 400 words). This section shall specify* **the higher order thinking as well as lowerorder thinking skills (Analyzing, Applying, Evaluating & Creating or Remembering & Understanding)** *to be assessed and* **mapped with the course outcomes stated.** *It shall contain* **five questions with at least one question from each Block with an internal choice having "or" option** *with optional question from the same Block. Each* **question shall have equal weightage of ten marks and total weightage of ten marks** *and total weightage of this section shall be* **fifty marks.**
4	*Note: In case where the course content does not have the scope of assessing higher order thinking skills, questions may be framed to assess the lower order thinking skills as per the course outcomes stated.*
	IMPORTANT NOTES:
1	*The purpose of examination will be to assess the Course Outcomes (CO) that will ultimately lead to assessment of attainment of Programme Specific Outcomes (PSO). A question paper must assess the following aspects of learning: Remembering, Understanding, Applying, Analyzing, and Evaluating & Creating (reference to Bloom's Taxonomy).*
2	*Case Study is essential in every question paper (wherever it is being taught as a part of pedagogy) for evaluating higher-order learning. Not all the*

	courses might have case teaching method used as pedagogy.
3	*There shall be continuous evaluation of the student and there will be a provision of fortnight progress report.*

7. Requirement of the Laboratory Support and Library Resources:
7.1. Laboratory Support

No lab-based courses are offered in this program.
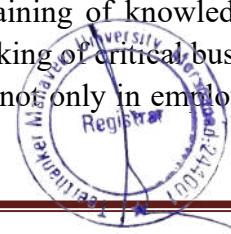
7.2. Library Resources

Directorate of Distance Learning, Teerthanker Mahaveer University, Moradabad, Uttar Pradesh has an excellent Library facility with adequate number of copies of books in relevant titles for MBAprogramme. The Central Library of the University also has a good source of reference books. The books available at both the libraries are only for reference purposes and lending services. In addition, reference books as prescribed will be procured. Digital library access will also be made available to students who are enrolled into the Distance Learning mode of education. In addition, the university membership on Swayam/ NPTEL/ edX will also be made available to students. Complete e-Learning resources for courses would be made available on the Learning Management System for learning along with e-tutorial lectures. Further, expert lectures/workshops/ webinars by industry experts would also be conducted for the students.

8. Cost Estimate of the Programme and the Provisions

Sl. No.	Expenditure Heads	Approx. Amount
1	Programme Development (Single Time Investment)	1,00,00,000 INR
2	Programme Delivery (Per Year)	12,00,000 INR
3	Programme Maintenance (Per Year)	50,00,000 INR

9. Quality assurance mechanism and expected programme outcomes.

The quality of the programme depends on scientific construction of the curriculum, strong- enough syllabi, sincere efforts leading to skillful execution of the course of the study. The ultimate achievement of MBA programme of study may reflect the gaining of knowledge and skill in management area. Gaining knowledge and skills in decision making of critical business situations may help the students to get new job, upgrading their position not only in employment, but also in society.

The benchmark qualities of the programme may be reviewed based on the performance of students in their end semester examinations. Also, the feedback from the alumni, students, parents and employers will be received and analyzed for further improvement of the quality ofthe programme.

Teerthanker Mahaveer University has constituted Centre for Internal Quality Assurance (CIQA), which will assist Director, CDOEto conduct periodic review and assessments and assist the Directorate to implement necessary quality measures and effectiveness in programme delivery. CIQA is constantly involved in reviewing all materials prepared by DOE, including syllabus, SLMs and e-learning content. CIQA will be involved in conducting studies to measure the effectiveness of methods adopted for learning. As we proceed further, CIQA will be involved in benchmarking quality of academic delivery, and perform various analyses, and guide all stakeholders towards upgrading quality constantly.

Centre for Internal Quality Assurance(CIQA) chaired by the Vice Chancellor consisting of internal andexternal experts oversees the functioning of Centre for Internal Quality Assuranceand approve the reports generated by Centre for Internal Quality Assuranceon the effectiveness of quality assurance systems and processes.

The guidelines on quality monitoring mechanism prescribed by the UGC have been adopted by the Centre for Internal Quality Assurancefor conducting institutional quality audits, to promote quality assurance and enhance as well as spread best-in-class practices of quality assurance. The universityhas set up an effective system for collecting feedback from the stakeholders regularly to improve its programmes. The University will conduct self- assessments regularly and use the results to improve its systems, processes etc. and finally the quality of programmes.

Program Project Report (PPR)

of

Master of Business Administration in Digital Marketing (MBA – DM)

Centre for Distance and Online Education

TEERTHANKER MAHAVEER UNIVERSITY

N.H.-24, Delhi Road, Moradabad, Uttar Pradesh, 244001
Website: www.tmu.ac.in

List of Contents

Sl. No	Contents
1.	Introduction, Programme's Mission, and Objectives
2.	Relevance of Programme with Teerthanker Mahaveer University,Moradabad Mission, and Goals
3.	Nature of Prospective Target Group of Learners
4.	Appropriateness of programme to be conducted in Online Learningmode to acquire specific skills and competence
5.	Instructional DesignCurriculum design Programme structure and Detailed syllabusDuration of the programme Faculty and support staff requirementInstructional delivery mechanisms Identification of media–print, audio or video, Online Learning,computer aided. Student Support Services
6.	Procedure for Admissions, Curriculum Transaction and Evaluation
6.1	Procedure for Admission
6.2	Curriculum Transactions
6.3	Evaluation
7	Requirement of the Laboratory Support and Library Resources
8	Cost Estimate of the Programme and the Provisions
9	Quality Assurance Mechanism and Expected Programme Outcomes

PROGRAMME PROJECT REPORT (PPR) – Online Learning
MBA – Digital Marketing

1. Introduction:

High-quality management education is essential for the digital age and using technology is a powerful way to enhance changing requirements of the corporate, business enterprises and society. Online Learning MBA in Digital Marketing (MBA-DM) students should be equipped to work across time zones, languages, and cultures. Employability, innovation, and theory to practice connectedness is the central focus of Online Learning MBA Digital Marketing curriculum. The curriculum is designed as such that the students can gain an in- depth mastery of the academic disciplines and applied functional areas necessary to meet the requirements of business enterprises and the digital marketing industry.

The **Teerthanker Mahaveer University, Moradabad** Online Learning MBA Digital Marketing Programme imparts knowledge and skill sets to students to achieve the expertise knowledge in this field and face real world challenges. It teaches the application of innovative practices in the field of digital marketing in combination with real world business situations. It incorporates analysis of contemporary issues besides providing a strong theoretical foundation. It provides a collaborativelearning environment with dedicated faculty to ensure students achieve their full potential. The Online Learning MBA Digital Marketing Programme teaches one to work smartly, take the lead in critical situations, and influence business decisions more effectively.It teaches one to not only work efficiently, but also shape the business environment and create opportBlockies for further growth.

The University emphasis on the following courses *balanced with core and elective courses.* The curriculum of Online Learning MBA Digital Marketing programme emphasizes an intensive, flexible management education with total 112 credits. The programme structure and credits for MBA are finalized based on the stakeholders' requirements and general structure of the programme.

The Online Learning Master of Business Administration Digital Marketing (MBA- DM) Programme is a two-year Programme with specializations of digital marketing, the programme aims at developing focused managers with a strong understanding of their area of specialization, even as the core subjects equip the students with fundamental management theories and concepts along with less tangible, but equally important soft skills. The Programme is designed to inculcate confidence, improve knowledge, and act as a catalyst in the search for success and growth.

1.1. Programme Mission and Objective:

To offer a high-quality master's degree in management (MBA Digital Marketing) throughOnline Learning mode to the students and working professionals to help them to develop managerial and leadership skills to enhance their career prospects. The students will be able to move up their career ladder and/or launch out on an entrepreneurial career.

The objectives of the programme include:

- Introduce students to the basic concepts and domains of management including Finance, Human Resource Management, Marketing Management, and International Business with specialized knowledge of digital marketing.

- Equip students with analytical skills and decision making.

- Sharpen the skills of students and enable them to practice quantitative method techniques.

- Inculcate entrepreneurial skills managerial concepts with leadership skills.

- Develop knowledge about emerging markets and technologies.

2. Relevance of Programme with Teerthanker Mahaveer University, Moradabad - Mission and Goals:

In order to align with the mission and goals of Teerthanker Mahaveer University Moradabad, the Online Learning MBA Digital Marketing programme is planned to enable students and working professionals to gain knowledge in the domains of logistics and supply management, to gain knowledge of not only managerial skills including analysis, data based decision making and entrepreneurship, but also introduce them to leadership role in newer and emerging markets, products and technologies.

2.1. Vision:

- To develop conceptual knowledge, practical insights, and skills to deal with organizational challenges.
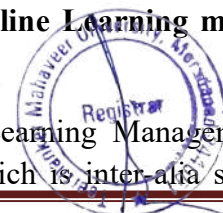
2.2. Mission:

- To develop managerial knowledge, skills, and competencies.
- To enable learning while you earn for the employed citizens thereby promoting continuous learning and application in their work life.
- To enable industrial employees to improve their qualifications without leaving their existing careers and enhance their employability in managerial positions post completion of their degrees.

3. Nature of Prospective Target Group of Learners:

The programme is specially designed to cater to the needs of students who are not able to study through regular mode. Working professionals, housewives, students from rural areas, students who do not wish to prefer regular courses due to various reasons and students who cannot afford costly regular courses are the target group learners.

4. Appropriateness of programme to be conducted in Online Learning mode to acquire specific skills and competence:

The courses in the programme are delivered through Self-Learning Management System e-Module which is a modular Block of e-learning material which is inter-alia self-explanatory,

self-

contained, self- directed at the learner, and amenable to self-evaluation, and enables the learner.

to acquire the prescribed level of learning in a course of study and includes contents in the form of a combination of the following e-Learning content, and made available through four-quadrant approach namely,

(a) e-Tutorial - faculty led Audio - Video Lectures, (b) e-Content (combination of PDF/ epub) Text Materials, (c) Discussion forum for raising of doubts and clarifying the same on real time basis by the Course Coordinators/Course Mentors assigned to students (d) Self- Assessment Quiz, Test and Assignments to reinforce learning. Reference books are also mentioned in the syllabus. Latest Edition of Reference books may be referred to.

A robust Learning Management System that keeps track of delivery of e-Learning Programmes, learner's engagement, assessment, results and reporting in one centralized location, is in place. All the above can be done/delivered by Online Learning and other platforms without much loss of fidelity. Hence the MBA programme is suited for Online Learning mode of learning.

5. **Instructional Design:**
    5.1. Curriculum Design:

Curriculum has been designed by experts in Management and care has been taken to include contemporary topics, as well as topics that also inculcate environmental awareness in students. The curriculum and syllabus are approved by the Board of Studies, Centre for Internal Quality Assurance(CIQA) and University Academic Council which consists of experts from academia and industry.

5.2. Programme structure and detailed syllabus:

Curriculum of MBA – Digital Marketing

Programme Evaluation Scheme										
MBA (Digital Marketing)										
Semester - 1										
S.No.	Category	Course Code	Course Name	L	T	P	Credit	Internal	External	Total
1	CC-1	MBACC101	Management Concepts & Practices	3	0	0	3	30	70	100
2	CC-2	MBACC102	Accounting for Managers	2	1	0	3	30	70	100
3	CC-3	MBACC103	Business Environment	3	0	0	3	30	70	100
4	CC-4	MBACC104	Organizational Behavior	3	0	0	3	30	70	100
5	AECC-1	MBAAE101	Business Communication	2	0	0	2	30	70	100

6	AECC-2	MBAAE102	Human Values & Professional Ethics	2	0	0	2	30	70	100
7	SEC-1	MBASE101	Computer Fundamentals & Information System	2	0	2	3	30	70	100
8	GEC-1		Elective -1	3	0	0	3	30	70	100
9	GEC-2		Elective -2	3	0	0	3	30	70	100
Total				**23**	**1**	**2**	**25**	**270**	**630**	**900**

Semester - II

S.No.	Category	Course Code	Course Name	L	T	P	Credit	Internal	External	Total
1	CC-5	MBACC201	Marketing Management	3	0	0	3	30	70	100
2	CC-6	MBACC202	Financial Management	2	1	0	3	30	70	100
3	CC-7	MBACC203	Human Resource Management	3	0	0	3	30	70	100
4	CC-8	MBACC204	Production and Operations Management	2	1	0	3	30	70	100
5	AECC-3	MBAAE201	Managerial Communication	2	0	0	2	30	70	100
6	SEC-3	MBASE201	Business Research Methods	2	0	2	3	30	70	100
7	GEC-3		Elective -3	3	0	0	3	30	70	100
8	GEC-4		Elective -4	3	0	0	3	30	70	100
9	Viva-Voce-1	MBAVV251	Comprehensive Viva-Voce	0	0	0	6	50	50	100
Total				**20**	**2**	**2**	**29**	**290**	**610**	**900**

Semester -III

S.No.	Category	Course Code	Course Name	L	T	P	Credit	Internal	External	Total
1	CC-9	MBACC301	Strategic Management	3	0	0	3	30	70	100
2	CC-10	MBACC302	International Business Management	3	0	0	3	30	70	100
3	CC-11	MBACC303	Project Management	2	1	0	3	30	70	100
4	VV-1	MBAVV351	Summer Internship	0	0	0	6	50	50	100
Specialization in Digital Marketing (Choose any Six Courses out which MOOC is Mandatory)										
4	DSEC-1	MBADM24301	MOOC decided and identified. From the platform	3	0	0	3	30	70	100

S.No.	Category	Course Code	Course Name	L	T	P	Credit	Internal	External	Total
			prescribed by the College and University							
5	DSEC-2	MBADM24302	Introduction to Digital Marketing	3	0	0	3	30	70	100
6	DSEC-3	MBADM24303	Social Media Marketing and Management	3	0	0	3	30	70	100
7	DSEC-4	MBADM24304	Content Marketing and SEO Strategies	3	0	0	3	30	70	100
8	DSEC-5	MBADM24305	Email Marketing and Automation	3	0	0	3	30	70	100
9	DSEC-6	MBADM24306	Search Engine Optimization	3	0	0	3	30	70	100
10	DSEC-7	MBADM24307	Paid Advertising and Performance Marketing	3	0	0	3	30	70	100
	Total			**26**	**1**	**0**	**33**	**320**	**680**	**1000**
			Semester - IV							
S.No.	**Category**	**Course Code**	**Course Name**	**L**	**T**	**P**	**Credit**	**Internal**	**External**	**Total**
1	Project	MBAVV451	Major Research Project	0	0	26	13	50	50	100
Specialization in Digital Marketing (Choose any four Courses out which MOOC is Mandatory)										
2	DSEC-8	MBADM24401	MOOC decided and identified from theplatform prescribed by the College and University	3	0	0	3	30	70	100
3	DSEM-9	MBADM24402	Consumer Behavior in Digital Context	3	0	0	3	30	70	100
4	DSEC-10	MBADM24403	Digital Marketing Analytics and Strategy	3	0	0	3	30	70	100
5	DSEC-11	MBADM24404	Digital Branding and Reputation Management	3	0	0	3	30	70	100
6	DSEC-12	MBADM24405	Legal and Ethical Issues in Digital Marketing	3	0	0	3	30	70	100
	Total			**12**	**0**	**26**	**25**	**170**	**330**	**500**
			Generic Electives							
			Semester 1 (Choose any Two)							

S.No.	Category	Course Code	Course Name	L	T	P	Credit	Internal	External	Total
1	GE-1	MBAGE101	Managerial Economics	3	0	0	3	30	70	100
2	GE-2	MBAGE102	Quantitative Techniques for Managers	3	0	0	3	30	70	100
3	GE-3	MBAGE103	Operations Research	3	0	0	3	30	70	100
Semester -II (Choose any Two)										
S.No.	Category	Course Code	Course Name	L	T	P	Credit	Internal	External	Total
1	GE -4	MBAGE201	Legal Aspects of Business	3	0	0	3	30	70	100
2	GE-5	MBAGE202	Entrepreneurship Development	3	0	0	3	30	70	100
3	Ge-6	MBAGE203	Management of Intellectual Property Rights	3	0	0	3	30	70	100

Note:			
L- Lecture	T- Tutorial	P- Practical	C- Credits
1 L = 1 Hour	1T = 1 Hour	1P = 2 Hour	1C = 1 Hour L or T 1C = 2 Hour P

Core Courses (CC)

Course Code: MBACC101	Core Course – 1 **MBA- Semester-I** **Management Concepts & Practices**	**L-3** **T-0** **P-0** **C-3**
Course Outcomes:	**On completion of the course, the students will be:**	
CO1.	Understanding the role of a manager and its relations to the organization's mission.	
CO2.	Understanding key 'management' concepts, theories, philosophies, its evolution, basic functions and managerial skills.	
CO3.	Applying various management concepts, theories, philosophies functions for an effective management of business organization.	
CO4	Analyzing the influence of historical management thoughts on the current practice of management.	
CO5.	Assessing social responsibility and ethical issues involved in business situations and logically articulate company's position on such issues.	
Course Content:		
Block-1:	**Evolution of Management in Indian Context:** **Management Lessons from Geeta, Ramayana and Mahabharat: An Overview** Management: Concept, Nature, and Importance. Managing: Art or Science; Management as a Profession; Management Vs. Administration; Levels of Management; Characteristics of Quality Managers; Evolution of Management: Early contributions, Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Hawthorne Experiments and Human Relations, Social System Approach, Decision Theory Approach. Social Responsibility of Managers and Ethics in Managing *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-2:	**Planning:** Types of Plans, Steps in Planning, Objectives, Management by objectives, Planning Premises; Strategies and Policies, Process of Planning, Barriers to Effective Planning, Key to Planning, Rational Decision Making, Limiting Factors, selecting an alternative: three approaches, Decision Making under certainty, uncertainty and risk. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-3:	**Organizing:** Formal and Informal Organizations, organization level and span of Management, The structure and process of organizing, Organization Structure: By function, by Geography, By customer group, by product,Matrix organization, Strategic Business Blocks, Virtual Organizations, Boundaryless organizations, Authority and Power, Line/Staff concept, Decentralization, Delegation. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-4:	**Staffing and Directing:** Concept, Selection process, Techniques and instruments, Appraisal Criteria,	**6 Hours**

	Training – On the job, internal / External Training, Directing: Concept, Motivation, Maslow's Need Theory, ERG, Equity Theory, Job Enrichment, leadership concept, leadership behavior and styles. *One relevant Case Study/ Case let from the Block.*	
Block-5:	**Controlling:** Concept, Types of Control, Methods: Pre-control, Concurrent Control, Post control, Bureaucratic and Clan Control, Productivity problems and Measurement, The Quality Concept, Developing a Quality Control System. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Textbooks:	1. Robbins, S.P. and DeCenzo, D.A. Fundamentals of Management, Essential Concepts and Applications, New Delhi: Pearson Education	
Reference Books:	1. Koontz, Principles of Management, New Delhi: McGraw Hill. 2. Hillier Frederick S. & Hillier Mark S., Introduction to Management Science: Modeling and Case Studies Approach with Spreadsheets, New Delhi: McGraw-Hill. 3. Stoner, J et. al, Management, New Delhi, New Delhi: PHI 4. Robbins & Coulter, Management, New Delhi: PHI 5. Satya Raju, Management – Text & Cases, New Delhi: PHI *** Latest editions of all the suggested books are recommended.**	

Course Code: MBACC102	Core Course -2 MBA- Semester-I **Accounting for Managers**	L-2 T-1 P-0 C-3
Course Outcomes:	**On completion of the course, the students will be:**	
CO1.	Understanding Double entry system and GAAP principles.	
CO2.	Understanding the elements of the financial statements, and the related key accounting assumptions and principles.	
CO3.	Applying financial tools to analyze and interpret the financial statements of a company.	
CO4	Assessing and evaluating the business position through analysis of financial statement.	
CO5.	Creating and preparing the journal, ledger, trial balance, cash flow and fund flow financial statements, and company's final accounts.	
Course Content:		
Block-1:	**Evolution of Accounting:** Need of Accounting, Meaning of Accounting, Characteristics of Accounting, Stages of Accounting, Objectives of Accounting, Difference between Accounting, Accountancy and Bookkeeping. **Accounting Information:** Information about the profit & loss and financial position of the Business, Qualitative Characteristics of Accounting Information, Accounting, and its relationship with other subjects (Discipline), Basis of Accounting, Functions of Accounting, Branches of Accounting, Advantages or Role of Accounting, Limitations of Accounting. Basic Terminology. Generally Accepted Accounting Principles: Meaning, Classifications & Limitations. Accounting Standards of India (only overview). Basic overview of IFRS, Accounting Equations: Meaning and Calculations. *Numerical: Accounting Equations.*	**6 Hours**
Block-2:	**Accounting Process:** Difference between cash and accrual basis of Accounting, Double entry system vs Single entry System, Journal, Ledger, Trial Balance, and Final Accounts with Adjustments. Depreciation: Meaning and Methods (WDV & SLM), Introduction of form and content of financial accounts as per schedule VI of companies act. *Numerical: Final Accounts with Adjustment.*	**6 Hours**
Block-3:	**Financial Statement Analysis**: Meaning, Objectives, Significance and Limitations. Various tools of financial statement analysis: Common Size Statement, Comparative analysis, Trend Analysis and Ratio Analysis (Liquidity, Profitability, Activity and Solvency) *Numerical: Ratio Analysis*	**6 Hours**
Block-4:	**Cash Flow Analysis:** Meaning, Utility of Cash Flow Statement, Format as per AS-3, Preparation of Cash Flow Statement as per AS -3, Difference between Cash Flow Statement and Fund Flow Statement.	**6Hours**

	Numerical: Preparation of Cash Flow Statement As per AS-3.	
Block-5:	**Understanding Published Financial Statements:** Introduction, Understanding Analysis and Interpretation based on Case study of any latest published financial statement of any public limited company. *Case Study: Student must give an assignment based on latest published financial statements of any public limited company.*	**6 Hours**
Numerical that can be asked in External Exam	Accounting Equations, Final Accounts with Adjustment, Ratio Analysis (Liquidity, Profitability, Activity and Solvency), and Preparation of Cash Flow Statement as per AS-3.	
Text Books:	1. Pandey, I.M., Management Accounting, New Delhi: Vikas Publishing House. 2. Ramachandran &Kakani Financial Accounting for Management, New Delhi: McGrawHill.	
Reference Books:	1. Paresh Shah, Basic Financial Accounting For Management, New Delhi: Oxford University Press. 2. Bhattacharya, S.K, Accounting for Management: Text and Cases, New Delhi: Vikas Publishing House. 3. Grewal T.S., Introduction to Accounting, New Delhi: S. Chand & Company. 4. Horngren, Charles T., Sundem, Gary L., Elliott, John.A and Philbrick, Donna, Introduction to Financial Accounting, New Delhi: Prentice Hall International, Englewood Cliffs. 5. Narayanaswamy, R., Financial Accounting- A Managerial Perspective, New Delhi:Prentice Hall of India. 6. Gupta, Ambrish, Financial Accounting for Management: An Analytical Perspective, New Delhi:Pearson Education. 7. Maheswari&Maheswari, Accounting for Managers, New Delhi: Vikas Publishing. 8. Anthony Robert N. et al. Accounting: Text and cases, NewDelhi:McGraw Hill. 9. Khan, M.Y. and Jain, P.K., Management Accounting, New Delhi:McGrawHill. *** Latest editions of all the suggested books are recommended.**	

Course Code: MBACC103	Core Course – 3 MBA- Semester-I **Business Environment**	L-3 T-0 P-0 C-3
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understanding relationship between environment and business; various techniques and tools used for environment analysis and forecasting of the domestic and global. environment.	
CO2.	Understanding internal and external environment and Responsibility of business at the domestic and global level.	
CO3.	Applying environmental analysis techniques to understand and adapt to business. dynamics.	
CO4.	Applying and implementing the concepts of Social Responsibility in an organization.	
CO5.	Analyzing the external and internal business environment for better management of an organization.	
Course Content:		
Block-1:	**An Overview of evolution of Business Environment:** Meaning of Business Environment, Types of Environments- External and Internal. Business- Meaning, Nature/Characteristics, Scope, Classification of Business, and Objective of Business. *One relevant Case Study/ Case let from the Block.*	**6Hours**
Block-2:	**Environmental Analysis and Forecasting:** **Environmental Analysis:** Stages of Environmental Analysis, Approaches to Environmental Analysis, Techniques for Environmental Analysis and Benefits; **Environmental Forecasting:** Steps, Types, Techniques and Limitations; **Economic Environment:** Nature of Economy, Structure of Economy, Economic Policies and Economic Conditions. *One relevant Case Study/ Case let from the Block.*	**6Hours**
Block-3:	**Political and Government Environment:** Functions to State, Government and Legal Environment, Economic Role of Government in India; **Natural & Technological Environment:** Concept of Natural Environment, Concept of Technological Environment, Innovation, Technological Leadership & Fellowship, Technology & Competitive Advantages, Sources of Technological Dynamics, Time Lags in Technology Introduction, Impact of Technology on Globalization and Transfer in Technology. *One relevant Case Study/ Case let from the Block.*	**6Hours**
Block-4:	**Societal Environment:** Business and Society, Professionalization, Business Ethics, Business & Culture, Technological Developments and Social Change**; Social Responsibility of Business:** Classical & Contemporary Views, Social Orientation of Business, factors affecting social orientation responsibilities to different sections, the Indian situations. *One relevant Case Study/ Case let from the Block.*	**6Hours**

Block-5:	**GATT/ WTO and Global Liberalization:** Objectives, an evaluation of GATT, the Uruguay Round Agreement, GATT & WTO, functions of WTO, salient features UR agreement; **Globalization:** Globalization of World Economy, essential conditions of globalizations, foreign market entry strategies, pros & cons of globalizations and globalization of Indian Business. *One relevant Case Study/ Case let from the Block.*	**6Hours**
Text Books:	1. Francis Cherunilam, Business Environment Text & Cases, New Delhi: Himalayan Publishing House. 2. Justin Paul, Business Environment: Text & Cases, New Delhi: McGraw Hill	
ReferenceBooks:	1. Mark Hirschey, Economics for Managers, Cengage. 2. Palwar, Economic Environment of Business, New Delhi: PHI. 3. D.N. Dwivedi, Managerial Economics, New Delhi:Vikas Publishing House. 4. Shaikh Salim, Business Environment, New Delhi: Pearson Education. 5. Sundaram& Black: International Business Environment Text and Cases, New Delhi: PHI. 6. Czinkota, Ronkainen, Moffett, International Business, Cengage: Govt. of India, Latest Economic Survey. *** Latest editions of all the suggested books are recommended.**	

Course Code: MBACC104	Core Course – 4 MBA- Semester-I **Organizational Behavior**	L-3 T-0 P-0 C-3
Course Outcomes:	**On completion of the course, the students will be:**	
CO1.	Understanding and describing the concepts anchored to OB and its evolution.	
CO2.	Understanding and analyzing the behavioral concepts related to Individuals like Perception, Attitude, Personality, and Learning.	
CO3.	Understanding and applying the theories of Motivation, Leadership, Group Dynamics for effective - team and organizational management.	
CO4.	Assessing and analyzing Group Dynamics and develop sound Interpersonal Relationships for effective group behavior.	
CO5.	Analyzing and evaluating Stress and Conflict situations and developing strategies for their resolution.	
Course Content:		
Block-1:	**Evolution of Organizational Behavior:** Concept, nature, characteristics, conceptual foundations, determinants and importance; concept of knowledge management and Emotional Intelligence in contemporary business organization. *One relevant Case Study/ Case let from the Block.*	**6Hours**
Block-2:	**Understanding Human Behavior in Management:** Perception: Concept, nature, process, importance. Management and behavioral applications of perception. Attitude: concept, process, and importance. Attitude measurement. Personality: Concept, nature, types and Freud's theory of personality -. Learning In Management: Concept and theories of learning- Pavlov theory of classical conditioning, B.F Skinner theory of operant conditioning, learning Principles, Role of learning in management. *One relevant Case Study/ Case let from the Block.*	**6Hours**
Block-3:	**Motivation and Leadership:** Concept, principles, theories– Maslow's Hierarchy of needs theory, Herzberg's Motivation Hygiene theory, and Vroom's Expectancy theory. Monetary and non-monetary motivation. Leadership: Concept, functions, styles, and theories of leadership-trait-Stogdill's traits Factors, behavioral theories-Tannenbaum's continuum of leadership behavior, Managerial Grid, and situational theories-Fiedler's contingency theory. *One relevant Case Study/ Case let from the Block.*	**6Hours**
Block-4:	**Interpersonal Relationship management**: Analysis of Interpersonal Relationship, Developing interpersonal relationship. Rapport Building techniques and tips Group Dynamic: Definition of Group, Stages of Group Development, Punctuated Equilibrium Model, Group Structure, Group Decision Making. *One relevant Case Study/ Case let from the Block.*	**6Hours**

Block-5	**Stress and Conflict Management**: Define Stress and its potential sources, Individual and Organizational Approaches for managing stress. Conflict Management- Concept, sources, types, functionality and dysfunctional of conflict. Classification of conflict-intra individual, inter-personal, inter-group, and organizational. Resolution of conflict, meaning and types of grievance and process of grievance handling. *One relevant Case Study/ Case let from the Block.*	**6Hours**
Text Books:	1. Davis Keith, Human Behavior at Works: Organizational Behaviors, New Delhi: McGraw-Hill. 2. Robbins S.P., Organizational Behavior, New Delhi: Pearson Education.	
Reference Books:	1. Luthans Fred, Organizational Behavior, New Delhi: McGraw Hill. 2. Chandran J.S., Organization Behavior, New Delhi: Vikas Publishing House. 3. PareekUdai, Behavioral Process in Organizations, New Delhi: Oxford and IBH. 4. Nelson, Debra L and James C Quick, Organisational Behaviour, Thomson Learning. 5. Hellgiegel, D & J.W. Slocum, Organisational Behaviour, Thomson Learning. *** Latest editions of all the suggested books are recommended**	

Course Code: MBACC201	**Core Course-5** **MBA- Semester-II** **Marketing Management**	**L-3** **T-0** **P-0** **C-3**
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understanding the role and functions of marketing in an organization.	
CO2.	Understanding 'marketing' concepts, theories and techniques of marketing.	
CO3.	Analyzing the dynamic marketing environment & about marketing strategy decisions are taken for overcoming competition.	
CO4.	Applying various marketing conceptual frameworks, theories and techniques to various marketing contexts.	
CO5.	Developing a comprehensive marketing plan for an organization and taking operational decisions for marketing plan implementation.	
Course Content:		
Block-1:	**Evolutions of Basics of Marketing:** Introduction: Definition, Importance, Nature and Scope of Marketing, Core marketing concepts; Evolution of modern marketing concept; holistic marketing; Marketing Mix, Elements of Marketing - Needs, Wants, Demands, Consumer, Markets and Marketers; Marketing Vs Selling. Marketing management process-a strategic perspective; Marketing Information Systems. Marketing Environment: Significance of scanning marketing environment; Analyzing macro environments of marketing-economic, demographic, socio-cultural, technological, political, and legal; Impact of micro and macro environment on marketing decisions. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-2:	**Consumer Analysis:** Behavior Analysis: Buyer behavior; consumer versus organizational buyers; Consumer decision-making process. Segmentation, Targeting & Positioning (STP): Segmenting the market, Benefits of market segmentations, Market segmentation procedure, Bases for consumer market segmentation. Market targeting. Positioning - concept, bases and process; Product/Brand Positioning strategies; Perceptual mapping. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-3:	**Product& Price Decisions:** Product Decisions: Concept of a product; levels of product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – stages and strategies for different stages of PLC.; New product development- planning and process; Failure of new products and consumer adoption process. Pricing Decisions: Factors affecting price determination; Pricing objectives; Pricing policies and strategies; Discounts and rebates.	**6 Hours**

	One relevant Case Study/ Case let from the Block.	
Block-4:	**Distribution Channels and Promotion Decisions:** Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling. Promotion Mix Decisions: Communication Process; Promotion mix – advertising, sales promotion, personal selling, publicity, and public relations; Selection of appropriate tools and techniques of promotion mix. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-5:	**Marketing Research:** Meaning and scope of marketing research; Marketing research process. **Marketing Organization and Control:** Organizing and controlling marketing operations. **Issues and Developments in Marketing:** Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Text Books:	1. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and MithileshwarJha, Marketing Management: A South Asian Perspective, New Delhi: Pearson. 2. Ramaswamy&Namakumari, Marketing Management in the Indian Context; New Delhi:S.Chand&. Sons.	
Reference Books:	1. Lamb, Charles W.; Hair, Joseph F., and Carl McDaniel, Marketing, Cengage Learning. 2. Etzel, Michael J., Walker, Bruce J., Staton, William J., and Pandit Ajay, Marketing Concepts and Cases, New Delhi: McGraw Hill (Special Indian Edition). 3. Kazmi, SHH, Marketing Management Text and Cases, New Delhi: Excel Books. 4. Neelamegham S., Indian Cases in Marketing, New Delhi: Vikas Publication. 5. Bull Victor P., Marketing Management: A Strategic Planning Approach, New York: McGraw Hill. 6. Czinkota M.R., Marketing Management, New Delhi: Pearson Education Asia. *** Latest editions of all the suggested books are recommended.**	

Course Code: MBACC202	Core Course – 6 MBA- Semester-II **Financial Management**	L-2 T-1 P-0 C-3
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understanding the objectives, role, functions and process of financial management; structure and functions of financial markets; various financial instruments and financial intermediaries.	
CO2.	Understanding the Indian Financial System and recognizing the need of financial planning.	
CO3.	Understanding and analyzing the structure and functions of financial markets, various financial instruments and financial intermediaries.	
CO4.	Analyzing and estimating the requirement of fund and cost of capital for various sources of funds.	
CO5.	Analyzing the impact of short term and long- t e r m financial decisions of an organization and the various tools used for such decisions.	
CO6.	Demonstrating various capital budgeting decisions through various techniques of project appraisal.	
Course Content:		
Block-1:	**Evolution of Financial Management:** Concept of finance, meaning and definition of financial management, scope, and objectives of financial management-Profit maximization vs Wealth maximization; Functions of Finance Manager in Modern Age; Financial decision framework: investing, financing and dividend decisions.	**6 Hours**
Block-2:	**Financial System & Financial Planning:** Need to study financial system, Functions of financial system, Financial Assets, Financial Markets and its functions, Financial Instruments, Financial Intermediaries and its structure, Regulatory Institutes, Commercial Bank, NABARD, Insurance companies, NBFCs, Mutual Funds, Meaning and definition of Financial Plan, objectives, process of financial planning, long term and Short term Financial Plans, Factors affecting financial plan and its limitations.	**6 Hours**
Block-3:	**Cost of Capital and Capital Budgeting:** Cost of capital, basic aspects, and importance of cost of capital, Computation of cost of Equity, Preference shares, Debt, retained earnings and overall weighted average cost of capital, Appraisal of project; Techniques of capital budgeting: Pay Back period, Average Rate of Return, NPV, IRR and its applications. *Numerical/s: Cost of Capital and Capital Budgeting (PBP, ARR, NPV and IRR).*	**6 Hours**
Block-4:	**Financing Decision:** Sources of finance –overview of Long-term& Short-term sources of finance, Overview of Working Capital management, Meaning, and definition of working capital, Concept of working capital, Kinds of	**6 Hours**

	Working capital, Importance & Objectives of working capital management. Factors affecting working capital policy, Methods of Estimation of Required Working Capital: Operating Cycle method & Estimation of Working Capital based on current assets and current liabilities. *Numerical/s: Working Capital Management (Operating Cycle Method and Working Capital based on current assets and current liabilities).*	
Block-5:	**Dividend Policy Decisions:** Dividend Policy, Factors affecting dividend policies, Forms of Dividend, Bonus policy guidelines relating to dividend declaration and payment. *Numerical/s: Calculation of dividend.*	**6 Hours**
Text Books:	1. Pandey I.M., Financial Management, New Delhi: Vikas Publications. 2. Khan & Jain, Financial Management, New Delhi, McGraw-Hill.	
Reference Books:	1. Reddy G. Sudarsana, Financial Management Principles & Practice, New Delhi: Himalaya Publishing House. 2. Rustagi, R.P. Financial Management: Theory, Concepts and Problems, New Delhi: Galgotia Publishing Company. 3. Chandra Prasanna, Fundamentals of Financial Management, New Delhi:McGrawHill. 4. Van Horne- Financial Management and Policy, New Delhi: Pearson Education. 5. Keown, Arthur J., Martin, John D., Petty, J. William and Scott, David F, Financial Management, New Delhi: Pearson Education *** Latest editions of all the suggested books are recommended.**	

Course Code: MBACC203	Core Course – 7	L-3
	MBA- Semester-II	T-0
	Human Resource Management	P-0
		C-3

Course Outcomes:	On completion of the course, the students will be:
CO1.	Understanding concepts related to manpower need, acquisition, compensation, assessing performance, training & developing, discipline and separation.
CO2.	Understanding various concepts of job analysis and use those in developing a job design.
CO3.	Analyzing and assessing manpower requirement, training needs, performance of people and compensation systems.
CO4.	Developing and executing plans and systems for recruitment, training, performance appraisal and compensation.
CO5.	Analyzing and developing grievance handling systems, promotions, transfers and separation plans.

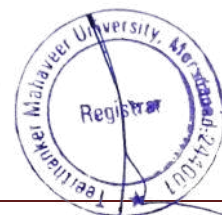| Course Content:		
Block-1:	**Evolution of HRM in Indian context:** Meaning of Human Recourse Management, Nature, scope & importance of HRM. Evolution & development of HRM; HRM function & objectives. HRD in India; Difference between HRM & HRD; difference between HRM & personnel management; HRM& its environment- Internal & external. Challenges before HRM in present & changing environment. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-2:	**Human Recourse Planning & Strategies:** HRP – Definition, purpose, processes & HRP & different levels. Control & review mechanism of HRP. HRIS & HR accounting & HR audit – meaning, Objectives & importance. Introduction to strategic HRM, HR strategy formulation, implementation & evaluation, role of HR Manager. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-3:	**Job Analysis, Recruitment & Selection / Training & Development:** Job analysis- job description, job specification, Job enlargement & job enrichment, flexi time & flexi work. Recruitment – meaning, process, methods & sources of recruitment, evaluation of recruitment process, Selection – meaning, process, methods & evaluation of selection process. Meaning of Placement, Training & Development- meaning, purpose, methods & issues of training & development programmes. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-4:	**Performance Appraisal& job evaluation:** Performance Appraisal: definition, objectives, procedures & methods. Job Evaluation: meaning, purpose & methods. Compensation Management: Incentives & its types, perquisites of effective incentive system, wage concepts: - minimum wage, fair wage & living wage. Components of pay structure in India.	**6 Hours**

	One relevant Case Study/ Case let from the Block.	
Block-5:	**Job enrichment, Discipline & grievances procedures:** Discipline & Grievance Procedures - Definition, disciplinary procedure, grievances handling procedure. Promotion, transfer & separation: purpose, principles & types; Transfers – reason, principles & types; Separation – layoff, resignation, dismissal, retrenchment, voluntary Retirement Scheme. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Text Books:	1. Aswathappa, Human Resource management, New Delhi: McGraw- Hill. 2. Ivanceivich, John M., Human Resource Management, New Delhi: McGraw Hill.	
Reference Books:	1. Dessler, Human Resource Management, Prentice – Hall. 2. T.N Chabbra, Human Resource Management. 3. P.SuMBA Rao, Essentials of HRM & IR, Himalaya Publication House. 4. Bratton J.& Gold J., Human Resource management: Theory & Practice, Palgrave. 5. Gomez Mejia et.al, managing Human Resource, Pearson Education. *** Latest editions of all the suggested books are recommended.**	

Course Code: MBACC204	Core Course-8 MBA- Semester-II **Production and Operations Management**	L-2 T-1 P-0 C-3
Course Outcomes:	**On completion of the course, the students will be:**	
CO1.	Understanding the concepts & techniques of operation & quality management productivity.	
CO2.	Understanding and applying various models of inventory control in production process.	
CO3.	Applying concepts and tools of quality management for enhancing customer satisfaction.	
CO4.	Applying the various techniques of quality management in production process.	
CO5.	Analyzing production requirement and applying various tools and techniques to enhance customer satisfaction.	
Course Content:		
Block-1:	**Evolution of Operations Management:** Classification of Decision Areas in Operation Management, Brief History, Operations Strategy, Flexibility, Modern vs. Traditional Approach. Services and Their Characteristics, Service Matrix, Service Quality, Role of services in Economy. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-2:	**Quality Control:** What is Quality , Statistical process Control , Control Charts X Charts , R Charts, P charts , C charts; Quality Management: Acceptance Sampling, Cost of Quality, Total Quality Management, History of TQM, Quality Gurus: Deming, Juran and Ishikawa, Quality Circles, Zero Defect Concept, Service Quality Model; Six Sigma - Process consisting of defining, measuring, analyzing, improving & establishing steps, Lean Six Sigma (Concepts only). *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-3:	**Productivity:** Various kinds of productivity measures, Multifactor productivity, Efficiency, and effectiveness. Business Process Reengineering, Bench Marking. Pursuit of Excellence in Organizations, TATA Business Excellency Model; Supply Chain Management: Purchasing, Value Analysis/ Value Engineering, Vendor Relations. Learning Curve, Forward Buying, Make or Buy Decisions. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-4:	**Inventory Model & Safety Stocks:** Optimal Order Quantity, EOQ, Economic Batch Quantity. ABC Analysis, VED Analysis; Building of a supply chain: orientation& Implementation of	**6 Hours**

	Supply Chain functions within an organization, Single Source vs Multiple Sources. *One relevant Case Study/ Case let based numerical from the Block.*	
Block-5:	**Spatial Decisions:** Plant Layout. Basic Types of Layouts and their merits &demerits. Optimization in process layouts. Use of Schematic Diagrams and software to solve layout problems. Applications in service Industries. Introduction to Cellular Manufacturing and Group Technology. Location and factors affecting a location. **Timing Decisions:** Production Planning and Control. Importance of time Horizon, Dovetailing of Plans, Production control, Assembly line Balancing. Scheduling. Shop loading & Index method. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Text Books:	1. Gaither & Frazier, Operations Management, Cengage, New Delhi. 2. Chunnawals, Production & Operation Management Himalaya, Mumbai.	
Reference Books:	1. KanishkaBedi, Production & Operation Management, University Press, New Delhi. 2. UpendraKachru: Operation Management, Excel Publications, New Delhi. 3. Adam, E.E& Ebert; R.J. Production and Operation Management, Prentice Hall. 4. PannerSelvem, Production and Operation Management, Prentice Hall of India. 5. Chary, S.N.Production and Operation Management, New Delhi, McGraw Hill, New Delhi. 6. K. Aswathappa& Sridhar Bhatt, Production & Operations Management, Himalaya, Mumbai. *** Latest editions of all the suggested books are recommended.**	

Course Code: MBACC301	**Core Course-9** **MBA- Semester-III** **Strategic Management**	**L-3** **T-0** **P-0** **C-3**
Course Outcomes:	**On completion of the course, the students will be:**	
CO1.	Understanding the various perspectives, concepts, and process in the field of Strategic Management.	
CO2.	Understanding tools and techniques used in strategic management, and levels, strategic. alternatives and types of strategies.	
CO3.	Implementing/executing strategy and applying evaluation and control techniques.	
CO4.	Analyzing the competitive situation, business environment and strategic dilemma to adapt to the dynamic global and local business environment.	
CO5.	Formulating corporate and business strategies based on strategic analysis.	
	Course Content:	
Block-1:	**Understanding& evolution of Strategic Management:** Concept of strategy, corporate, business, and functional Levels of Strategy. Introduction to Strategic Management; Meaning and characteristics of strategic management, strategic management Vs. operational management;Four phases in strategic management process, stakeholders in business and their roles in strategic management. Hierarchy of Strategic Intent: Meaning& attributes of strategic intent, Meaning of Vision, Process of envisioning, meaning of mission, difference between vision & mission, characteristics of good mission statements, Business definition using Abell's three dimensions, objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key performance indicators (KPI), Key result areas (KRA). *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-2:	**External & Internal Environment:** Analyzing Company's External Environment: Environmental appraisal scenario planning - Preparing an Environmental Threat and OpportBlocky Profile (ETOP);Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, Strategic Group analysis. Analyzing Company's Internal Environment: Resource based view of a firm, meaning, types & sources of competitive advantage, analyzing company's resources and competitive position, VRIO Framework, competitive advantage, competitive parity & competitive disadvantage, core competence, characteristics of core competencies, distinctive competitiveness, benchmarking as a method of comparative analysis; Value Chain Analysis Using Porter's Model: primary& secondary activities. *One relevant Case Study/ Case let from the Block.*	**6 Hours**

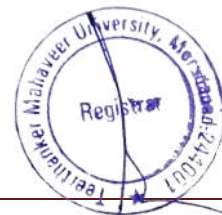|		
Block-3:	**Organizational Capability Profile and Portfolio Analysis:** Organizational Capability Profile**:** Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging -concentrating, accumulating, complementing, conserving, recovering; Portfolio Analysis: Business Portfolio Analysis - BCG Matrix **-** GE 9 Cell Model; Generic Competitive Strategies: Meaning of generic competitive strategies, Low cost, Differentiation, Focus - when to use which strategy; Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment - Turnaround, Divestment, Liquidation, Outsourcing Strategies. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-4:	**Strategy Implementation and Evaluation:** Strategy Implementation: Components of a strategic plan, barriers to implementation of strategy, Mintzberg 5 Ps - Deliberate & Emergent Strategies , Mc Kinsey's 7s Framework; Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment; Strategy Evaluation: Operations Control and Strategic Control -Symptoms of malfunctioning of strategy -Use of Balanced Scorecard for strategy evaluation. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-5:	**Various Business Strategies and Models:** Blue Ocean Strategy: Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvass & Value Curves, Four Action framework; Business Models: Meaning & components of business models, new business models for Internet Economy- E-Commerce Business Models and Strategies - Internet Strategies for Traditional Business -Virtual Value Chain; Sustainability & Strategic Management: Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Text Books:	1. Kazmi, Azhar, Business Policy and Strategic Management, Tata McGraw Hill Publishing Company Ltd., NewDelhi.	
Reference Books:	1. David, Fred R. Strategic Management – Concept and Cases , Pearson Education, Delhi. 2. Crafting the Strategy: Concepts and Cases in Strategic Management by Ranjan Das, McGraw Hill, New Delhi. 3. Strategic Management by Ireland, Hoskisson&Hitt, Indian Edition, Cengage Learning. 4. Concepts in Strategic Management & Business Policy by Thomas L. Wheelen& J. David Hunger, Pearson. 5. MintzbergHenry, Ahlstrand Bruce, and Lampel Joseph. Strategy Safari: A Guided Tour through the Wilds of Strategic Management. The Free Press, USA. 6. Hitt, M.A., Ireland R.D. and Hos Kisson R.D., Strategic Management	

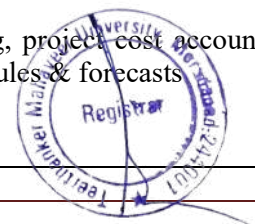|	Competitiveness and Globalization, Thomson Asia Pvt. Ltd. 7. Pearce II J A and Robinson Jr., R.B., Strategic Management – Strategy Formulation and Implementation, AITBS Publishers and Distributors, Delhi *** Latest editions of all the suggested books are recommended.**

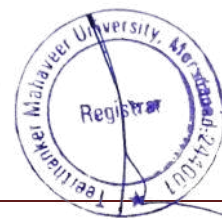| Course Code: MBACC302	Core Course-10 MBA- Semester-III **International Business Management**	L-3 T-0 P-0 C-3
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understanding the concepts, scope, and future of international business management.	
CO2.	Analyzing international business environment.	
CO3.	Establishing linkages between international institutions and organizations	
CO4.	Recommending strategies to support business ethics, corporate sustainability and social responsibility initiatives.	
CO5.	Developing international strategies and preparing framework for implementation and evaluation.	
Course Content:		
Block-1:	**Evolution of International Business Management:** Introduction to International Business; Concept and Definition of International Business Management; Reasons for going International, International Entry Modes, Strategy of the Internationalization of Business, Global Challenges, Entry Barriers, Future of International Business in India. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-2:	**International Business Environment:** Cultural Environment of Business, Hofstede Study, Edward T Hall Study, Cultural Adaptation, Political, Legal, Economic, Ecological and Technological Environment. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-3:	**Formulating Strategy for International Business Management:** Strategy as a Concept, Implementing Global Strategy, Emerging Models of Strategic Management in International Context, Achieving and Sustaining International Competitive Advantage; International Strategic Alliances, Theories of International Business, Global Mergers and Acquisition. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-4:	**Organizing and Controlling for International Competitiveness:** Global Human Resource Management- Selection, Development, Performance Appraisal and compensation, motivating employees in the global context and managing groups across cultures, Multicultural management, Global Leadership. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-5:	**Globalization with Social Responsibility:** Globalization with social responsibility- Introduction, Social responsibility of TNC, Recent development in corporate social responsibility, Growing	**6 Hours**

	importance of social responsibility in MNC, Global Marketing. *One relevant Case Study/ Case let from the Block.*
Text Books:	1. Francis Cherunilam; International Business, Prentice Hall Of India, New Delhi.
Reference Books:	1. Thakur M., Burton and Gene, E, International Management. McGraw Hill. 2. Hodgetts R. &Luthens F., International Management. McGraw Hill Inc. 3. Deresky, International Management: Managing across borders and culture, Pearson Education. 4. Daniels John D. &Radebaugh, Lee H., International Business. Wiley India. 5. Lasserre Philippe, Global Strategic Management, Palgrave McMillan. 6. Francis Cherunilam, International Business Environment, Himalaya Publishing House. *** Latest editions of all the suggested books are recommended.**

Course Code: MBACC303	Core Course -11 MBA- Semester-III **Project Management**	L-2 T-1 P-0 C-3
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understanding the concepts of Project management, complex issues in project management, tools, techniques and their implications.	
CO2.	Understanding the concept and methods for project feasibility analysis and process involved in project planning to get the desired result out of proposed projects.	
CO3.	Applying the tools and techniques of resource allocation and cost estimation in a project execution.	
CO4.	Applying various methods for identifying the associated risks with the project and project control.	
CO5.	Applying computer related tools and techniques for project evaluation and review of project.	
CO6.	Develop strategies to identify, formulate, appraise, execute, monitor and control a project suitable to business environment.	
	Course Content:	
Block-1:	**Evolution of Project Management:** Definition, functions, evolution of Project Management, classification of projects, Project management in different environments. **The Project Management Systems, Methodologies &Systems Development Cycle:** Systems approach, systems analysis, systems development, project feasibility, Project life cycle, project appraisal, project contracting, the phases of system development life cycle. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-2:	**Project Feasibility Study**: Developing a project plan, market and technical analysis, financial analysis evaluation of project proposals, risk analysis, sensitivity analysis, and social cost benefit analysis. **Project Planning**: Planning fundamentals, project master plan, work breakdown structure &other tools of project planning, work packages project organization structures & responsibilities, responsibility matrix. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-3:	**PERT, CPM, Resource allocation**: Tools & techniques for scheduling development, crashing of networks, time-cost relationship, and resource leveling multiple project scheduling. **Cost Estimating Budgeting:** Cost estimating process elements of budgeting, project cost accounting &management information systems, cost schedules & forecasts *Numerical: PERT/CPM.*	**6 Hours**

Block-4:	**Managing Risks in Projects:** Risk concept &identification, risk assessment, risk priority, risk response planning, risk management methods. **Project Control:** Information monitoring, internal & external project control, cost accounting systems for project control, control process, performance analysis, variance limits, and issues in project control. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-5:	**Project Management Information System**: Computer based tools, features of PMIS, using project management software, (MS Projects) Project Evaluation, Reporting & Termination: Project reviews & reporting, closing the contract. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
<u>**Text Books:**</u>	1. Chandra, Prasanna, Projects: Planning Analysis, Selection, Implementation and Review, McGraw Hill, New Delhi.	
<u>**Reference Books:**</u>	1. Clements and Gido, Effective Project Management, Thomson India. 2. Gray and Larson, Project Management: The Managerial Process, MGH. 3. John Nicholas, Project Management for Business and Technology: Principles and Practice by PHI –Eastern Economy. 4. Bhavesh, M Patel, Project Management, Vikas Publishing House, New Delhi. 5. Machiraju, H. R., Project Finance, Vikas Publishing House, New Delhi. 6. Rao, P.C.K., Project Management and Control, Sultan Chand & Sons, N.Delhi. 7. Nijiru, Cyrus and Merna,Tony, Financing Infrastructure Projects, Thomas Telford, UK. *** Latest editions of all the suggested books are recommended.**	

Ability Enhancement Compulsory Courses (AECC)

Course Code: MBAAE101	Ability Enhancement Compulsory Course -1 MBA- Semester-I **Business Communication**	L-2 T-0 P-0 C-2
Course Outcomes:	**On completion of the course, the students will be:**	
CO1.	Understanding the basics of business communication process, types and networks of communication.	
CO2.	Understanding the barriers of communication, importance of listening skills and effective presentation skills.	
CO3.	Applying techniques of effective communication- both verbal and non-verbal at the workplace.	
CO4.	Creating an effective presentation using slides and other visual aids.	
CO5.	Analyzing the various types of interview and Group Discussion techniques and applying them during real life situations.	
Course Content:		
Block-1:	**Evolution of Business Communication:** **Knowledge of Language & Basics of Communication:** Tenses, Sentence construction, Direct & Indirect Speech, Active-Passive voice, Verbs, Conjunctions, etc., Meaning & definition of communication, Objectives of communication, Types of communication, Process of communication, Barriers to communication, Grapevine in communication, 7Cs of Communication, Channels & Networks of Communication. *One relevant Case Study/ Case let from the Block.*	**4 Hours**
Block-2:	**Non-verbal Communication:** Non-linguistic transmission of ideas, Visual cues & their importance in communication, Gestures, Facial Expressions, Body movements, Tone & tenor, audition, Tactile, Kinesthetic etc. *One relevant Case Study/ Case let from the Block.*	**4 Hours**
Block-3:	**Presentation Skills:** Defining purpose, Audience & locale, Types of presentation, organizing content of presentation, nuances, Body language during presentation, Audio visual aids, how to develop effective presentation slides, Dos & Don'ts of presentation. *One relevant Case Study/ Case let from the Block.*	**4 Hours**
Block-4:	**Listening Skills:** Importance of listening, the process of listening, Differentiate between listening and hearing, Types of listening, Barriers to effective listening & factors in effective listening. *One relevant Case Study/ Case let from the Block.*	**4 Hours**
Block-5:	**Interviews & GD- Definition**, Types of Interviews, what does a job interview access? Focus of job interviews, Strategies for successful interviews, Answers to some common interview questions, Preparing in a	**4 Hours**

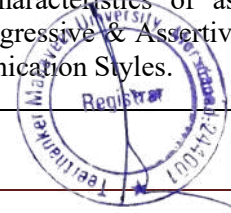|	
	group discussion- Leadership, GD protocol, Discussion techniques, Listening. *One relevant Case Study/ Case let from the Block.*	
Text Books:	1. Kaul, Asha, Effective Business Communication, PHI, New Delhi.
Reference Books:	1. Chaturvedi, P.D., and MukeshChaturvedi, Business Communication, Pearson Education. 2. Lesikar, Petit &Lesikar's, Basic Business, McGrawHill. 3. Pal, Rajendra, and Korlahalli, J. S., Essentials of Business Communication. 4. Malti Agarwal, Professional Communication, Krishna Publication. 5. Meenakshi Raman, Sangeeta Sharma, Technical Communication Principles & Practice. 6. Sehgal M.K. &Khetrapal V., Business Communication – Excel Books. 7. Mohan Krishna & Banerji Meera, Developing Communication Skills – Macmillan India Ltd. Delhi. 8. Bahl, Sushil, Business communication today, Response books, New Delhi. *** Latest editions of all the suggested books are recommended.**

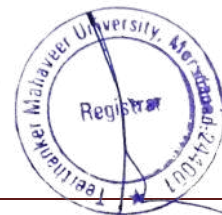| Course Code: MBAAE102	Ability Enhancement Compulsory Course -2 MBA- Semester-I Human Values and Professional Ethics	L-2 T-0 P-0 C-2
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding concepts of human values and professional ethics.	
CO2.	Applying Sanyam& Swasthya practices in life.	
CO3.	Applying human values and developing harmony among self, family and society.	
CO4.	Developing sensitivity towards Nature & Natural Resources to become responsible. citizen and ethical person.	
CO5.	Developing self into a professional individual and an ethical personality.	
Course Content:		
Block-1:	**Introduction - Need Basic Guidelines, Content and Process for Value Education:** Understanding the need, basic guidelines, content, and process for Value Education; Self-Exploration–what is it? -its content and process; 'Natural Acceptance' and Experiential Validation-as the mechanism for self-exploration; Continuous Happiness and Prosperity-A look at basic Human Aspirations.	**4 Hours**
Block-2:	**Process for Value Education:** Right understanding, Relationship and Physical Facilities-the basic requirements for fulfillment of aspirations of every human being with their correct priority; Understanding Happiness and Prosperity correctly-A critical appraisal of the current scenario; Method to fulfill the above human aspirations: understanding and living in harmony at various levels Module.	**4 Hours**
Block-3:	**Understanding Harmony in the Human Being:** Understanding Harmony in the Human Being -Harmony in Myself! Understanding human being as a co-existence of the sentient 'I' and the material 'Body' Understanding -Sanyam and Swasthya;Programs to ensure Sanyam and Swasthya; Correct appraisal of Physical needs, meaning of Prosperity in detail; Sukh and Suvidha; Understanding Harmony in the Family and Society –harmony in Human -Human Relationship and Gender issues: Understanding values in human-human relationship;	**4 Hours**
Block-4:	**Understanding Responsibilities towards the Nature & Natural Resources:** Sustainable agriculture& Food preservation methods, Soil Conservation; Management of water resources, Replenishing ground water, water table; Biodiversity & its conservation, ecological protection, Deforestation & Afforestation.	**4 Hours**
Block-5:	Implications of the Holistic understanding of Harmony & Human values on Professional Ethics; Assuring Ethical Human conduct; Ability to utilize the professional competence for augmenting Universal Human Order; Ability to identify the scope of People friendly & Eco-friendly production system, Ability to develop appropriate Management System to enhance	**4 Hours**

	Productivity; Strategies for transition from present state to Universal Human Order.	
Text Books:	• R R Gaur, R,Sangal, G.P Bagaria, A Foundation Course in value Education. • R R Gaur, R Sangal G P Bagaria, Teacher's Manual (English).
Reference Books:	• E.F. Schumacher, 1973, small is Beautiful; a study of economics as if people mattered,Blond& Briggs, Britain. • R.Pradeep Kumar, Jeevan Vidya to Na Prayanam, Hyderabad. • Sussan George, How the other half Dies, Penguin Press. • PL Dhar, RR Gaur, Science and Humanism, common wealth publishers. • A.N. Tripathy,Human values, New Age International Publishers. • Subhas Palekar, How to practice natural Farming, Pracheen (Vaidik) Krishitantrashodh, Amravati. • Donella H. Meadows, Dennis L. Meadows,Jorgen Randers, William W. Behrens III,1972, Limits to Growth –club of Rome's report, universe Books. • E.G. Seebauer& Robert, L BERRY, 2000, Foundations of Ethics for Scientists & Engineers, Oxford University Press. • M.Govindrajran, S Natrajan& V.S. Senthi Kumar, Engineering Ethics (including human Values), Eastern Economy Edition, Prentice hall of India Ltd. • B P Banerjee, 2005, Foundations of Ethics and Management, Excel books. • B.L. Bajpai, 2004, Indian Ethos and Modern Management , New Royal book Co; Lucknow. *** Latest editions of all the suggested books are recommended.**

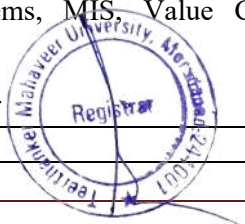| Course Code: MBAAE201	Ability Enhancement Compulsory Course -3 **MBA- Semester-II** **Managerial Communication**	L-2 T-0 P-0 C-2
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understanding the basics of oral & written communication to be used in a business organization.	
CO2.	Understanding fundamentals of business letter writing and written communication within organization and develop skills for effective business letters.	
CO3.	Understanding the importance of assertive communication and develop skills to communicate in real life.	
CO4.	Developing skills to demonstrate effective oral (face to face groups) communication. at workplace & in different cultural situations.	
CO5.	Preparing a written report in different formats, employment letters and resume.	
Course Content:		
Block-1:	**Evolution of Managerial Communication:** **Oral Communication:** Meaning and importance of oral communication, Principles of successful oral communication, Barriers to effective oral communication, three aspects of oral communication- Conversing, Listening and Body Language, Intercultural Oral Communication, Oral Communication & Electronic Media- Phones, Voice Mail, ConferenceCalls, Cell Phones, Video Conferencing. *One relevant Case Study/ Case let from the Block.*	**4 Hours**
Block-2:	**Official and Business Communication:** Modern Technology Communication tools, Forms of official correspondence, Parts of an official letter, drafting of- Circular, Memos, Press Note, E-mail, Notice, Agenda, Minutes of meeting, Importance of written business correspondence. Forms of business letters, Structure of business letter, Types of business letter- Sales letters, Credit letters, Letter of inquiry, Letters of Quotation, Letters of order, Letters of Complaint, Letter ofadjustment. *One relevant Case Study/ Case let from the Block.*	**4 Hours**
Block-3:	**Employment Communication:** Drafting a Cover letter or Job Application Letter, Drafting of - Bio-Data, Resume/ C.V., Relationship between aresume and an application letter, Types of resume, Guideline for preparing a good resume. *One relevant Case Study/ Case let from the Block.*	**4 Hours**
Block-4:	**Assertive Communication:** Importance & characteristics of assertive communication, difference between Passive, Aggressive & Assertive, 3 Cs of Assertive Communication, Assertive Communication Styles.	**4 Hours**

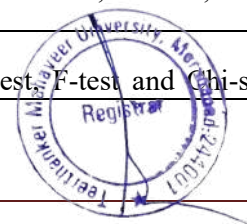|		
	One relevant Case Study/ Case let from the Block.	
Block-5:	**Report Writing:** Introduction, The importance of reports, Types of reports. - Short Report & Long Report, Special features of a report, Guideline for preparing a report, Organization of a report. *One relevant Case Study/ Case let from the Block.*	**4 Hours**
Text Books:	1. Kaul, Asha, Effective Business Communication, PHI, New Delhi.	
Reference Books:	1. Chaturvedi, P.D., and MukeshChaturvedi, Business Communication, Pearson Education. 2. Lesikar, Petit &Lesikar's, Basic Business, McGrawHill. 3. Pal, Rajendra, and Korlahalli, J. S., Essentials of Business Communication. 4. Malti Agarwal, Professional Communication, Krishna Publication. 5. Meenakshi Raman, Sangeeta Sharma, Technical Communication Principles & Practice. 6. Sehgal M.K. &Khetrapal V., Business Communication – Excel Books. 7. Mohan Krishna & Banerji Meera, Developing Communication Skills – Macmillan India Ltd. Delhi. 8. Bahl, Sushil, Business communication today, Response books, New Delhi. *** Latest editions of all the suggested books are recommended.**	

Skill Enhancement Courses (SEC)

Course Code: MBASE101	Skill Enhancement Course - 1 MBA- Semester-I **Computer Fundamentals & Information Systems**	L-2 T-0 P-2 C-3
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understanding and describing the various Input and output devices and components of a computer system.	
CO2.	Understanding the functions of MS Word, MS Excel, MS Power point and their application.	
CO3.	Understanding concepts and requirements of MIS in business organizations.	
CO4.	Applying MS Office tools at workplace for effective functioning.	
CO5.	Analyzing MIS requirements in business organization.	
CO6.	Evaluating and developing various tools, techniques and systems of MIS to suit the organizational requirement.	
Course Content:		
Block-1:	**Evolution of Computer Revolution:** Computer Generation, Characteristics of Computer, Advantages and Limitations of a computer, Classification of computers, Functional components of a computer system (Input, CPU, Storage and Output Block), Types of memory (Primary and Secondary) Memory Hierarchy. Hardware: a) Input Devices- Keyboard, Mouse, Scanner, Bar Code Reader b) Output Devices – Visual Display Block (VDU), Printers, Plotters etc. **Introduction of Internet:** History of internet, Web Browsers, Searching and Surfing, Creating an E-Mail account, sending and receiving E-Mails.	**6 Hours**
Block-2:	**MS Word:** Starting MS WORD, Creating and formatting a document, changing fonts and point size, Table Creation and operations, Autocorrect, Auto text, spell Check, Word Art, inserting objects, Page setup, Page Preview, Printing a document, Mail Merge. **MS Excel:** Starting Excel, Work sheet, cell inserting Data into Rows/ Columns, Alignment, Text wrapping, Sorting data, Auto Sum, Use of functions, Cell Referencing form, generating graphs, Worksheet data and charts with WORD, Creating Hyperlink to a WORD document, Page set up, Print Preview, Printing Worksheets. *One relevant practical exercise from the Block.*	**6 Hours**
Block-3:	**Introduction to MIS:** Meaning and Role of Information Systems. Types of Information Systems: Operations Support Systems, Management Support Systems, Expert Systems, and Knowledge Management Systems, MIS, Value Chain Analysis. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-4:	**Planning for Information System:**	**6 Hours**

	Business Planning Systems and Critical Success Factors, Risks in Information Systems, System Development Cycle. **Decision Support Systems:** MIS support for decision-making, Tools of business support systems: What if analysis, Sensitivity analysis, Goal seek analysis, Optimization analysis. *One relevant practical exercise from the Block.*	
Block-5:	**Emerging Concepts and Issues in Information Systems:** ERP, CRM, SCM, Introduction to Data Warehousing, Data Mining, and its Applications. Different tools of Data Mining. **Applications:** Transaction processing; artificial intelligent technologies in business: Neural Network, Fuzzy logic, Genetic algorithm, Virtual reality, Security and Ethical challenges. *One relevant practical exercise from the Block.*	**6 Hours**
Text Books:	1. Tannenbaum, Computer Networks, PHI, Delhi. 2. McKeown, Information Technology and the Networked Economy, Thomson Learning	
Reference Books:	1. Forouzan , Data Communication & Networking , TMH, Delhi. 2. Miller, Data and Network Communication, Vikas Publishing House, New Delhi. 3. Hagg, Baltzan& Philips, Business Driven Technology, TMH, N. Delhi. 4. Molly, Using HTML 4, PHI, Delhi. 5. Comer, E. Douglas, Computer Networks and Internet 4e, Pearson Education, Delhi.Kenneth, Laudon & Jane Laudon MIS: Managing the Digital Firm, Pearson Education. 6. James, A. O'Brien Introduction to Information Systems, McGrawHill. *** Latest editions of all the suggested books are recommended.**	

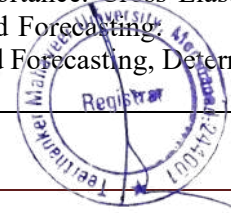| Course Code MBASE201	Skill Enhancement Course -2 MBA- Semester-II **Business Research Methods**	L-2 T-0 P-2 C-3
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understanding terms, concept, research process (methodology) & Methods related to hypothesis, research design, sampling tools, data collecting and data analysis.	
CO2.	Understanding and applying SPSS tools for data analysis.	
CO3.	Analyzing research questions, literature, research situation and data using statistical tools.	
CO4.	Writing a research report and research paper	
CO5.	Deciding research objective, hypothesis, sample size & type of data collection and analysis techniques.	
CO6.	Developing a research plan based on scientific methods & logic.	
Course Content:		
Block-1:	**Evolution of Business Research:** Concept of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems encountered by the researcher, Problems and Precautions to the Researchers. **Process of Research:** Involved in Research Process. Research Design: Various Methods of Research Design. Sampling Error, Sample Size, Non-Response. Characteristics of a good sample, Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Non-Probability Sample – Judgment, Convenience, Quota methods. Determining size of the sample -Practical considerations in sampling and sample size.	**6 Hours**
Block-2:	**Types of Data:** Secondary and Primary, Various Methods Primary data collection-Observation method, Questionnaire Construction, Personal Interviews, Telephonic Interview, Email/Internet survey, Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions. Literature review: types and sources.	**6 Hours**
Block-3:	**Measures of Central Tendency**: Mean, Median & Mode; Dispersion: Standard Deviation: Correlation: Karl Pearson Coefficient and spearman rank method; Regression: lines and its equations.	**6 Hours**
Block-4:	**Classification of Data:** Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Levels of measurement – Nominal, Ordinal, Interval, Ratio.	**6 Hours**
Block-5:	**Analysis of Data and Report Preparation:** Hypothesis: formulation and testing (t-test, Z-test, F-test and Chi-square	**6 Hours**

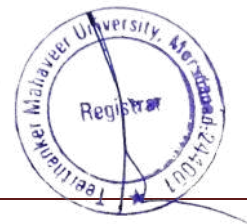|	
	test); Analysis of Variance (ANOVA). Types and Layout of Research Report, Precautions in Preparing the research Report. Bibliography and Annexure in the Report: Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons. Use of SPSS in Data Analysis.
Text Books:	1. Cooper & Schindler, Business Research Methods, McGraw Hill. 2. Zikmund, Millian G., Business Research Methods, Thomson Learning, Bombay.
Reference Books:	1. Malhotra Naresh K., Marketing Research, Pearson Education. 2. Gravetter, Research Method for Behavioral Sciences, Cengage Learning. 3. Beri G.C., Marketing Research, McGraw Hill. 4. Kothari C.R., Research Methodology Methods and Techniques, New Age International Publishers. 5. Saunders. Research Methods for Business students, Pearson Education. *** Latest editions of all the suggested books are recommended.**

Generic Elective Courses (GEC)

Course Code: MBAGE101	Generic Elective Course-1 MBA- Semester-I **Managerial Economics**	L-3 T-0 P-0 C-3
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understanding the fundamental concepts and theories of economics relevant to business organizations.	
CO2.	Understanding the concepts and theories of cost, production and revenue in relationship to Business operations.	
CO3.	Applying the demand and supply laws and assessing the economic position of a company.	
CO4.	Applying the marginal analysis to assess different market conditions.	
CO5.	Evaluating price and output decisions for different market structures.	
Course Content:		
Block-1:	**Evolution of Managerial Economics in Indian Context:** Managerial Economics: Meaning, Definition, Characteristics, Nature, Relation with other disciplines, Scope, Importance. Role and Responsibility of A Managerial Economist. **Fundamental Concepts of Economics:** Incremental Reasoning, OpportBlocky Cost, Contribution, Time perspective, Time Value of Money and Risk & Uncertainty. **Alternative Objective of the Firm:** Theory of the Firm (Profit Maximization Theory), Managerial Theories of the Firm (Sales Revenue Maximization Model, Managerial Utility Models and Growth Maximization Models), Behavioral Theories of the Firm (Simons Satisfying Model and Cyert& March's Behavioral Theory of the Firm). *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-2:	**Theory of Consumer Choice and Demand Analysis:** The Cardinal Approach to Consumer Equilibrium: Measurement of Utility, Law of Diminishing Marginal Utility, Law of Equi-Marginal Utility**.** The Ordinal Utility Theory: Indifference Curve Approach: Meaning, Properties, The Budget Lines, Consumer Equilibrium. Demand Analysis: Meaning of Demand, Definition of Demand, Demand Function, Determinants of Demand, Law of Demand, Factors affecting the Demand. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-3:	**Elasticity of Demand and Demand Forecasting:** Elasticity of Demand: Meaning, Types of Elasticity of Demand. Price Elasticity of Demand: Meaning, Definitions, Degrees, Measurement, Factors affecting price elasticity of demand and Importance. Income Elasticity of Demand: Meaning, Definition, Types and Importance. Cross Elasticity of Demand: Meaning, Definitions, Types. Demand Forecasting: Meaning, Definitions, Steps involved in Demand Forecasting, Determinants and Methods.	**6 Hours**

	One relevant Case Study/ Case let from the Block.	
Block-4:	**Theory of Production, Cost and Revenue:** Theory of Production: Meaning and concept of production, Production function (Short run and Long Run), Relationship between TP, MP and AP. Law of Variable Proportion, Law of returns to scale. Law of Supply. Theory of Cost: Concept of Cost, Different types of Cost, Cost Function (Short Run and Long Run); Relationship between TFC, TVC and TC. Relationship between TC, TFC, TVC, AC, MC, AVC and AFC and Relationship between AC and MC. Theory of Revenue: Concept of Revenue, Relationship between TR, MR and AR. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-5:	**Market, Market Structures, Pricing and Output Equilibrium under different Market Structures and Business Cycle:** Market and Market Structure: Concept and Different types of Market and their characteristics. **Determination of price and output equilibrium under different market structure:** Perfect Competition: Features, Determination of price and output equilibrium under long run & short run. Monopoly: Features, Determination of price and output equilibrium under long run & short run. Monopolistic: Features, Determination of price and output equilibrium under long run & short run. Oligopoly Features, Determination of price and output equilibrium under long run & short run. **Business Cycle:** Meaning Definition, features, Phases of Business Cycle, Factors causing Swings in Business Activity. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Text Books:	1. Keat, Paul B., and Philip K.Y. Young, Managerial Economics – Economic Tools for Today's Decision Makers,Pearson Education, Delhi 2. Stonier and Hague, Textbook of Economic Theory – Longman Green and Co., London.	
Reference Books:	1. HirscheyMark, Managerial Economics, Thomson Learning, Bangalore 2. Monroe, Kent B., Pricing-Making Profitable Decisions, MacGraw-Hill, New York. 3. Salvatore, Dominick, Managerial Economics in a Global Economy, Thomson Learning, Hyderabad 4. Business Economics (Micro) – Dr. Girijashankar; AtharvaPrakashan, Pune. 5. J.M. Henderson and Richard E. Quandit., Micro economic Theory, Mcgraw Hill Company, New York. 6. M.L.Seth : Micro Economics, Laxmi- Narayan Agarwal, Agra. 7. M.L.Jhingan:- Micro Economic Theory, Vikas Publication, New Delhi. 8. G.S. Gupta: - Managerial Economics, McGraw Hill Publishing Company, Ltd. New Delhi. 9. Dean J., Managerial Economics, Prentice Hall New Delhi 10. Mithani.D.M. :- Managerial Economics, Theory andApplications, Himalaya Publishing House, New Delhi	

	* Latest editions of all the suggested books are recommended.

Course Code: MBAGE102	**Generic Elective Course -2** **MBA- Semester-I** **Quantitative Techniques for Managers**	L-3 T-0 P-0 C-3
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understanding the concepts & techniques of business decision optimization.	
CO2.	Analyzing various optimization techniques used in making business decisions.	
CO3.	Applying various optimization and statistical tools and techniques for optimized decision making.	
CO4.	Evaluating various optimization tools and techniques to solve business problems.	
CO5.	Developing the model based on analytics decision making of business problems.	
Course Content:		
Block-1:	**Probability:** Concept of probability and its uses in business decision-making; Addition and multiplication theorem of probability; Baye's theorem analysis, and its application, Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions. *Numerical: Bayes Theorem*	**6 Hours**
Block-2:	**Linear Programming Problem:** Nature and scope of Operation Research, Formulation and testing OR models. Mathematical formulations of LP Models for product-mix problems, graphical and simplex method of solving LP problems. *Numerical: LPP (Simplex Method)*	**6 Hours**
Block-3:	**Transportation Problems:** Initial basic feasible solution of transportation problem using North-West Corner Rule, Least Cost Method, Column Minima Method, Row Minima Method and Vogel's Approximation Method, Testing optimality using MODI Method, Unbalanced problems and degeneracy, Solution of problems with the 'maximization' objective; *Numerical: Transportation (MODI Method)*	**6 Hours**
Block-4:	**Theory of Games and Assignment:** Two person zero – sum games, Games of pure strategies and of mixed strategies, Rule of dominance, Graphical solution to games. **Assignment:** Solution of Assignment Problem using Hungarian Method, Solution of unbalanced Assignment Problem, Problems of Assignment with maximization objective. *Numerical: Game Theory (two by two method) / Assignment (Hungarian Method)*	**6 Hours**
Block-5:	**Queuing Theory & Job Sequence:** **Queuing theory:** waiting line concept, Deterministic models, Queuing models. **Job Sequence:** Johnsons Algorithm for n Jobs and Two machines, n-Jobs and three machines, Two Jobs and m-Machines, n-Job and m-Machines.	**6 Hours**

	Numerical: Replacement (assets on sudden failure) / Job Sequence (n-Job and m-Machines)
Text Books:	1. Levin & Rubin, Statistics for Business, Prentice Hall of India, N. Delhi. 2. Gupta S.P. & Gupta M.P. Business Statistics, Sultan Chand & Sons, Delhi.
Reference Books:	1. Anderson, Quantitative Methods in Business, Thomson Learning, Bombay. 2. Anderson, Statistics for Business & Economics, Thomson Learning, Bombay. 3. Chandan, J.S. An Introduction to Statistical Methods, Vikas Publishing House, New Delhi. 4. Bhardwaj, R.S, Business Statistics, Excel Books, New Delhi. 5. Kothari C.R., Quantitative Techniques, Vikas Publishing House, New Delhi. 6. Hooda.R.P., Statistics for Business & Economics, McMillan India Ltd. 7. TahaHamdy, Operation Research an Introduction, Prentice-Hall. 8. Vohra, Quantitative Techniques in Management, McGraw-Hill. *** Latest editions of all the suggested books are recommended.**

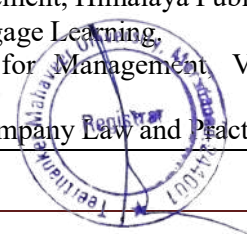| Course Code: MBAGE103	Generic Elective Course – 3				L-3 T-0 P-0 C-3
	MBA- Semester-I				
	Operations Research				
Course Outcomes:	**On completion of the course, the students will be :**				
CO1.	Identifying and developing operational research models from the verbal description of the real system.				
CO2.	Understanding the mathematical tools that are needed to solve optimization problems.				
CO3.	Understating the usage of mathematical software to solve the proposed models.				
CO4.	Analyzing the results and proposing recommendations in language understandable to the decision-making processes in Management Engineering				
CO5.	Developing a report that describes the model and the solving technique.				
Course Content:					
Block-1:	**Introduction to Operation Research:** Decision making through OR, Nature& Significance of OR, Models and modeling in OR, General methods for solving OR models, methodology of OR, Application and scope of OR, Basic OR models.				**6 Hours**
Block-2:	**Project Management:** Introduction to PERT and CPM, critical Path calculation, float calculation and its importance. Cost reduction by Crashing of activity. *Numerical: CPM only*				**6 Hours**
Block-3:	**Replacement Problem:** Replacement of assets that deteriorate with time, Replacement of assets on sudden failure. *Numerical: Replacement (assets on sudden failure)*				**6 Hours**
Block-4:	**Decision Theory:** Introduction, Decision under certainty, Decision under risk, Decision under uncertainty: Laplace criterion, Maximin criterion, Minimax criterion, savage Minimax regret criterion, Hurwicz criterion, Decision tree *Numerical: Decision (Laplace Method, Maximin Criteria)*				**6 Hours**
Block-5:	**Inventory Control**: Inventory classification, Different cost associated to Inventory, Economic order quantity, Inventory models with deterministic demands, ABC analysis. *Numerical: Inventory (EOQ)*				**6 Hours**
Text Books:	1. Paneerselvam, Operations Research, Prentice Hall of India, N. Delhi. 2. Taha, H.; Operations research, New York, Macmillan.				
Reference Books:	1. Levin, Kerpatrick and Rubin; Quantitative Approach to Management, New Jersey, Prentice Hall. 2. Theirouf and Klekamp; Decision Through Operations Research, New York, John Wiley. 3. Sharma, J.K.; Operations Research: Theory and applications, New Delhi, Macmillan.				

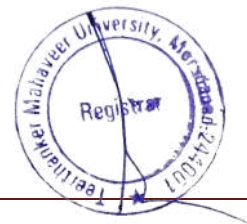| | 4. Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., NewDelhi. |
	5. Kapoor, V.K., Operations Research; Sultan Chand & Sons, New Delhi.
	6. Kalavathy, Operations Research, Vikas Publishing House, New Delhi.
	* Latest editions of all the suggested books are recommended.

Course Code: MBAGE201	Generic Elective Course -4 MBA- Semester-II **Legal Aspects of Business**	L-3 T-0 P-0 C-3
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understanding and describing important provisions and elements of Indian Contract act 1872 and their practical applicability in business.	
CO2.	Understanding and analyzing different types of agreements and contracts in business life.	
CO3.	Understanding and analyzing special contracts like Indemnity and Guarantee, Bailment and Pledge.	
CO4.	Understanding key provisions of Sale of Goods Act1930, Indian Contract Act 1872 and negotiable instrument act.	
CO5.	Developing a hypothetical contract between two parties and sale agreement making.	
Course Content:		
Block-1:	**Evolution of and Need of Business Laws:** **Indian Contract Act 1872:** **Contract:** Meaning, Characteristics and Kinds; Essentials of valid contract; **Offer and acceptance:** Valid offer, Acceptance, Communication of offer and acceptance, Revocation of offer and acceptance, Lapse of an offer; **Capacity of Parties:** Who is Competent to contract, Position of Agreements with a Minor, Position of persons of Unsound Mind, Persons disqualified by Law; **Consideration:** Meaning, Essential Elements of Valid Consideration, Stranger to Contract, Contract without Consideration; **Free Consent:** Meaning of Consent, Meaning of Free Consent, Meaning Coercion and its effect, Meaning of Undue influence and its effects, Meaning of Fraud and its effects, Meaning of Misrepresentation and its effects and Meaning of Mistake and its effects; **Legality of Object and Consideration:** Circumstances under which the objects or consideration is deemed to be unlawful, Illegal agreements, Void Agreements if consideration or objects Unlawful in part, Agreement opposed to public policy. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-2:	**Void Agreement:** Meaning of Void Agreements, Agreements in restraint of marriage, trade & legal proceedings, Uncertain Agreements, Wagering Agreements, Distinction between contracts of insurance and wagering agreements, Agreements Contingent on Impossible Events, Agreements to do Impossible Acts, Restitution; **Contingents Contract:** Meaning, Essential Features and Rules; **Performance of a Contracts:** Meaning and Types; **Discharge of Contracts:** Meaning and Modes; **Remedies for Breach of Contracts:** Meaning, Anticipatory, Actual Breach of Contracts, and Remedies; **Quasi – contracts:** Meaning and Features; **Special Contracts: Contract of Indemnity and Guarantee:** Introduction, Contract of	**6 Hours**

	Indemnity, Contracts of Guarantee, Extent of Surety's Liability, Kinds of Guarantee, Rights of Surety, Discharge of Surety. *One relevant Case Study/ Case let from the Block.*	
Block-3:	**Contract of Bailment and Pledge:** Meaning, Kinds, Duties & Rights of Bailer, Duties & Rights of Bailee; Lien- Meaning & Types; Finder of Goods- Meaning and Rights;Termination of Bailment: Pledge- Meaning of pledge, pledger & pledgee, Rights & duties of pledge, pledger & pledgee; **Contract of Agency:** Meaning, Creation of Agency, Termination of Agency, Irrevocable Agency; Agent- Meaning, Who may be Agent, Agent vs. Servant, Agent vs. Independent Contractor, classification of Agents, Extent of Agent Authority, Delegation of Authority of Agent, Meaning & Appointment of Sub- Agent, Meaning of Substituted Agent, Rights and Duties of Agent, Principal- Meaning and Position of Principal. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-4:	**The Sales of Goods Act 1930:** Meaning of Contract of sale, Essential Elements of Contract of Sale, difference between sale and agreement to sell, Conditions and warranties, transfer of ownership in goods including sale by non-owners, Unpaid seller. – meaning and rights of an unpaid seller against the goods and the buyer, Auction Sale – Meaning and Rules. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-5:	**The Negotiable Instruments Act, 1881:** Negotiable Instruments- Meaning, Characteristics, Presumptions, Types, Promissory Note- Meaning and Characteristics, Bills of Exchange- Meaning and Essential Characteristics, acceptance- Meaning and Characteristics, Cheque- Meaning and Characteristics, , Crossing of Cheque, Holder and Holder in due course, Endorsement, Dishonor of Bill, Noting, Protesting and Hundies *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Text Books:	1. N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company,India. 2. P. K. Goel, Business Law for Managers, Biztantatara Publishers, India.	
Reference Books:	1. AkhileshwarPathack, Legal Aspects of Business, 4th Edition, McGraw Hill. 2. Sharma, J.P. and SunainaKanojia, Business Laws, Ane Books Pvt. Ltd., New Delhi. Sharma, J.P. and SunainaKanojia, VyavsayikSanniyam, Delhi University Hindi Cell. 3. Chandra Bose, Business Laws, PHI. 4. Bulchandani, Business Law for Management, Himalaya Publishing House. 5. Kumar, Legal Aspect of Business, Cengage Learning. 6. M.C. Kuchhal Business Legislation for Management, Vikas Publishing House. 7. Mazumdar, A.K. and Kapoor, G.K., Company Law and Practice, Taxman.	

	* Latest editions of all the suggested books are recommended.

Course Code: MBAGE202	**Generic Elective Course -5** **MBA- Semester-II** **Innovation &Entrepreneurship Development**	**L-3** **T-0** **P-0** **C-3**
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understanding the concepts, theories, tools & techniques & methods related to entrepreneurship.	
CO2.	Analyzing business situations including enabling & restricting issues & available resources for setting up an entrepreneurial organization.	
CO3.	Applying concept, techniques & methods for success of enterprise.	
CO4.	Evaluate business opportBlockies and making decision about product, finance and function of business.	
CO5.	Developing a business plan and executing the business plan	
Course Content:		
Block-1:	**Introduction to Innovation** and Entrepreneurial Idea Generation and Identifying Business OpportBlockies **Concepts of Entrepreneurship Development:** **Evolution of** the concept of Entrepreneur, Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Attributes and Characteristics of a successful Entrepreneur, Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development, Entrepreneurial Culture. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-2:	**Creating Entrepreneurial Venture:** **B**usiness Planning Process, Environmental Analysis - Search and Scanning, identifying problems and opportBlockies, Defining Business Idea, Basic Government Procedures to be complied with. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-3:	**Project Management:** **T**echnical, Financial, Marketing, Personnel and Management Feasibility, Estimating and Financing funds requirement - Schemes offered by various commercial banks and financial institutions like IDBI, ICICI, SIDBI, SFCs, Venture Capital Funding.	**6 Hours**
Block-4:	**Entrepreneur Development Programmes (EDP'S):** Types, 7S Model, History of entrepreneurship development in India, Current Status of Entrepreneurship development in India. Role of Woman entrepreneur. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-5:	**Entrepreneurship Development and Government:** Role of Central Government and State Government in promoting	**6 Hours**

	Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Blocks - Fiscal and Tax concessions available. Role of following agencies in the Entrepreneurship Development - District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB).
Text Books:	1. Hisrich, Robert D., Michael Peters and Dean Shephered, Entrepreneurship, McGraw Hill, New Delhi.
Reference Books:	1. Khanka S.S., Entrepreneurship Development, S. Chand and Company Ltd., New Delhi. 2. Barringer, Brace R., and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersy (USA). 3. Lall, Madhurima, and ShikhaSahai, Entrepreneurship, Excel Books, New Delhi. 4. Charantimath, Poornima, Entrepreneurship Development and Small Business Entreprises, Pearson Education, New Delhi. 5. Kuratko, Donand and Richard Hodgetts, Entrepreneurship, Cengage Learning India Pvt. Ltd., New Delhi. *** Latest editions of all the suggested books are recommended.**

Course Code: MBAGE203	Generic Elective Course -6 MBA- Semester-II **Management of Intellectual Property Rights**	L-3 T-0 P-0 C-3
Course Outcomes:	**On completion of the course, the students will be:**	
CO1.	Understanding the basics of patent and copyright and other acts of IPR.	
CO2.	Understanding the information in patent documents which provide useful insights on novelty of their idea from state-of-the art search.	
CO3.	Understanding the documentation process of applying the patent.	
CO4.	Analyzing the information in patent document which provide useful insights on the novelty of their idea from state-of-the art search.	
CO5.	Developing new ideas or innovations which can be registered for patent.	
Course Content:		
Block-1:	**Evolution of Concept of Property vis-à-vis Intellectual Property:** Overview of Concept of Property and Theories of Property, Theories of Intellectual Property Rights, Intellectual Property as an Instrument of Development, Need for Protecting Intellectual Property-Policy Consideration National Perspectives and International demands. Types of Intellectual Property-Origin and Development-An Overview. Intellectual Property Rights as Human Right. Intellectual Property Rights in the Cyber World. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-2:	**Patent Law:** Introduction to Patent Law, Paris Convention, Patent Cooperation Treaty, WTO-TRIPS, Harmonization of CBD and TRIPs. Indian Patent Law -The Patents Act, 1970, Amendments to the Patents Act, Patentable Subject Matter, Patentability Criteria, Procedure for Filing Patent Applications, Patent Granting Procedure, Revocation, Patent Infringement and Remedies , Relevant Provisions of the Biological Diversity Act, 2002 , Access and Benefit Sharing Issues. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-3:	**Trademarks:** Introduction to Trademarks, Need for Protection of Trademarks, Kinds of Trademarks, International Legal Instruments on Trademarks, Indian Trademarks Law, The Trade and Merchandise Marks Act, 1958 Trademarks Act, 1999, Procedural Requirements of Protection of Trademarks, Content of the Rights, Exhaustion of Rights , Assignment under Licensing, Infringement, Right of Goodwill, Passing Off , Domain Names and Effects of New Technology (Internet). *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Block-4:	**Industrial Designs:** Need for Protection of Industrial Designs, Subject Matter of Protection and Requirements, The Designs Act, 2000, Procedure for	**6 Hours**

	obtaining Design Protection, Revocation, Infringement and Remedies. *One relevant Case Study/ Case let from the Block.*	
Block-5:	**Role of International Institutions:** World Intellectual Property Organization (WIPO), Function of WIPO, Membership of WIPO, Agreement between the WIPO and the WTO, Dispute Settlement-New Treaties. Commercialization of Intellectual Property Rights by Licensing, Determining Financial Value of Intellectual Property Rights, Negotiating Payments Terms in Intellectual Property Transaction. *One relevant Case Study/ Case let from the Block.*	**6 Hours**
Text Books:	1. Al-Ali, N. Comprehensive Intellectual Capital Management: Step-by-Step. John Wiley & Sons, Inc., Hoboken, New Jersey.	
Reference Books:	1. Andriessen, D. Making Sense of Intellectual Capital. Designing a Method for the Valuation of Intangibles. Butterworth Heinemann. 2. Stewart, T.A. Intellectual Capital: The New Wealth of Organizations, Nicholas Brealey, London. 3. Sveiby, K.E..The New Organizational Wealth: Managing & Measuring Knowledge-Based Assets. Berrett-Koehler Publishers, San Francisco. 4. Edvinsson, L. and Malone, M.S. Intellectual Capital: Realizing your company's true value by finding its hidden brainpower, Harper, New York. 5. Low, J. and Kalafut, P.C. Invisible advantage: How Intangibles are Driving Business Performance, Perseus Publishing, and Cambridge. *** Latest editions of all the suggested books are recommended.**	

Semester - III

Program/Discipline Specific Elective Courses (DSEC)

Marketing Management

(Choose any 5 out of Six.)

One from MOOC prescribed by the College.

Course Code: MBADM24301	Discipline Specific with Deep specialization – 1 Digital Marketing (Deep Specialization) Semester-III **MOOC -1**	L-3 T-1 P-0 C-4
	This course is compulsory and will be offered to students through NPTEL/SWAYAM/ Any other approved online platform related with opted deep specialization after approval of Principal of the College	

Course Code: MBADM24302	Discipline Specific with Deep specialization – 2 Digital Marketing (Deep Specialization) Semester-III **Introduction to Digital Marketing**	L-3 T-1 P-0 C-4
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understand the fundamental principles and components of digital marketing.	
CO2.	Understanding the various digital marketing channels and platforms.	
CO3.	Analyzing and implementing digital marketing campaigns effectively.	
CO4.	Analyzing social media marketing techniques to engage and connect with target audiences.	
CO5.	Applying basic SEO and content marketing strategies for enhancing online visibility.	
	Course Content:	
Block-1:	**Fundamentals of Digital Marketing:** Definition and scope of digital marketing; Evolution of digital marketing and its impact on traditional marketing; Key components of a digital marketing strategy; Understanding the digital marketing funnel.	**8 Hours**
Block-2:	**Digital Marketing Channels and Platforms:** Overview of various digital marketing channels (social media, search engines, email, etc.); Introduction to popular digital marketing platforms (Google Ads, Facebook Ads, etc.); Identifying target audiences and selecting appropriate channels; Integrating online and offline marketing efforts.	**8 Hours**
Block-3:	**Creating Digital Marketing Campaigns:** Setting marketing objectives and KPIs; Crafting compelling marketing messages and content; Implementing storytelling techniques in digital campaigns; Planning and executing successful digital marketing campaigns.	**8 Hours**
Block-4:	**Social Media Marketing:** Strategies for effective social media marketing; Creating engaging social media content; Social media advertising and targeting; Monitoring and measuring social media performance.	**8 Hours**
Block-5:	**Search Engine Optimization (SEO) and Content Marketing**: Understanding the importance of SEO in digital marketing; Keyword research and on-page SEO techniques; Content marketing strategies for driving organic traffic; Measuring SEO success and optimizing content for search engines.	**8 Hours**

Text Books:	1. Dave Chaffey and Fiona Ellis-Chadwick,"Digital Marketing: Strategy, Implementation and Practice", Pearson. 2. Ryan Deiss and Russ Honeyberry,"Digital Marketing for Dummies", For Dummies.	
Reference Books:	1. David Meerman Scott, "The New Rules of Marketing and PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases, and Viral Marketing to Reach Buyers Directly", Wiley. 2. Joe Pulizzi ,"Epic Content Marketing: How to Tell a Different Story, Break through the Clutter, and Win More Customers by Marketing Less", McGraw-Hill Education.	
	* Latest editions of all the suggested books are recommended.	

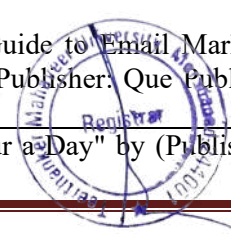|	Discipline Specific with Deep specialization - 3	L-3 T-1 P-0 C-4
Course Code: **MBADM24303**	**Digital Marketing (Deep Specialization)**	
	Semester-III	
	Social Media Marketing and Management	
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understand the fundamentals of social media marketing and its role in the marketing mix.	
CO2.	Create and implement effective social media content strategies.	
CO3.	Design and optimize social media advertising campaigns.	
CO4.	Engage with online commBlockies and provide effective customer service on socialmedia.	
CO5.	Analyze social media metrics and measure the success of social media marketing efforts	
Course Content:		
Block-1:	**Introduction to Social Media Marketing:** Definition and significance of social media marketing; Overview of major social media platforms (Facebook, Instagram, Twitter, LinkedIn, etc.); Identifying target audiences and setting marketing objectives; Role of social media in the marketing mix.	**8 Hours**
Block-2:	**Social Media Content Creation and Strategy:** Developing a social media content strategy; Crafting engaging social media posts and visuals; Implementing storytelling techniques for brand messaging; Utilizing user-generated content and influencer marketing.	**8 Hours**
Block-3:	**Social Media Advertising and Campaigns:** Creating and optimizing social media ad campaigns; Audience targeting and retargeting strategies; Measuring ad performance and return on investment (ROI); A/B testing and optimization techniques.	**8 Hours**
Block-4:	**CommBlocky Management and Engagement:** Building and managing online commBlockies; Techniques for engaging with followers and responding to comments; Handling customer feedback and resolving issues on social media; Leveraging social media for customer service.	**8 Hours**
Block-5:	**Social Media Analytics and Performance Measurement:** Introduction to social media analytics tools; Key performance indicators (KPIs) for social media marketing; Using data to refine social media strategies; Reporting social media ROI to stakeholders.	**8 Hours**

Text Books:	1. Guy Kawasaki and Peg Fitzpatrick,"The Art of Social Media: Power Tips for Power Users" Portfolio. 2. Jason McDonald,"Social Media Marketing Workbook: How to Use Social Media for Business",Create Space Independent Publishing Platform.	
Reference Books:	1. Gary Vaynerchuk ,"Jab, Jab, Jab, Right Hook: How to Tell Your Story in a Noisy Social World", Harper Business. 2. Jan Zimmerman and Deborah Ng ,"Social Media Marketing All-in-One For Dummies",For Dummies. *** Latest editions of all the suggested books are recommended.**	

	Discipline Specific with Deep specialization - 4	L-3 T-1 P-0 C-4
Course Code: **MBADM24304**	**Digital Marketing (Deep Specialization)**	
	Semester-III	
	# Content Marketing and SEO Strategies	
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understand the fundamentals of content marketing and its role in the marketing mix.	
CO2.	Create compelling and engaging storytelling content for different digital platforms.	
CO3.	Implement on-page and off-page SEO techniques to optimize content for search engines.	
CO4.	Develop and execute effective content marketing strategies.	
CO5.	Analyze content performance metrics to measure the success of content marketing efforts	
Course Content:		
Block-1:	**Introduction to Content Marketing:** Definition and significance of content marketing; Understanding the content marketing funnel; Identifying target audiences and content preferences; Creating content marketing objectives and KPIs.	**8 Hours**
Block-2:	**Content Creation and Storytelling:** Techniques for crafting engaging storytelling content; Utilizing multimedia elements in content creation; Developing content calendars and editorial plans; Leveraging user-generated content and influencer marketing.	**8 Hours**
Block-3:	**Search Engine Optimization (SEO) Fundamentals:** Understanding the importance of SEO in digital marketing; Conducting keyword research and analysis; On-page SEO techniques for content optimization; Off-page SEO strategies for building quality backlinks.	**8 Hours**
Block-4:	**Content Marketing Strategy and Distribution:** Developing a content marketing strategy; Planning content distribution across various platforms; Leveraging social media and email marketing for content promotion; Analyzing content performance and making data-driven decisions.	**8 Hours**
Block-5:	**Measuring Content Marketing ROI and Success:** Key performance indicators (KPIs) for content marketing; Analyzing content analytics and user engagement metrics; Calculating content marketing ROI and effectiveness; Optimizing content strategies based on performance insights.	**8 Hours**
Text Books:	1. Joe Pulizzi ,"Epic Content Marketing: How to Tell a Different Story, Break through the Clutter, and Win More Customers, McGraw-Hill Education. 2. Joe Pulizzi, "Content Inc.: How Entrepreneurs Use Content to Build Massive Audiences and Create Radically Successful Businesses" McGraw-Hill Education.	

| Reference Books: | 1. Adam Clarke ,"SEO 2021: Learn Search Engine Optimization with Smart Internet Marketing Strategies" (Publisher: Independently published, Year: 2020)
2. Mark W. Schaefer, "The Content Code: Six essential strategies to ignite your content, your marketing, and your business" (Publisher: Mark W. Schaefer).
* Latest editions of all the suggested books are recommended. | |

	Discipline Specific with Deep specialization - 5	
	Digital Marketing (Deep Specialization)	**L-4**
Course Code: **MBADM24305**	**Semester-III**	**T-0** **P-0**
	Email Marketing and Automation	**C-4**
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understand the fundamentals of email marketing and its role in the marketing mix.	
CO2.	Design engaging and effective email campaigns with personalized content.	
CO3.	Utilize email marketing automation tools for lead nurturing and customer engagement.	
CO4.	Ensure email deliverability and compliance with relevant regulations.	
CO5.	Analyze email marketing performance metrics to measure the success of email campaigns	
Course Content:		
Block-1:	**Introduction to Email Marketing:** Definition and significance of email marketing; Understanding the email marketing funnel; Identifying target audiences and segmenting email lists. Crafting compelling email marketing objectives and KPIs.	**8 Hours**
Block-2:	**Designing Engaging Email Campaigns:** Techniques for creating visually appealing email designs; Writing effective email copy and subject lines; Implementing personalization and dynamic content in emails; A/B testing for email optimization.	**8 Hours**
Block-3:	**Email Automation and Drip Campaigns:** Introduction to email marketing automation; Implementing drip campaigns for lead nurturing; Using triggers and workflows to automate email sequences; Measuring the effectiveness of automated email campaigns.	**8 Hours**
Block-4:	**Email Deliverability and Compliance:** Understanding email deliverability and factors affecting it; Best practices for improving email deliverability rates; Compliance with email marketing regulations (CAN-SPAM Act, GDPR, etc.); Handling bounce backs and managing email lists.	**8 Hours**
Block-5:	**Measuring Email Marketing Performance:** Key performance indicators (KPIs) for email marketing; Analyzing email marketing analytics and user engagement metrics; Calculating email marketing ROI and performance metrics; Optimizing email marketing strategies based on performance insights.	**8 Hours**
Text Books:	1. Chad White, "Email Marketing Rules: Checklists, Frameworks, and 150 Best Practices for Business Success" by (Publisher: Create Space Independent Publishing Platform, Year: 2013). 2. DJ Waldow and Jason Fall,"The Rebel's Guide to Email Marketing: Grow Your List, Break the Rules, and Win" by (Publisher: Que Publishing, Year: 2013).	
Reference Books:	1. Jeanniey Mullen, "Email Marketing: An Hour a Day" by (Publisher: Wiley, Year: 2008).	

	2. Matthew Paulson ,"Email Marketing Demystified: Build a Massive Mailing List, Write Copy that Converts, and Generate More Sales" by (Publisher: AMPBOT Media, Year: 2019). *** Latest editions of all the suggested books are recommended.**	

	Discipline Specific with Deep specialization - 6	
Course Code: **MBADM24306**	**Digital Marketing (Deep Specialization)**	**L-4** **T-0** **P-0** **C-4**
	Semester-III	
	Search Engine Optimization	
Course Outcomes:	**On completion of the course, the students will be:**	
CO1.	Apply fundamental concepts of SEO to enhance website visibility.	
CO2.	Analyze website performance using SEO metrics and tools.	
CO3.	Develop and implement SEO strategies to improve website ranking on search engines.	
CO4.	Evaluate and optimize website content for better search engine visibility.	
CO5.	Stay updated on the latest trends and algorithm changes in the field of SEO	
	Course Content:	
Block-1:	Overview of Search Engine Optimization; Importance of SEO in Digital Marketing; How Search Engines Work; Key Concepts: Keywords, Crawling, Indexing, Ranking	**8 Hours**
Block-2:	Keyword Research and Analysis; On-Page Optimization Techniques; Meta Tags Optimization; URL Structure and Permalinks; Header Tags Optimization; Content Optimization Strategies; Image Optimization	**8 Hours**
Block-3:	Off-Page Optimization Techniques; Importance of Backlinks; Link Building Strategies; social media and SEO; Local SEO Optimization; Understanding Domain Authority and Page Authority.	**8 Hours**
Block-4:	Website Performance and Speed Optimization; Mobile-Friendly Design and SEO; Website Structure and Navigation; Schema Markup and Rich Snippets; XML Sitemap and Robots.txt; Canonicalization and URL Parameters.	**8 Hours**
Block-5:	SEO Tools for Keyword Research, Rank Tracking, and Analytics; Google Search Console and Google Analytics; SEO Auditing and Reporting; Voice Search Optimization; Video SEO Strategies; Emerging Trends and Future of SEO.	**8 Hours**
Text Books:	1. SEO 2024: Learn Search Engine Optimization with Smart Internet Marketing Strategies" by Adam Clarke	
Reference Books:	1. "The Art of SEO: Mastering Search Engine Optimization" by Eric Enge, Stephan Spencer, and Jessie Stricchiola 2. Online resources, blogs, and industry publications for staying updated on SEO trends and best practices. *** Latest editions of all the suggested books are recommended.**	

	Discipline Specific with Deep specialization - 7	
Course Code: **MBADM24307**	**Digital Marketing (Deep Specialization)**	**L-3** **T-0** **P-0** **C-3**
	Semester-III	
	Paid Advertising and Performance Marketing	
Course Outcomes:	**On completion of the course, the students will be:**	

CO1.	Understand the fundamentals of paid advertising and its role in digital marketing.	
CO2.	Create compelling and effective paid advertising campaigns across various platforms.	
CO3.	Utilize performance marketing techniques to track and measure ad performance.	
CO4.	Optimize paid advertising campaigns for maximum return on investment.	
CO5.	Analyze ad performance metrics and provide insights for ad campaign improvements.	
Course Content:		
Block-1:	Introduction to Paid Advertising: Definition and significance of paid advertising; Overview of major digital advertising platforms (Google Ads, Facebook Ads, etc.); Identifying target audiences and setting advertising objectives; Understanding different types of paid advertising campaigns.	**8 Hours**
Block-2:	Creating Effective Paid Advertising Campaigns: Techniques for crafting compelling ad copies and visuals; Ad targeting and segmentation strategies; Utilizing ad extensions and ad formats effectively. A/B testing for ad optimization.	**8 Hours**
Block-3:	Performance Marketing and ROI Analysis: Introduction to performance marketing and key metrics; Measuring ad performance and return on investment (ROI); Cost-per-acquisition (CPA) and cost-per-click (CPC) analysis; Conversion tracking and attribution models.	**8 Hours**
Block-4:	Display Advertising and Remarketing: Designing visually appealing display ads; Implementing remarketing strategies to target past website visitors; Utilizing audience targeting and contextual targeting for display ads; Analyzing display advertising performance metrics.	**8 Hours**
Block-5:	Social Media Advertising and Performance Measurement: Creating and optimizing social media advertising campaigns; Leveraging different social media platforms for advertising; Analyzing social media advertising performance metrics; Reporting and presenting ad campaign results.	**8 Hours**
Text Books:	Perry Marshall, Mike Rhodes, and Bryan Todd ,"Ultimate Guide to Google AdWords: How to Access 100 Million People in 10 Minutes" by (Publisher: Entrepreneur Press). Brian Meert,"The Complete Guide to Facebook Advertising" by (Publisher: Advertise Mint).	
Reference Books:	Dave Chaffey and Fiona Ellis-Chadwick,"Digital Marketing: Strategy, Implementation and Practice" by (Publisher: Pearson, Year: 2020) "Killer Facebook Ads: Master Cutting-Edge Facebook Advertising Techniques" by Marty Weintraub and Perry Marshall (Publisher: Entrepreneur Press, Year: 2011) *** Latest editions of all the suggested books are recommended.**	

<u>Semester - IV</u>

<u>Program/Discipline Specific Elective Courses (DSEC)</u>

<u>Marketing</u>

<u>(Choose any 3 out of 4)</u>

<u>One from MOOC prescribed by the College.</u>

Course Code: MBADM24401	Discipline Specific with Deep specialization – 8	L-3 T-0 P-0 C-3
	Digital Marketing (Deep Specialization)	
	Semester-IV	
	MOOC -1I	

This course is compulsory and will be offered to students through NPTEL/SWAYAM/ Any other approved online platform related with opted deep specialization after approval of Principal of the College

Course Code: MBADM24402	Discipline Specific with Deep specialization - 9	L-3 T-0 P-0 C-3
	Digital Marketing (Deep Specialization)	
	Semester-IV	
	Consumer Behavior in Digital Context	
Course Outcomes:	**On completion of the course, the students will be:**	
CO1.	Describe the key concepts and theories of consumer behavior in digital contexts.	
CO2.	Analyze the impact of digital technologies on consumer decision-making processes.	
CO3.	Apply consumer behavior theories to develop effective digital marketing strategies.	
CO4.	Evaluate the ethical implications of targeting and influencing consumer behavior online.	
CO5.	Synthesize research findings and industry trends to predict future consumer behavior patterns in digital environments	
Course Content		
Block-1:	Overview of Consumer Behavior; Evolution of Consumer Behavior in Digital Age; Theories and Models of Consumer Behavior; Psychological and Sociological Influences	**6 Hours**
Block-2:	Information Search Behavior in Digital Context; Consumer Decision-Making Models; Influence of Online Reviews and Ratings; Decision Heuristics and Biases in Online Shopping	**6 Hours**
Block-3:	Branding in Digital Context; Social Media Engagement and Brand CommBlockies; Influencer Marketing and Brand Endorsements; Loyalty Programs and Customer Retention Strategies	**6 Hours**
Block-4:	Persuasion Techniques in Digital Marketing; Consumer Attitudes and Online Brand Perception; Emotions and Decision-Making in Online Shopping; Cognitive Dissonance and Post-Purchase Behavior	**6 Hours**
Block-5:	Privacy Concerns in Digital Marketing; Data Collection and Consumer Consent; Regulatory Frameworks and Compliance; Ethical Considerations in Targeted Advertising	**6 Hours**
Text Books:	1. "Consumer Behavior: Buying, Having, and Being" by Michael R. Solomon	
Reference Books:	1. Digital Marketing: Strategy, Implementation and Practice" by Dave Chaffey and Fiona Ellis-Chadwick 2. Online articles, journals, and industry reports on consumer behavior in digital contexts. *** Latest editions of all the suggested books are recommended.**	

	Discipline Specific with Deep specialization - 10	
	Digital Marketing (Deep Specialization)	**L-3**
Course Code: **MBADM24403**	**Semester-IV**	**T-0** **P-0**
	Digital Marketing Analytics and Strategy	**C-3**
Course Outcomes:	**On completion of the course, the students will be :**	
CO1.	Understand the importance of data analytics in digital marketing decision-making.	
CO2.	Analyze digital marketing data to gain valuable insights and identify opportBlockies.	
CO3.	Develop data-driven marketing strategies and customer-centric approaches.	
CO4.	Create integrated marketing plans that leverage multiple digital channels effectively.	
CO5.	Utilize marketing automation to streamline processes and enhance customer engagement	
Course Content:		
Block-1:	Introduction to Digital Marketing Analytics: Understanding the role of data analytics in digital marketing; Key digital marketing analytics tools and platforms; Data collection methods and data privacy considerations; Setting marketing objectives and KPIs for data-driven campaigns.	**6 Hours**
Block-2:	Data Analysis and Interpretation: Data visualization techniques for marketing insights; Conducting statistical analysis on digital marketing data; Interpreting marketing data to identify trends and patterns; Using data to make informed marketing decisions.	**6 Hours**
Block-3:	Consumer Behavior and Customer Journey Mapping: Understanding consumer behavior in the digital landscape; Customer journey mapping and touchpoint analysis; Personalization and segmentation strategies based on consumer insights; Leveraging consumer behavior data for targeted marketing.	**6 Hours**
Block-4:	Creating Integrated Digital Marketing Strategies: Developing an integrated digital marketing plan; Aligning digital marketing strategies with overall marketing goals; multi-channel marketing and cross-channel promotions; Budget allocation and resource planning for digital campaigns.	**6 Hours**
Block-5:	Marketing Automation and CRM Integration: Utilizing marketing automation tools for efficiency and personalization Integrating marketing automation with customer relationship management (CRM) systems; Implementing lead nurturing and customer retention strategies; Measuring the success of automated marketing efforts.	**6 Hours**
Text Books:	1. Chuck Hemann and Ken Burbary, "Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World" by (Publisher: Que Publishing,) 2. Mark Jeffery, "Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know" by (Publisher: Wiley).	
Reference Books:	3. Thomas W. Miller, "Marketing Data Science: Modeling Techniques in Predictive Analytics with R and Python" by (Publisher: Pearson) 4. Avinash Kaushik, "Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity" by (Publisher: Sybex). *** Latest editions of all the suggested books are recommended.**	

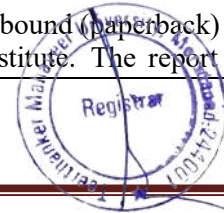| Course Code: MBADM24404	Discipline Specific with Deep specialization - 11	L-3 T-0 P-0 C-3
	Digital Marketing (Deep Specialization)	
	Semester-IV	
	Digital Branding and Reputation Management	
Course Outcomes:	On completion of the course, the students will be:	
CO1.	Explain the fundamentals of digital branding and its significance in the modern business landscape.	
CO2.	Analyze the factors that influence digital brand perception and reputation.	
CO3.	Apply digital branding strategies to create compelling brand identities across various online channels.	
CO4.	Evaluate the effectiveness of digital reputation management techniques in maintaining and enhancing brand reputation.	
CO5.	Synthesize ethical considerations in digital branding and reputation management practices.	
Course Content:		
Block-1:	Definition and Importance of Digital Branding; Evolution of Branding in Digital Age; Brand Identity vs. Brand Image; Elements of Digital Branding: Logo, Typography, Colors, etc.	6 Hours
Block-2:	Brand Positioning in Digital Environment; Content Marketing for Brand Awareness; Social Media Branding and Engagement; Personal Branding Strategies; Brand Partnerships and Collaborations	6 Hours
Block-3:	Importance of Online Reputation Management; Monitoring Brand Mentions and Sentiments; Responding to Online Feedback and Reviews Crisis Communication and Reputation Repair; Building Trust and Credibility Online	6 Hours
Block-4:	Role of Influencers in Digital Branding; Identifying and Engaging with Influencers; Leveraging User-Generated Content; Employee Advocacy Programs; Measuring the Impact of Influencer Campaigns	6 Hours
Block-5:	Transparency and Authenticity in Brand Communication; Privacy and Data Protection in Digital Marketing; Ethical Issues in Native Advertising and Sponsored Content; Corporate Social Responsibility (CSR) in Digital Branding; Ethical Decision-Making Frameworks in Brand Management	6 Hours
Text Books:	**2.** "Building Digital Brands: A Strategic Approach" by Itamar Simonson and Emanuel Rosen	
Reference Books:	1. "Reputation Rules: Strategies for Building Your Company's Most Valuable Asset" by Daniel Diermeier 2. Online articles, blogs, and industry reports on digital branding and reputation management. *** Latest editions of all the suggested books are recommended.**	

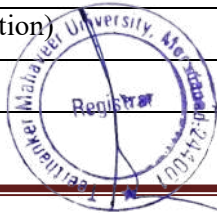|	Discipline Specific with Deep specialization - 12	L-3
Course Code: **MBADM24405**	**Digital Marketing (Deep Specialization)**	**T-0** **P-0**
	Semester-IV	**C-3**
	Legal and Ethical Issues in Digital Marketing	
Course Outcomes:	On completion of the course, the students will be:	
CO1.	Explain the legal and ethical principles governing digital marketing practices.	
CO2.	Analyze the implications of regulatory frameworks on digital marketing strategies.	
CO3.	Apply ethical decision-making frameworks to resolve dilemmas in digital marketing contexts.	
CO4.	Evaluate the impact of digital marketing practices on consumer privacy and data protection.	
CO5.	Synthesize recommendations for developing responsible and compliant digital marketing campaigns	
Course Content:		
Block-1:	Overview of Legal Frameworks in Digital Marketing; Intellectual Property Rights: Copyright, Trademarks, Patents; Advertising Laws and Regulations; Consumer Protection Laws: FTC Guidelines, GDPR, CCPA; Terms of Service and Privacy Policies	**6 Hours**
Block-2:	Ethical Theories and Principles in Marketing; Deceptive Advertising Practices; Targeted Advertising and Consumer Privacy; Native Advertising and Sponsored Content; Ethical Issues in Influencer Marketing	**6 Hours**
Block-3:	Data Collection Practices in Digital Marketing; Consent and Permission Marketing; Data Breaches and Security Measures; Compliance with Data Protection Regulations: GDPR, CCPA, etc.; Ethical Use of Consumer Data for Personalization	**6 Hours**
Block-4:	Corporate Social Responsibility (CSR) in Digital Marketing; Environmental and Sustainability Marketing; Diversity and Inclusion in Advertising; Cause-related Marketing Campaigns; Balancing Profitability with Social Good	**6 Hours**
Block-5:	Ethical Decision-Making Models; Integrating Legal Compliance and Ethical Considerations in Campaign Planning; Implementing Transparency and Accountability Measures; Monitoring and Auditing Digital Marketing Practices; Stakeholder Engagement and Communication	**6 Hours**
Text Books:	1. Digital Marketing and the Law: Protecting Your Company's Intellectual Property" by Richard Stim	
Reference Books:	2. Ethical Marketing and The New Consumer" by Chris Arnold 3. Online resources, articles, and guidelines from regulatory bodies such as the FTC, GDPR, and CCPA.	

Summer Internship Report

Course Code: MBAVV351	MBA- Semester-III **Summer Internship**	L-0 T-0 P-12 C-6
Objectives:	This course intends to familiarize and develop understanding of the students about the organizational set up, know about the functioning of various sections/departments of an organization/company in general and gain hand-on experience of a specific job function of the chosen organization. The main aim is to acquaint the student with the practical day-to-day functioning of an organization with a motive to facilitate training in a specific skill/area of that organization. Students will undergo summer internship at the end of II semester. The duration of internship will be 45 to 60 days.	
Course Outcomes:	**On completion of the course, the students will be:** 1. Understanding the various departments and sections of an organization. 2. Understanding how staffing is done at different levels in an organization. 3. Demonstrating the specialization/ special skills required to work in a particular section/ department of an organization. 4. Working in tandem with the supervisor/mentor's goals of an organization. 5. Evaluating the general working environment, processes, and systems of the organization where the student has work. 6. Explaining what he/she has observed and understood about a specific working/skill area of the section of the organization in which he/she worked. 7. Writing a detailed report on the summer internship.	
Course Content:	1. A brief introduction is given by the host organization to its various departments and administrative functions. 2. Students will visit various departments and will observe the physical layout, working conditions and managerial practices under the supervisor of the Company. 3. Students will write notes on the salient features of activities of different departments. 4. Each student shall prepare a structured report after the successful completion of the internship. 5. Students with the help of faculty guide will carry out analysis of the visit reports. 6. Students will give a formal presentation of the report before the jury comprising of a minimum of two internal faculty members to be appointed by the Director/ Principal of the college. 7. The assessment will be out of 100 marks (External Marks-50, Internal Marks-50). 8. The report (based on general training or the problem-centric training) prepared by the student will be termed as Summer Training Report. The report should ordinarily be based on primary data. It should reflect in-depth learning during summer training. The average size of Report ordinarily will be of approximately 25pages in Times New Roman font size (12) and double spacing. Three neatly typed and soft bound (paperback) copies of the report will be submitted to the College/Institute. The report will be	

	typed in A-4 size paper				
Evaluation Scheme					
Detail	**Report Quality (Structuring, Formatting, Clarity in presenting data & facts)**	**Presentation**	**Assessors Evaluation as per Summer Internship Record Book**	**Viva Voce**	**Total**
Internal	30	20	NA	NA	50
External	15	NA	15	20	50

	Format for Summer Internship Report	
1.	Cover / Title Page	1 page
	…………. (Topic/Department/Area) **At** **(Name of the Organisation/Company)** **In partial fulfillment for the award of the degree of MBA (Digital Marketing)** **Teerthanker Mahaveer Institute of Management and Technology (TMIMT)** **Teerthanker Mahaveer University, Moradabad. Uttar Pradesh** **Submitted by:** **Submitted to** **Student Name** **Internal Guide** **Name** **III Semester** **Designation** **Year** **TMIMT, TMU** **Under Supervision of** **External Guide Name** **Designation**	
2	Table of content (Index) –with page numbers clearly identified	1page
3	Declaration by the student.	1page
4	Certificate (from the Company / Organization)	1page
5	Acknowledgement	1page

6	Organization/Company Profile (Background, History, Founder, Vision, Mission, Competitors, Organization Structure, Products, Milestones, Achievements, Address)				5-8 pages
7	Objectives of training.				1page
8	**Student has to finalize topic from general training or problem centric training as per the consultation or guidance by the internal faculty and company supervisor. The details of both the trainings are given below:-**				

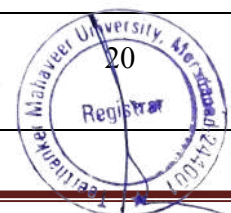| S.No.	General Training	Pages	S.No.	Problem Centered Training	Pages
8a	Introduction (department/s or the area assigned)	1-2	**8a**	Introduction to the topic	1-2
8b	Intern role during internship	1	**8b**	Research Objectives	1
8c	Role of (department/s or the area assigned) in the organization	2-3	**8c**	Research methodology	1-2
8d	Observations (including explanation of Processes)	6-8 (as per numbers of weeks training done)	**8d**	Data analysis & interpretation	5-8
8e	Key learning's	1-2	**8e**	Results & Findings	1-2
8f	Recommendations (if any)	1	**8f**	Recommendations& Suggestions	1
8g	Conclusion	1	**8g**	Limitations	1
			8h	Conclusion	1
			8i	References/ Bibliography	1
			8j	Appendices, viz., ➢ Questionnaire ➢ Checklist ➢ Tables etc.	1-3

Plagiarism check will be done from point no.7 onwards. Plagiarism check will be done as per norms provided by the Examination Division of the University

Major Research Report

(Based on: On the Job Training (OJT) / Start-Up Engagements / Family Business Exposure)
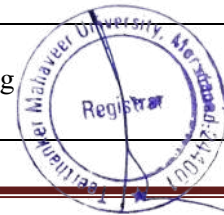
Course Code: MBAVV451	MBA - Semester-IV Major Research Report (Based on: On the Job Training (OJT)/ Start-Up Engagements/ Family Business Exposure)	L-0 T-0 P-18 C-9
Course Outcomes	**On completion of the course, the students will be :**	
CO1.	Understanding the working of various departments and associated problems.	
CO2.	Understanding the importance of process and methods of research, and their applicability.	
CO3.	Understanding the working on the designing tools to collect data for research and evaluation.	
CO4.	Applying statistical tools for data processing to get information.	
CO5.	Demonstrating the results to prove their findings.	
CO6.	Writing a report with effectiveness.	
CO7.	Assessing the probable solution to a given research problem.	
Course Content:	The students must submit a detailed report based on: **On the Job Training (OJT)/ Start-Up Engagements / Family Business Exposure** by the students during the fourth semester. At the ends of third semester students must inform about the choice from the above options to the program coordinator. The student will submit a detailed report at the end of the fourth semester, which will form part of fourth semester examination. A performance appraisal by the organization authority will be attached along with the report. in case of OJT only.	
	The dissertation report (based on: **On the Job Training (OJT)/ Start-Up Engagements / Family Business Exposure**) should ordinarily be based on the in-depth experience gained during any of the above engagements. The detail report of above should be prepared mentioning brief note on the business activity of the organization, its structure, details of products / services, detail report on experiential learning, status report on business/market environment in which the business activities performed, compliance report, market feasibility report and bank account details in case of Startup / Family Business, and limitation/challenges faced. The report should have Times New Roman font size (12) and double spacing. Three neatly typed and soft bound (paperback) copies of thereport are required to be submitted to the university. The report will be typed in A-4 size paper.	
	Students will give presentation of the report before the jury comprising of external and internal faculty members to be appointed by the Director of the college.	

Evaluation Scheme

Details	Experiential Learning	Business Domain Knowledge	Viva Voce/Presentation	Total
Internal	20	10	20	50
External	20	10	20	50

S.No	Detail	Page No.
	Format of	
	Major Research Report	
	(Based on: On the Job Training (OJT)/ Start-Up Engagements / Family Business Exposure	
1	Title of the Report	**1**

…………. (Topic/Department/Area)

At

(Name of the Organization/Company/ Start-up / family Business)

In partial fulfillment for the award of the degree of MBA (Digital Marketing)

Teerthanker Mahaveer Institute of Management and Technology (TMIMT)

Teerthanker Mahaveer University, Moradabad. Uttar Pradesh

Submitted by:	**Submitted to**
Student Name	**Internal Guide Name**
IV Semester	**Designation**
Year	**TMIMT, TMU**

Under Supervision of

External Guide Name

Designation

2	Acknowledgement	1

3	Certificate (from the Company / organization) in case of OJT/ Family Business& Registration Certificate in case of Start Up.	1
4	Table of content (Index) –with page numbers clearly identified	1
5	Organization/Company Profile (Background, History, Founder, Vision, Mission, Competitors, Organization Structure, Services, Products, Milestones, Achievements, Address) in own language.	3-4
6	Objectives of OJT/ Start-Up/ Family Business	1

Important Note
Student has to finalize the topic of the dissertation in consultation with faculty guide (Internal) and industry supervisor (external guide)

S.No	Problem Centered Training	Required number of Pages.
1	Introduction to the topic in case of OJT. Introduction of the Startup / Family Business	1-2
2	Objectives of Experiential Learning during OJT/ Startup/ Family Business	1-2
3	Market / Business Environment in which business activities performed.	4-6
4	Processes and Practices learnt during OJT/ Startup/ Family Business	3-4
5	Findings and Learning outcomes during OJT/ Startup/ Family Business	3-4
6	Challenges and Limitations faced by the student during OJT/ Startup/ Family Business	2-3
7	Future Scope of your learning	1

8	Conclusion/ Summary	1
9	References/ Bibliography (if any)	1-2
10	Appendices, viz., • Copy of Certificate • Detail of Bank Account • Rent Agreement Deed • Detail of Bank Loan • Any other approvals • Any other documents required	1-2
Plagiarism check will be done as per norms provided by the Examination Division of the University		

Viva Voce

(Comprehensive)

Course Code: MBAVV251	MBA- Semester-II Comprehensive Viva Voce	L-0 T-0 P-0 C-6
Course Outcomes:	The objective of this course is to judge the understanding as well as application of the knowledge gained by the students by the end of the first year of the course.	
Course Guidelines:	The comprehensive viva voce is scheduled to be held at the end of II Semester in the first year.	
	This is also to measure the articulation of what is being learnt by them and see their relevance in the practical field.	
	The Total marks of viva are 100.	
	The internal marks (50 marks) will be awarded by conducting face to face interview / viva of the students in the class on any topic of first and second semester syllabus in the front of a panel of at least two faculty members to be appointed by the Director / Principal of the College	
	The external marks (50 marks) will also be awarded by conducting face to face interview / viva of the students in the class on any topic of first and second semester syllabus in the front of the external examiner to be appointed by the examination division of the University.	

Evaluation Scheme

Detail	Course/Domain Knowledge	Confidence	Communication Skills	Total
Internal	20	15	15	**50**
External	20	15	15	**50**

5.3. Duration of the programme

Study Scheme	
SUMMARY	
Institute Name	Centre for Distance and Online Education, Delhi Road, Moradabad
Programme	**MBA (Digital Marketing)**
Duration	Two Years (Online Learning Mode) (FourSemesters)
Medium	English
Credits	
Minimum Credits Required for Degree	112
Eligibility for the program	Graduation in any stream from UGC recognized University with minimum 50% aggregate marks.

5.4. Faculty and support staff requirement

Academic Staff	Number available to meet the required delivery norms
Programme Coordinator	1 member
Course Coordinator	1 member
Course Mentor	1 member per batch of 250students

5.5. Instructional delivery mechanisms

The CDOE of TMU comprises of faculty members and staff who are well versed in Online Learning delivery.

An Academic calendar depicting dates for all major events during each semester will be prepared by faculty members and shared with students through LMS, at the beginning of each academic session.

Apart from providing content in the form of Self Learning Material, enough e-learning resources in the form of audio and video content will be provided to students. Regular engagement of students will be ensured through the following means:

- Conduct of Webinars/live lectures/Online Learning lectures/Virtual Class

- By encouraging them to participate in mandatory Discussion Forums to stimulate their thinking, and to be able to fearlessly express their views in forums. These discussion forums will be moderated by faculty to provide equal for everyone to participate, as well as to ensure maintenance of decorum of the forum.

- Through periodic formative assessments

Regular evaluation of content learnt will be provided for, through Self-Assessment Questions within the SLM, as well as quizzes on the LMS. The quizzes can be taken any number of times, so that they reach a stage of being able to answer questions without errors, which reflects their understanding of the concept.

Effort will be made to provide case studies to enhance their analytical ability and make right decisions.

A link to National Portals (SWAYAM/NPTEL) will be provided, as also link to University's digital library portal.
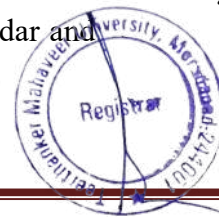
All links to additional reading will be provided in the LMS. Interested students can study beyond the confines of the syllabus.

5.6. Identification of media–print, audio or video, Online Learning, computer aided.

LMS provides for all audio video content (e-learning material, e-pubs, faculty-led video sessions, virtual classrooms and discussion boards), dashboard of their progress in learning, comparison with their peers in terms of learning, regular notifications regarding upcoming Webinars/virtual classes, Assignments, Discussion Forum participations and Examinations. It also provides an opportBlocky for raising queries if any, and seeks answers to the same, by chat bot or course mentors.

5.7. Student Support Services

The Student Support services will be facilitated by the Directorate of Online Learning, Teerthanker Mahaveer University, Moradabad, Uttar Pradesh which includes the pre-admission student support services like counseling about the programme including curriculum design, modeof delivery, fee structure and evaluation methods. Post-admission student support services includeguiding students towards accessing e-identity card, LMS portal, Academic calendar and

academic delivery. Examinations support staff shall answer queries pertaining to the conduct of end-semester examinations, evaluation and issue of certificates.

6. Procedure for Admission, Curriculum Transaction and Evaluation

The purpose of Online Learning by Teerthanker Mahaveer University, Moradabad, Uttar Pradesh is to provide flexible learning opportBlockies to students to attain qualification, wherever learners are not able to attend the regular classroom teaching. Academic programmes offered for such candidates under Online Learning mode will be conducted by CDOE- Teerthanker Mahaveer University, Moradabad, Uttar Pradesh with support of the various University schools. The programmes/courses may be termed Online Learning mode for award of Degree. Eligibility criteria, programme/course structure, curriculum, evaluation criteria and duration of programme shall be approved by Board of Studies and Academic Council which are based on UGC guidelines.

Candidates seeking admissions in any programme offered by CDOE- Teerthanker Mahaveer University, Moradabad, Uttar Pradesh shall fill up Online Learning application form available on DOE- TMU website. Before applying, candidates must check eligibility criteria for programme that they are interested in. Details about Eligibility criteria, programme structure, curriculum, duration, and fee structure are available on the website.

6.1. Procedure for Admission:

Minimum Eligibility Criteria for admission: Graduation in any stream from UGC recognized University with minimum 50% aggregate marks.

Important Instructions:

All admissions shall be provisional until and unless candidates meet the eligibility criteria.

Admission will be cancelled if a candidate does not meet eligibility criteria, or there is failure to pay programme/course fees.

Admission will be cancelled if the candidate does not submit proof of eligibility within the stipulated time given by CDOELearning-Teerthanker Mahaveer University, Moradabad, Uttar Pradesh.

CDOELearning-Teerthanker Mahaveer University, Moradabad, Uttar Pradesh has the right to make necessary changes from time to time as deemed fit in Eligibility criteria, programme/course structure, curriculum, duration, fee structure and programme announcement dates. All changes will be notified on the website.

Candidates should carefully read all instructions given in the Programme prospectus before start of application form.

Fee Structure and Financial assistance policy:

Suggested Fee for MBA programme is INR 5400/- per annum.

A scholarship as per Teerthanker Mahaveer University norms on tuition fees will be provided to eligible students.

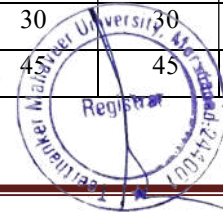### 6.2. Curriculum Transactions:

Programme Delivery:

Teerthanker Mahaveer University, Moradabad, Uttar Pradesh has state-of-the-art mechanism for Online Learning mode of academic delivery to ensure quality education. Faculty members at TMU offer expert guidance and support for holistic development of the students. Faculty membersare not mere facilitators of knowledge but they also mentor students to make learning more engaging and maintain high retention level. The programme will be delivered with an aim to provide expertise and ensure that students excel in their domains. The features of programme delivery are:

- Online Learning Mode of Academic Delivery
- Periodic review of Curriculum and Study material
- Live Interactive lectures from faculty / Course coordinators
- Continuous Academic and Technical support
- Guidance from Course Coordinators
- Learning and delivery support from Course Mentors

Norms for Delivery of Courses in Online Learning Mode:

S. No.	Credit value of the course	No. of Weeks	No. of Interactive Sessions		Hours of Study Material		Self-Study hours including Assessment etc.	Total Hours of Study (based on 30 hours per credit)
			Synchronous Online Learning Counseling /Webinars/ Interactive Live Lectures (1 hour per week)	Discussion Forum/ synchronous Mentoring (2 hours per week)	e-Tutorial in hours	e- Content hours		
1.	1 Credits	3 weeks	3 hours	6 hours	5	5	11	30
2.	2 Credits	6 weeks	6 hours	12 hours	10	10	22	60
3.	3 Credits	9 weeks	9 hours	18 hours	15	15	33	90
4.	6 Credits	18 weeks	18 hours	36 hours	30	30	66	180
5.	9 Credits	27 weeks	27 hours	54 hours	45	45	99	270

Learning Management System (LMS) to support Online Learning mode of Course delivery:

LMS Platform has been built to help learners reach their potential in their chosen programme. It is a secure, reliable learning experience tool that works consistently on Web and Mobile devices. Its simple interface makes it easy for instructors to design courses, create content and grade assignments. It provides a great mobile experience due to the responsive design which is paired with purpose-built native apps. It provides seamless accessibility to ensure all tools are standards-compliant and easy for students to navigate using assistive technologies. It provides 24X 7 learning experience to facilitate learning as per the pace chosen by learners. Digital portfolio functionality allows students to document and share their learning journey as it happens on both web and mobile platforms.

Course Design:

The Course content is designed as per the SWAYAM guidelines using a 4-quadrant approach as detailed below to facilitate seamless delivery and learning experience.

- **Quadrant-I** i.e. e-Tutorial, that contains – Faculty led Video and Audio Contents, Simulations, video demonstrations, Virtual Labs, etc., along with the transcription of the video.
- **Quadrant-II** i.e. e-Content that contains – Self Instructional Materials (Digital self-Learning Material), Case Studies, Presentation etc. and also contains web resources such as further references, Related links, Open-source content on internet, research papers and journals Portable Document Format or e-Books or Illustration, video demonstrations, Historical development of the subject, Article, etc.
- **Quadrant-III** i.e. Discussion forums to raise and clarify doubts on real time basis by the Course Coordinator and his team.
- **Quadrant-IV** i.e. Self-Assessment, that contains MCQs, Problems, Quizzes, Fill in the blanks, Assignments with solutions and Discussion forum topics.

6.3. Online Learning Evaluation:

Online Learning Evaluation:					
Assessment			**Internal**	**External**	**Total**
Theory			30	70	100
Practical/ Dissertations/ Project Reports			50	50	100
Class Test-1	**Class Test-2**	**Class Test-3**	**Assignment(s)**	**Attendance**	**Total**
Best two out of three					

10	10	10	5	5	30

Duration of Examination		**External**	**Internal**
		3 Hours	1.5 Hours

To qualify for the course a student is required to secure a minimum of 45% marks in aggregate including the semester end examination and teachers' continuous evaluation. (i.e. both internal and external). A candidatewho secures less than 45% of marks in a course shall be deemed to have failed in that course. The student should have at least 45% marks in aggregate to qualify the program.

	Question Paper Structure
1	The question paper shall have two sections – **Section A and Section B**. The examiner shall set questions specific to respective sections. Section wise details are as under mentioned:
2	**Section A:** It shall consist of short answer type questions (approx. 50 words). This section will essentially **assess COs related to lower order thinking skills (Remembering & Understanding).** It will contain **five questions** with at least **one question from each Block with internal choice** having "or" option with optional question from the same Block. Each question shall have equal weightage of **two marks** and total weightage of this section shall be **ten marks**.
3	**Section B** shall be comprised of long answer type questions (approx. 350 – 400 words). This section shall specify **the higher order thinking as well as lowerorder thinking skills (Analyzing, Applying, Evaluating & Creating or Remembering & Understanding)** to be assessed and **mapped with the course outcomes stated**. It shall contain **five questions with at least one question from each Block with an internal choice having "or" option** with optional question from the same Block. Each **question shall have equal weightage of tenmarks and total weightage of ten marks** and total weightage of this section shall be **fifty marks**.
4	**Note: In case where the course content does not have the scope of assessing higher order thinking skills, questions may be framed to assess the lower order thinking skills as per the course outcomes stated.**
	IMPORTANT NOTES:
1	*The purpose of examination will be to assess the Course Outcomes (CO) that will ultimately lead to assessment of attainment of Programme Specific Outcomes (PSO). A question paper must assess the following aspects of learning: Remembering, Understanding, Applying, Analyzing, and Evaluating & Creating (reference to Bloom's Taxonomy).*
2	*Case Study is essential in every question paper (whereever it is being taught as a part of pedagogy) for evaluating higher-order learning. Not all the*

	courses might have case teaching method used as pedagogy.
3	*There shall be continuous evaluation of the student and there will be a provision of fortnight progress report.*

7. Requirement of the Laboratory Support and Library Resources:
7.1. Laboratory Support

No lab-based courses are offered in this program.
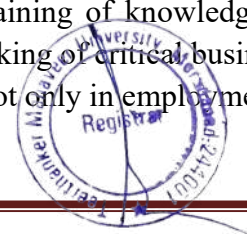
7.2. Library Resources

Directorate of Online Learning, Teerthanker Mahaveer University, Moradabad, Uttar Pradesh has an excellent Library facility with adequate number of copies of books in relevant titles for MBAprogramme. The Central Library of the University also has a good source of reference books. The books available at both the libraries are only for reference purposes and lending services. In addition, reference books as prescribed will be procured. Digital library access will also be made available to students who are enrolled into the Online Learning mode of education. In addition,the university membership on Swayam/ NPTEL/ edX will also be made available to students. Complete e-Learning resources for courses would be made available on the Learning Management System for learning along with e-tutorial lectures. Further, expert lectures/workshops/ webinars by industry experts would also be conducted for the students.

8. Cost Estimate of the Programme and the Provisions

Sl. No.	Expenditure Heads	Approx. Amount
1	Programme Development (Single Time Investment)	1,00,00,000 INR
2	Programme Delivery (Per Year)	12,00,000 INR
3	Programme Maintenance (Per Year)	50,00,000 INR

9. Quality assurance mechanism and expected programme outcomes.

The quality of the programme depends on scientific construction of the curriculum, strong- enough syllabi, sincere efforts leading to skillful execution of the course of the study. The ultimate achievement of MBA programme of study may reflect the gaining of knowledge and skill in management area. Gaining knowledge and skills in decision making of critical business situations may help the students to get new job, upgrading their position not only in employment, but also in society.

The benchmark qualities of the programme may be reviewed based on the performance of students in their end semester examinations. Also, the feedback from the alumni, students, parents and employers will be received and analyzed for further improvement of the quality of the programme.

Teerthanker Mahaveer University has constituted Centre for Internal Quality Assurance (CIQA), which will assist Director, CDOE to conduct periodic review and assessments and assist the Directorate to implement necessary quality measures and effectiveness in programme delivery. CIQA is constantly involved in reviewing all materials prepared by DOE, including syllabus, SLMs and e-learning content. CIQA will be involved in conducting studies to measure the effectiveness of methods adopted for learning. As we proceed further, CIQA will be involved in benchmarking quality of academic delivery, and perform various analyses, and guide all stakeholders towards upgrading quality constantly.

Centre for Internal Quality Assurance(CIQA) chaired by the Vice Chancellor consisting of internal andexternal experts oversees the functioning of Centre for Internal Quality Assuranceand approve the reports generated by Centre for Internal Quality Assuranceon the effectiveness of quality assurance systems and processes.

The guidelines on quality monitoring mechanism prescribed by the UGC have been adopted by the Centre for Internal Quality Assurancefor conducting institutional quality audits, to promote qualityassurance and enhance as well as spread best-in-class practices of quality assurance. The universityhas set up an effective system for collecting feedback from the stakeholders regularly to improve its programmes. The University will conduct self- assessments regularly and use the results to improve its systems, processes etc. and finally the quality of programmes.