

ALAGAPPA UNIVERSITY

(Accredited with A+ Grade by NAAC (CGPA : 3.64) in the Third Cycle)

DIRECTORATE OF COLLABORATIVE PROGRAMMES



MBA in Digital Marketing and E-Commerce

Regulations and Syllabus

[For those who join the Course in July 2016 and after]

I Semester

11 - MANAGEMENT CONCEPTS AND PRACTICES

Objectives:

To enable the students to understand the principles of management thought and applying the same in practice.

Unit 1

Introduction to Management

- Introduction and Nature of Management
- Definition & Meaning-By P. F. Drucker, Koontz O' Donnel, S. George
- Management as an Art, Science and Profession
- Distinction between Administration and Management
- Importance & Functions of Management

Unit 2

Evolution of Management

- Evolution of Management- Thought
- Pre Scientific Management era
- Scientific Management & Contribution of F. W. Taylor
- Process Management & contribution of Henri Fayol
- HR movement - Hawthorne experiments

- Contributions of Behavioral scientists- Abraham Maslow, Peter Drucker, Douglas Mc. Gregor

Unit 3

Planning and Decision Making

- Nature & Definition of Planning- Koontz o'Donnel, Hart, Alfred & Beaty
- Importance and limitations
- Planning process
- Types of Plans- on the basis of use, functions, time (meaning only)
- Meaning of Decision making
- Steps in decision making
- Types of decisions- Programmed-Non-programmed; Strategic-tactical, Individual-Group, Policy-Operation, Organizational-Personal

Unit 4

Organizing & Departmentation

- Meaning & Definition- Koontz O'Donnell & McFarland
- Organizing - Nature, Purpose & Principles
- Types of Organization (Formal & Informal)
- Types of Authority relationships- Line, Functional, Line& staff, Committees,
- Meaning and types of Departmentation
- Centralization and De-centralization (Meaning Only)

Unit 5

Elements of Directing, Co-ordination and Control

- Meaning & Importance of Directing
- Leadership: Meaning & Styles
- Motivation: importance & Theories (Maslow, Herzberg. Mc Gregor)
- Communication- Meaning, Objectives & Types of communication
- Meaning, Principles and techniques of Co- ordination
- Meaning, Need & steps in Controlling

Reference Books:

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

12 - ACCOUNTING FOR MANAGERS**Objectives:**

- Understand the language of the business (i.e., Accounting)
- Familiarise with the financial accounting process
- Understand Preparation of final accounts/reports

Unit 1**Introduction to Financial Accounting**

Meaning and Scope of Financial Accounting, Accounting Concepts and Conventions; Recording, Classifying and Summarizing Business Transactions: Journalizing, Ledger Posting, and Preparation of Trial Balance; Overview of subsidiary books and bank reconciliation statement

Unit 2**Final Accounts of Proprietary Concerns**

Meaning and Importance of Final Accounts, Measurement of Financial Performance and Financial Position, Preparation of Trading Account, Profit & Loss Account and Balance Sheet with the adjustments relating to: closing stock, outstanding expenses, prepaid expenses, accrued incomes, unearned incomes, depreciation, bad debts, provision for bad debts, provision for discount on debtors, interest on capital, and interest on drawings

Unit 3**Company Final Accounts**

Statutory Provisions regarding preparation of Company Final Accounts; Treatment of Special Items: Managerial Remuneration, Tax deducted at source, Advance payment of Tax, Provision for Tax, Depreciation, Interest on debentures; Dividends, Rules regarding payment of dividends; Transfer to Reserves; Preparation of Profit and Loss Account and Balance Sheet as per Section 219(1)(b)(IV) and form 23AB; Meaning, Importance, and Contents of Annual Report

Unit 4

Cash Flow Statement

Meaning, Importance, and Limitations of Cash Flow Statement; Cash Equivalents; Classification of cash flows into operating, investing, and financing; Calculating net cash flows from operating (Direct and Indirect Methods), investing, and financing activities; Preparation of Cash Flow Statement as per AS-3; Cash flow ratios and Cash Flow Analysis

Unit 5

Financial Reporting Standards

Financial Reporting Standards-Meaning and Needs; Overview of Indian Accounting Standards; Overview of International Financial Reporting Standards; Overview of U.S. GAAPs; Comparison of U.S. GAAPs and IFRS: Similarities and Differences

Reference Books

1. Ambarish Gupta, *Financial Accounting for Management: An Analytical Perspective*, 4th Edition, Pearson Education, 2012.
2. Ashok Banerjee, *Financial Accounting: A Managerial Emphasis*, Excel Books, 3rd Revised edition, 2009.
3. S. Kr. Paul. *Financial Accounting*, New Central Book Agency Limited
4. S. K. Paul, *Fundamentals of Accounting*, New Central Book Agency Ltd
5. Narayana Swamy R., *Financial Accounting: A Managerial Perspective*, 4th Edition PHI Learning Private Limited, 2011.

6. Alexander, David & Britton, Anne, *Financial Reporting*, International Thomson Business Press, Boston
7. Anthony, Robert N. & Reece, James, *Accounting Principles*, 6th Edition, Aitbs, Delhi.
8. Ormiston Aileen, Fraser Lyn M., *Understanding Financial Statements*, 9th Edition Prentice-Hall, 2010.
9. Hurngren, Charles T., Sunder Gary L, & Elliot, John A., *Introduction to Financial Accounting*, 10th Edition, Pearson Education, Delhi, 2012.
10. HerveStolowy, Michel J. Lebas, *Corporate Financial Reporting: A Global Perspective*, Cengage Learning Business Press
11. Rawat D S, *Taxman Students Guide to Accounting Standards*, Taxmann's Publications 20th Edition, 2010.
12. Paul M. Collier, Samuel Agyei-ampomah *Management Accounting - Risk and Control Strategy*:Cima, 3rd Edition, 2008.
13. Anthony A. Atkinson, Robert Kaplan, *Advanced Management Accounting*, 3rd Edition, Pearson education
David Young, *Techniques of Management Accounting*, 1st edition, McGraw-Hill

13 - ORGANIZATIONAL BEHAVIOUR

Learning Objectives:

To help students learn the dynamics of human behaviour within organisations. Help students effectively navigate and manage teams by knowing the intricacies of organizational behaviour.

Unit - I: Introduction to Organizational Behaviour

Fundamentals of Organisational Behaviour, Evolution of Organisational Behaviour Evolution of O.B - Hawthorne experiments, Definition, Importance of Developing Managers' Interpersonal Skills, Effective vs. Successful Managerial Activities, Challenges and Opportunities for OB

Unit - II: Group Dynamics

Individual Dimensions and Group Dynamics in Organizational Behaviour, Sources of individual differences, Perception, Definition & Stages in the perception process, Factors Influencing Perception, Methods of Shaping Behaviour, Personality, Determinants of Personality, Theories of Personality, Creativity, Creative Process Model, Characteristics of Creative People, Groups and Teams, Group / Team Behaviour, Group Cohesiveness, Group Think

Unit - III: Team Development

Stages of Team Development, Group Decision Making, Characteristics of Effective Teams, Conflicts and Interpersonal Skills, Transactional Analysis, Ego States, A Healthy Personality, Life Position, Transactions Between People

Unit - IV: Theories of Motivation

Motivation, Theories of Motivation, Maslow's Hierarchy of Needs, ERG Theory, Achievement Motivation Theory, Douglas McGregor Theory, Goal Setting Theory, Equity Theory, Two-Factor Theory, An Integrative Model of Motivation, Leadership, A Review of Leadership Theory

Unit - V: Trends in Organisational Behaviour

Trends in Organizational Behaviour, Changing structures of organisations, Effects of technology and social values in organisational behaviour, Case studies.

References:

1. Robbins. Essentials of Organizational Behavior. Prentice Hall- Gale
2. Fred Luthans. Organizational Behavior. McGraw-hill 12th Edition, 2010
3. Keith Davis. Human Behavior at Work. McGraw-hill Inc.
4. Draft. Organizational Theory and Design. Cengage Learning Business Press, 2010
5. Peter Senge. The Fifth Discipline. Random House, 2006

6. Stephen Covey. The Seven Habits of Highly Effective People. Simon & Schuster

14 - FUNDAMENTALS OF DIGITAL MARKETING & E-COMMERCE

Objectives:

The Rationale of this course is to make the student understand the digital marketing landscape, and focus on two areas which are SEO, PPC categories.

Unit 1

Key Concepts of Digital Marketing

Traditional v. Digital Marketing, the Opportunity of Digital Marketing, Characteristics of Digital Marketing, Implications of Digital Marketing, Market Research v. Market Reality.

Unit 2

Key SEO Concepts

Keyword Research & Selection, Search Results & Positioning, Content Updates & Layout, Benefits of Search Position, Meta Tags, Stakeholders in Search, SEO Site Map, Mechanics of Search, SEO Webmaster Tools, On-Page Optimization, Off-Page Optimization

Unit 3

The SEO Process, Inbound Links & Link Building, Customer Insights, Ranking, Analysis & Review, Laws & Guidelines.

Unit 4

Key PPC Concepts

Budgets, Strengths of Pay per click, Scheduling, Keyword Research, Display Networks Google PPC, Ad Centre, Research Tools

Unit 5

Campaign Management, Search Campaign Process, Conversion Tracking, Keyword Selection, Conversion Metrics: CPA, CTR, Ad Copy, Bidding, Landing Pages, Analytics, Targeting, Laws & Guidelines.

Reference Books:

1. Getting Digital Marketing Right: A Simplified Process For Business Growth, Goal Attainment, and Powerful Marketing [Kindle Edition] David J. Bradley
 2. Social Media Marketing _ Pearson, Aug 2013, Michael Solomon and Tracy Tuten
- SOCIAL MEDIA MARKETING SUCCESSFULLY FOR BEGINNERS: Create SUCCESSFUL campaigns, gain more fans, and BOOST SALES...**Jun 24, 2014 by F.R. Media

15 - STATISTICS FOR BUSINESS

Objectives:

This course teaches the core communication and quantitative skills principle. In particular, the course teaches how to perform quantitative analysis. The course also teaches the critical thinking principle. The course teaches how to use data, combined with logic, to reach valid solutions to challenging problems. Also, the course teaches students how to think critically about ambiguous situations. Finally, the idea that underlies statistics is subtle and powerful. Hence, by teaching this idea, the course advances students' intellectual depth.

Unit 1

Descriptive Statistics

Introduction, summarizing Data, EDA, Crosstabulation, measures of location, measures of variability, measures of distribution shape, measures of association, applications with Minitab and Excel.

Unit 2

Probability Distributions: Introduction, Bayes' Theorem, Discrete Probability Distributions, Continuous Probability Distributions, Binomial Distribution, Poisson Distribution, Approximation of Binominal Distribution to Normal Distribution.

Sampling Distributions: Sampling and Sampling Distributions, Central Limit Theorem, Concept of Standard Error, Confidence Intervals, Applications with Minitab and Excel.

Unit 3

Hypothesis Testing

Hypothesis Testing and Decision Making, Statistical Inferences about means and proportions and variances, Test of Goodness of Fit and Independence, Applications with Minitab and Excel.

Unit 4

Financial Mathematics

Time Value of Money, Simple and Compound Interest, Discounting and Compounding, Present Value and Future Value of single sum and annuity, Loan payments and Amortisation, Applications with Excel.

Unit 5

Correlation and Regression

Analyses of Relationship, Ordinary Least Square Regression, Standard error of estimate, Adjusted R square and goodness of fit.

Reference books:

1. Anderson, David R., Thomas A. Williams and Dennis J. Sweeney. (2012). *Statistics for Business and Economics*. New Delhi: South Western.
2. Levin, Richard I. and David S. Rubin (1994). *Statistics for Management*. New Delhi: Prentice Hall.
3. Waller, Derek. (2008). *Statistics for Business*. London: BH Publications.
4. Lee, Cheng. et al. (2013). *Statistics for Business and Financial Economics*. New York: Heidelberg Dordrecht.

16 - BUSINESS ORIENTED COMPUTER APPLICATIONS

Learning Objectives:

At the end of this subject, student will be able to apply advanced functions in Excel and familiarise with excel business modelling.

Unit 1

Introduction to Excel

- Excel Introduction, Excel 2013
- Basic formulae: Entering and editing data, Creating and copying formulae, Creating functions easily.
- Formatting your work: Inserting/deleting rows/columns, Changing fonts, Colours and borders, Merging and aligning cells.
- Printing: Page break preview, Using page layout view, Headers and footers, Freezing print titles.
- Charts: Selecting data, Quick ways to create charts, Formatting your chart.
- Basic tables: Table styles, Using calculated columns, Header rows and total rows, Sorting and simple filtering.
- Using range names: Creating, sorting and filtering lists/tables of data

Case Exercises/ Practical Assignments/Activities

Unit 2

Advanced Excel 1

- Number formatting: Creating custom formats, The four parts of a format, Scaling numbers.
- Dates and times: How dates and times are stored, Useful date/time functions, Formatting dates and times.
- Conditional formatting: Creating/using cell rules, Data bars and colour sets, Styles and themes, How themes work, Using the default styles, Creating custom styles, Freezing windows.

- Validation and protection: Setting cell validation, Protecting cells/worksheets, Grouping and outlining, Cell comments.
- Range names and absolute references: Absolute references (\$ symbol), Fixing only the row/column, Creating range names, Labelling ranges automatically.
- IF and LOOKUP functions: The conditional (IF) function, Nested IFs, Lookup tables.

Case Exercises/ Practical Assignments/Activities

Unit 3

Advanced Excel II

- Advanced lookup functions: Using MATCH to find values, Combining MATCH and INDEX, Using OFFSET, The INDIRECT function, Linking to other data, Linking to Access, Linking to web sites, Multiple worksheets, Copying, moving and renaming, The dangerous group mode, Summing across worksheets
- Basic tables: Table styles, Using calculated columns, Header rows and total rows, Sorting and simple filtering, Advanced Tables, Removing duplicates, Advanced filters, Creating table styles.
- Pivot tables: Creating pivot tables, Swapping rows, columns and pages, Grouping fields, Drill-down, Slicers, Pivot table slicers, Changing slicer properties.
- Charts: Selecting data, Quick ways to create charts, Formatting your chart, Advanced charts, Creating chart templates, Combination charts, Picture charts, Custom chart types, Regression and trendlines, Sparklines, Creating sparklines, Changing chart types, Formatting sparklines, Consolidation , Using formulae, Using arrays, Using data consolidation, Using pivot tables, Recording Macros, Absolute/relative recording, Where macros are stored, Assigning macros to buttons.

Case Exercises/ Practical Assignments/Activities

Unit 4

Excel Business Modelling

- Array formulae: Creating array formulae, Editing and deleting array formulae, Strengths and weaknesses.
- Using SUMPRODUCT, Using dynamic ranges.
- Other functions: Text functions in Excel, Inspection functions, INFO and CELL.
- Scenarios: The scenario drop-down tool, What-if analysis, Creating a scenario report, Goal-seeking, Targeting a given value, Setting number of iterations.
- Data tables: One-way data tables, Two-way data tables.

Case Exercises/ Practical Assignments/Activities

Unit 5

PowerPivot for Excel

- What PowerPivot is, Installing PowerPivot, The PowerPivot ribbon
- Connecting to tables: Connecting to SQL Server, Filtering rows and columns, Changing a table after import.
- Creating a data model: Hiding columns and tables, Renaming columns and tables.
- Relationships: Diagram view, Auto-detection, Manually creating, Pivot tables, Creating pivot tables, Sorting pivot tables, Formatting pivot tables, Slicers.
- Connecting to Excel: Creating Excel tables, Linking to Excel tables.
- Connecting to other data: Linking to Access, Pasting tables
- Calculated columns: Creating aggregator columns, IF and SWITCH, Using the BLANK function, Using RELATED to link tables.
- Measures: Measures vs. calculated columns, Creating aggregation measures, X suffix functions (eg SUMX).
- Filtering tables: The FILTER function, The CALCULATE function, ALL and ALLEXCEPT, Using the EARLIER function.
- Creating a calendar: Why use a calendar table?, Creating in Excel, Multiple date tables.
- Date calculations: Working days, Period to date

- Hierarchies: Creating a hierarchy, Using in pivot tables.
- Key Performance Indicators: Three parts of a KPI, Creating the measures needed, Creating a KPI, KPIs with absolute targets.

Case Exercises/ Practical Assignments/Activities

Reference Books

1. John Walkenbach, *Excel 2013 Bible*, Wiley, 2013.
2. John Walkenbach, *Excel 2007 Power Programming with VBA*, Wiley, 6th edition, 2007.

17 - WRITTEN ANALYSIS AND COMMUNICATION

Objectives:

To teach students about the importance of business communications –verbal and non-verbal. To help them understand and practice the different methods of communication with clarity, crispness & effectiveness.

Unit 1

Basics of Communication

Definitions of Communication, Human Communication, Communication Situation, Elements of Communication, The Communication Process, Business Communication, Importance of Business Communication, Communication Channels

Unit 2

Barriers to Effective Communication

Barriers to Effective Communication: Physical, Physiological and Psychological Barriers, Overcoming Communication Barriers, Hearing v/s Listening, How to Shift from “Hearing” to “Listening”?, A Listener or Not?, Characteristics of Good and Poor Listeners, Causes of Poor Listening, Listening as a Business Tool, Listening for Fact v/s Listening for Overall Comprehension, Kinds of Listening, Approaches to Listening, Barriers to Effective Listening

Unit 3

Written Communication for Business Scenarios

Business Correspondence, Types of Letters, Concept of Business Correspondence, Importance of Business Correspondence, Qualities of a Business Letter, Parts of a Business Letter, 7 Cs of Business Correspondence, Business Correspondence- The Myth, Business correspondence through emails

Unit 4

Letters, Reports and Memos for Different Situations

Pleasant Letters and Unpleasant Letters, Understanding the Audience, Factors that Help in Understanding the Audience, Organizing the Message, Writing Pleasant Letters, Writing Unpleasant Letters, Persuasive Letters, Understanding the Product, Customer and Purpose, Organizing the Message, Different Types of Persuasive Letters, Memos, Reports, Elements of a Report, Writing a Report, Using Graphics to Manage Data, Types of Visual Aids, Selection of Visual Aids

Unit 5

Oral Communication and Non-Verbal Communication

Effective Oral Communication, Interviewing, Negotiation, Communication in Groups, Non-verbal Communication, Characteristics of Nonverbal Communication, Conventional and Nonconventional Nonverbal Communication, Dress, Interaction of Verbal and Nonverbal Communication

Reference Books:

1. Business Communication. ICMR Publications
2. Gibson, J W and Hodgetts R M. Business Communication. Harper and Row, 1990.
3. Bovee C L and Thill J V. Business Communication Today. McGraw Hill, 2008
4. Ron Hoff. A Fearless Guide to Making Great Presentations. Andrews and McMeel, 1998

II Semester

21 - MARKETING MANAGEMENT

Learning Objectives:

- To teach the basics of marketing at the strategic & execution levels. Also to introduce the basic framework of branding.
- To teach the students about the all-pervasive nature of markets and their transformation across decades; to expose the rational, sensory & emotional triggers in consumer buying & selling. To introduce the basics of marketing communications and the principles of branding.

Unit 1

An Overview of Marketing Management

Introduction to Marketing Management, Marketing Management – An Overview, Introduction, What is Marketing?, Understanding the Marketplace and Consumer Needs, Designing a Customer Driven Marketing Strategy, Construct an Integrated Marketing Program, Building Customer Relationships, Capturing Value from Customers, The Changing Landscape of Marketing, Consumer Behaviour and Business Buyer Behaviour, Consumer Behaviour: Definition, Factors Affecting Consumer Behaviour, Harley-Davidson Consumers: A Case Study, The Buyer Decision Process, Business Buying Process, Factors affecting Business Buying Decisions, Business Buyer Behaviour.

Unit 2

Market Segmentation and Market Research

Marketing Strategy, Market Segmentation and Product Positioning, Market Segmentation, Market Targeting, Target Market Strategies, Product Positioning and Differentiation, Choosing a Differentiation and Positioning Strategy, Changing the Product Positioning, Consumer Needs, Wants, and Consumer Insights, Benefits Sought By Consumers, The Impact of Emotional Benefits, Examples of Consumer Insights, Consumer Insight, Possible Sources of Insights, Using Insights – An Example, Finding and Developing an Insight – A Case Study, The Role of an Insight in Product Development and Marketing, Market Research, Definition, Market Research and Marketing Research, Types of Market Research, Market Research: Examples, The

Marketing Research Process, International Marketing Research, Market Research for Small Businesses.

Unit 3

Products, Services and Pricing Decisions

Product and Price, Products and Services, Products, Services, and Experiences, Levels of Product and Services, Product and Service Classifications, Consumer Products, Industrial Products, Product and Service Decisions, Product and Service Attributes, Branding, Packaging, Labelling, Product Support Services; Product Line Decisions, Product Mix Decisions; Services Marketing--The Nature and Characteristics of a Service, Branding Strategy, Building Strong Brands, Brand Equity, Building Strong Brands, Brand Positioning, Brand Name Selection, Brand Sponsorship, New Product Development and Product Life Cycle (PLC), New-Product Development Strategy, Product Life-Cycle Strategies, Introduction Stage, Growth Stage, Maturity Stage, Decline Stage, Pricing, Factors to Consider When Setting Prices, Customer Perceptions of Value, Company and Product Costs, Other Internal and External Considerations Affecting Price Decisions, Public Policy and Pricing, Anti-Competitive Agreements, Abuse of Dominance, Unfair Trade Practices.

Unit 4

Marketing Communications for the Domestic and Global Markets

Promotion and Place Mix, Marketing Communications, Verbal Identity of a Brand, Visual Identity of a Brand, Integrated Marketing Communications (IMC), Designing an Effective Message, Setting the Total Promotion Budget, Promotion Mix Strategies – Push and Pull Strategy, The Nature of Each Promotion Tool, Evaluation of Advertising Effectiveness, Public Relations, Advertising and Public Relations, Personal Selling and Sales Promotion, Personal Selling, Managing the Sales Force, Sales Forecasting, Steps in Personal Selling, Add-On Sales Ideas, Advantages and Disadvantages of Personal Selling, Cultural Barriers in Marketing Communication.

Unit 5

Marketing Channels and Global Trends

The Distribution Channel, Type of Marketing Channel, Channel Motivation, Importance of Channel of Distribution, Multiple Channels Distribution, Retail, Levels of Service, Corporate Retailing, The New Retail Environment, Direct Marketing, Benefits of Direct Marketing, Direct Marketing Channels, Public and Ethical Issues in Direct Marketing, The Moving Goal Post, The Moving Goalpost, Consumer Purchase Decision Making Process, Factors Affecting the Consumer Behaviour, Emerging Consumer Trends in the global business front and Corresponding Competition Strategies.

Reference Books

1. Kotler, Keller, Koshy & Jha. *Marketing Management: A South Asian Perspective*, 13th Edition, Pearson Education, 2012.
2. Rosalind Masterson & David Pickton. *Marketing: An Introduction*, 2nd Edition, Sage Publications, 2010.
3. Tapan Panda, *Marketing Management: Text and Cases Indian Context*, 2nd Edition, Excel Books India, 2009.
4. Ramaswamy V. S. & Namakumari S, *Marketing Management Global Perspective Indian Context*, 4th Edition, Macmillan India Limited, 2010.
5. William J. Etzel Stanton (Michael J. Walker, Bruce J.), Michael J. Etzel, Bruce J. Walker, *Fundamentals of Marketing*, 9th Edition, McGraw-Hill Publishing Company
6. Arun Kumar & Dr. Meenakshi N, *Marketing Management*, 2nd Edition, Vikas Publishing House, 2011.

22 - HUMAN RESOURCE MANAGEMENT

Objectives:

- To teach the students about people as essential resources in any organisation and how best to motivate them for optimum performance.
- To help the students understand the crucial role of people in any business; to explore different aspects of building this vital capability across the entire spectrum.

Unit 1

Human Resource Management – Scope and Functions

Perspectives in Human Resource Management, Human Resource Management – An Introduction, People – The Competitive Advantage, Role of HRM, HRM Functions, Organization of HR Department, HRM Policies and Principles, HR Skills, HRM Models, Evolution of HRM in India and e-HRM, HRM Models, HRM in India and Its Evolution, e-HRM, Globalization and Contemporary Challenges in HRM, HRM in Mergers and Acquisitions, Globalization and HRM, Contemporary Challenges in HRM, HRM in High Performing Organizations, New Organizational Forms, Changing Demographics of Workforce, Changed Employee Expectations, HR Professional as a Change Agent.

Unit 2

Recruitment Process

HR Planning, Recruitment and Selection, HR Planning, Importance of HRP, Factors Affecting HRP, HR Planning Process, HRP and the Government, Requisites for Successful HRP, Barriers to HRP, Job Analysis, Job Analysis and Competitive Advantage, Process of Job Analysis, Purposes of Job Analysis, Job Analysis and Total Quality Management (TQM), Job Analysis and Strategic HRM, Potential Problems with Job Analysis, Recruitment and Selection, Purpose and Importance of Recruitment, Factors Governing Recruitment, Recruitment Process, Philosophies of Recruiting, Alternatives to Recruitment, Selection as a Source of Competitive Advantage, Organization for Selection, Selection Process, Barriers to Effective Selection.

Unit 3

Training and Development

Training and Development, Induction and Orientation, Purpose of Orientation, Orientation Programme, Requisites of an Effective Program, Placement – After Orientation, Evaluation of an Orientation Programme, Possible Errors in Orientation, Methods of Training, Nature of Training and Development, Inputs in Training and Development, Training Inputs across Employees, Training and Development as a Source of Competitive Advantage, The Training Process, Barriers to Effective Training, Management Development and Career Development, Management Development Programmes (MDPs), On-the-Job MDPs, Off-the-Job MDPs, Career Development, Career Development Initiatives, Career Development Roles, Performance Management, Performance Appraisal – An Overview, Objectives of Performance Appraisal, Performance Appraisal and Competitive Advantage, Appraisal Process, Problems of Traditional Appraisal and Rating, Potential Appraisals, Legal Factors and Job Evaluation, Potential Appraisals, Legal Issues Associated with Performance Appraisal, Job Evaluation, Pitfalls of Job Evaluation, Alternatives to Job Evaluation.

Unit 4

Employee Compensation and Benefits

Compensation Planning, Wages, Salary, and Perquisites, Remuneration Components in an Organization, Theories of Remuneration, Reinforcement and Expectancy Theories, Equity Theory, Agency Theory, Why an Ideal Remuneration System is Important?, Factors Influencing Employee Remuneration, External Factors, Internal Factors, Remuneration Plans and Business Strategy, Devising a Remuneration Plan, Challenges of Remuneration, Concept of Wages, Remuneration Special Groups, Incentives and Bonus, Importance of Incentives, Disadvantages of Incentives, Prerequisites of an Effective Incentive System, Scope of Incentive Schemes, Types of Incentive Schemes, Incomes Varying in Proportion to Output, Earnings Varying Proportionately Less than Output, Earnings Varying Proportionately More than Output , Earnings Differing at Different Levels of Output , Group Incentive Schemes, Incentives Schemes for Indirect Workers, Incentive Schemes in Indian Industries, Installing an Incentive Scheme Fringe Benefits, Why Employee Benefits and Services?, Types of Employee Benefits and

Services, Principles of Fringes, Significant Benefits and Services, Administration of Benefits and Services, The Future of Fringe Benefits, HR laws in the global.

Unit 5

Managing Human Resources in International Business

The Internationalization of Business, How Inter-country differences affect HRM, Improving International Assignments through Selection, Training and Maintaining International Employees, International Labour Relations, Safety Abroad, major considerations in formulating a compensation plan for overseas employees, Repatriation: Problems and Solutions, Handling cultural differences.

Reference Books

1. Seema Sanghi, *Human Resource Management*, 1st Edition, Macmillan India Limited, 2012.
2. Cynthia D. Fisher, Lyle F. Schoenfeldt, James B. Shaw, *Human Resource Management*, Dreamtech Press, 2008.
3. Biswajeet Pattanayak, *Human Resource Management*, 3rd Edition, PHI Learning Pvt. Ltd., 2005.
4. Snell, Bohlander, & Vohra, *Human Resource Management: A South Asian Perspective*, Cengage Learning, 1st Edition, 2010.
5. Lawrence Kleiman, *Human Resource Management: Managerial Tool for Competitive Advantage*, 5th Edition, Cengage Learning, 1999.
6. RS Dwivedi, *A Textbook of Human Resource Management*, 1st Edition, Vikas Publishing House, 2009.

23 - FINANCIAL MANAGEMENT

Objectives:

At the end of this subject, student will:

- Familiarise with fundamental concepts of Financial Management like Objectives of Financial Management, Time Value of Money, Cost of Capital, Valuations and Capital Budgeting, Capital Structures and Dividend Policies. All these concepts will be explained with the help of case studies and live data.

Unit 1

Introduction to Financial Management

- Definition, meaning and role of Financial Management, Goals of Business finance, Profit Maximization vs. Wealth Maximization, Profit Maximization – Approvals and Objections, Wealth Maximization, Growth Maximization, Agency problems.
- Time Value of Money: Time line, Cash Flow Sign Convention, Calculation of Annuities, Inflation Adjusted Interest Rates, Present Value, Net Present Value, Excel Application.

Unit 2

Cost of Capital

- Cost of Debt: Irredeemable and Redeemable Debenture, Preference Shares, Common Stock; Cost of Equity: Dividend Yield Method, Dividend Yield Plus Growth Rate Method, Earning Yield Method, Realised Yield Method. Calculating Weighted Average Cost Of Capital: the adjusted-beta CAPM, APM, the Bond Yield plus Risk Premium Approach.
- Cost of Retaining Earnings, Weighted Average Cost of Capital– Meaning, Limitations and Considerations in Calculating WACC, Adjusting WACC for Risk.
- Sources of Long Term Finance, Capital Asset Pricing Model or CAPM.

Unit 3

Valuations & Capital Budgeting

- Valuation of Securities - Stocks and Bonds: Concept of Value, Features of a Bond, Bonds Values and Yields, The Expectation Theory, Valuation of Preference Shares, Valuation of Ordinary Shares.
- Meaning, Nature, Significance and Procedure of Capital Budgeting, Investment Evaluation Criteria, Discounted Cash Flow Criteria (NPV, IRR, PI), Non-discounted Cash Flow Criteria (PB, discounted PB, ARR).

Unit 4

Capital Structure Theories & Dividend Decisions

- Capital Structure: Meaning, Designing and Factors influencing Capital Structure and Optimal Capital Structure.
- Leverages: Financial Leverage, Operating Leverage, Combined Leverage, Approaches of Financial Management.
- Capital Structure theories: Net Income Approach, Net Operating Income Approach, Modigliani Millar Approach, Modern Approach to Corporate Finance in an Improvement on the Traditional Approach, Pecking Order Theory.
- Dividend Decisions, Relevance V/s Irrelevance of Dividends (Relevant Theory: Walter's Model, Gordon's Model; Irrelevant Theory: MM's Approach, Traditional Approach).

Unit 5

Working Capital Management and Finance

- Cash Management: Motives for Holding Cash, Objectives and Facts of Cash Management.
- Receivables Management: Study of Credit Policy.
- Inventory Management: Definition and Nature of Inventories, Reasons for Holding Inventories, Inventory Management Techniques: HML Analysis, VED Analysis, SDE Analysis, EOQ Analysis.

- Working Capital Finance: Concept, Meaning, Definition, Importance, types and Determinants, Operating Cycle Concept, Working Capital Finance: Factors influencing WCM Estimation, Problems on estimation.

Reference Books

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

24 - SALES & DISTRIBUTION MANAGEMENT

Course Objectives:

- To provide foundations in components of sales and distribution management.
- To introduce various facets of the job of a sales manager.
- To focus on decision making aspects and implementation of decisions in sales and distribution management.

Unit 1

Introduction to Sales and Distribution Management:

- Sales Management: Objectives, Nature & Scope, Sales Environment, Sales Planning, Strategic role of sales management
- Marketing Channels: Functions and Significance, Structure - Vertical and Horizontal, Symbiotic, Role of marketing channels in the dynamic market place, Designing the Market Channel system, Channels for Consumer goods, Industrial goods, Inter Dependency of Sales & Distribution
- Managing Marketing Channels: Channel Policies, Choice of the channel, Organizational Pattern in the Channel, Assessing Channel Performance, Causes for Channel Conflict & Techniques to overcome conflict, Channel Information System

Unit 2

Organizing the Sales Force:

- Objectives & Structure of Sales Organization,
- Organizing the Sales Force, Recruitment, selection and training the sales force,
- Field Sales Planning , Compensation and Evaluation of Sales Force

Unit 3

Sales Planning & Control:

- Sales Planning: Sales Forecasting & Budgeting, Sales Quotas and Targets

- Sales Control: Reporting Formats for Primary and Secondary Sales, Monthly Sales Plan, Territory Sales and Coverage Plan, Daily Sales Call Report, Expired Goods and Breakage Return Report, Fortnightly Sales Review Report, Order Booking Report, Monthly and Quarterly Sales Report.
- Sales Audit: Sales Force Productivity Indicators (Value and Volume) – Territory Productivity, Per Person per Month Productivity, Sales to Marketing Expenses Ratio.
- Specialized Techniques in Selling: Tele / Mobile Marketing, Online Marketing, E Commerce

Unit 4

Marketing Channels

- Significance and role of channels, C&F Agents, Types of the Wholesalers
- Franchising: Significance and importance of Franchisee in Channel Decision – Advantages of Franchisee –Process of appointment of Franchisee- Franchiser Franchisee relationship. RoI calculation at Dealer Level.

Unit 5

Retailing

- Nature and Importance of Retailing , Types of Retailers, Organized & unorganized Retailing Formats, Retail Merchandising, Retail Decision Location and Size ,
- Retailer Promotion: Advertising, Sales Promotion and POP Promotion, Shelf Management, Communicating with the retailer customer, Economic cost of retailing, New Trends in Retailing, Role and Significance of Multi-level Marketing

Resources:

1. Sales and Distribution Management by Havaladar&Cavale, TMGH Sales Management by Still, Cundiff&Govani, Pearson Education Sales and Distribution Management, SL Gupta, Excel books
2. Retailing Management by Michael Levy & Barton Weitz, TMGH, 5th Edition

3. Retail Management by Gibson Vedamani , Jaico Books Retailing Management by Swapna Pradhan , TMGH

25 - DIGITAL BRANDING

Objectives:

Media is evolving and brand communication must keep pace. This will cover the innovations in this area. Given the power of media to influence beliefs, knowledge and attitudes, for brands and businesses, this is a vital link; it will also explore the latest trends in media & content; user generated content and its impact on media monetisation and the entire media business model.

Unit 1

Introduction to Digital Branding

Benefits of Digital Display, Target Audience, Challenges of Digital Display, Campaign Objectives, Business Value, Campaign Budget, Running Effective Ads, Creative Formats, Ad Formats, Targeting, Ad Features, Tracking your Campaign, Ad Display Frequency, Optimizing the Campaign, Campaign Planning, Laws & Guidelines

Unit 2

Content Marketing

What is Content Marketing?, Identifying Prospects, Writing Messages and Creating Content, Getting the Message into the Media, Content Essentials, Content Strategy, Idea Creation, Content Creation, Social Media Promotion, Traffic Generation, Content Auditing,

Unit 3

Consumer Generated Content

Definition and Insights on Consumer Generated Content, Do-It-Yourself (DIY) Advertising, Product Development, and Opportunities for Co-creation, and Four Building Blocks of Co-creation.

Unit 4

Gamification

Gamification and the Fun Theory, Gamification and Major Brands, Five Elements of Gamification in a Branding Strategy, advergames, Gamevertising, Principles of Gamification.

Unit 5

The Future of Media

Scenario Planning, Interpreting Scenario, Dynamic Content Creation, Strategic Framework of the Future of Media, the Consumer/Creator Archetype, Revenue and Ad Aggregation, Distribution: Channels, Devices, and Mobility, Globalization and Localization, Intellectual Property and Media; Shifting Advertising Channels - Growth in Digital Advertising, Social Networks, Blogging Platforms, Drivers of Value, The Forces Shaping Media--Increasing Media Consumption, Fragmentation, Participation, Personalization, New Revenue Models, Generational Change, Increasing Bandwidth; Future of Media Lifecycle Cases.

Text Books:

1. Marion McGovern, Dennis Russell & Dennis Russell, (2001) A New Brand Of Expertise: How Independent Consultants, Free Agents, And Interim Managers Are Transforming The World Of Work –Butterworth Heinemann Special Priced Titles.
2. Bren Monteiro, Marketing Manual: Focus On Branded Content, With Other Marketing Aspects - 6Degrees Books.
3. Killer Web Content: (2006) Make The Sale, Deliver The Service, Build The Brand – Gerry McGovern, 1/e, A & C Black.

Reference Books:

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

26 - SEARCH ENGINE OPTIMIZATION & SEARCH ENGINE MARKETING

Objectives:

- To gain the knowledge necessary to increase the search engine visibility of a website on the world's popular search engines and directories.
- Explore the underlying theory and inner workings of search engines.
- Understand the role of social media, user data and links.
- Discover tools to track results and measure success.

Unit I

- Introduction to Paid Marketing
- Google AdWords account and billing settings
- Types of Campaigns
- PPC Campaign Setup

Unit II

- AdGroups and Keywords setup
- Bidding strategies
- AdRank, Quality Score Optimization
- AdWords Ad Formats

Unit III

- What is Search Engine Optimization (SEO)?
- Introduction to SERP
- What are search engines?
- How search engines work?
- Major functions of a search engine.

Unit IV

- What is traffic?
- Different types of traffic.
- What are keywords?
- Different types of keywords.
- Google keyword planner tool.
- Keyword research process.

Unit V

On page optimization

- Keyword optimization
- Content optimization
- Adding social media plug-ins on Web pages
- Internal linking
- Meta tag creation
- Creating Web page in HTML

Reference Books

1. Eric Enge, The Art of SEO, Shroff/O'Reilly; Second edition, 2012
1. Dr. Andy Williams, SEO 2015 & Beyond, CreateSpace Independent Publishing Platform; Fourth edition, 2014
2. Bill Hunt and Mike Moran, Search Engine Marketing, Inc. Driving Search Traffic to Your Company's Web Site, IBM Press, 2015

III Semester

31 - STRATEGIC MANAGEMENT

Learning Objectives:

To expose the students to elements of business strategy - the science & art behind this and learning from the masters of sound & creative strategic thinking and to expose the students to the fundamentals of long term & strategic thinking; to explore the various scenarios that could emerge & evaluate their respective advantages & drawbacks; scanning & identifying opportunities; strategy formulations as well as implementation.

Unit 1: Introduction to Strategic Management

Introduction to Strategic Management, Challenges to Strategic Management – The Indian Scenario, Introduction to Business Policy, Strategic Management Process, Levels of Strategy, the Concept of Strategy, Strategic Intent, Vision, Mission, Goals and Objectives, Business Definition.

Unit 2: Strategy Framework

Environmental Appraisal, Characteristics of Environment, Internal versus External Environment, Environmental Scanning, Environmental Appraisal, Factors Affecting Environment Appraisal, Structuring Environment Appraisal, Identifying the Environmental Factors, Tools and Techniques for Strategic Analysis, SWOT Analysis, Porter's Five Force Model, TOWS Matrix, The General Electric Model, BCG Analysis.

Unit 3: Strategy Formulation

Strategy Formulation, Corporate-Level Strategies, Strategic Alternatives and Reasons for Adopting Them, Concentration Strategies, Integration Strategies, Diversification Strategies, Business-Level Strategies, Factors that Determine Choice of Competitive Strategy, Generic Business Strategies, Cost Leadership, Differentiation, Focus, Functional Strategies, Concept of Core Competencies, Production Strategy, Research and Development Strategy, Human Resource Strategy.

Unit 4: International Strategy

Strategies in the Global Environment, International Strategies, Types of International Strategies, Strategic Decisions in Internationalization, Advantages and Disadvantages of Internationalization, Cooperative Strategies, Joint Venture Strategies, Strategic Alliances.

Unit 5: Business Policy and Strategy for International Business

Strategy Implementation, Evaluation and Control, Strategy Implementation, Structure and Strategy, Interaction between Structure and Strategy – A Case Study, Types of Organisational Structures, Stages of Development of Organisation, Structures for Strategies, Strategy and Leadership, Organisational Values and Strategy, Resource Allocation – A Vital Part of Strategy, Strategic Evaluation and Control, Strategic Evaluation, Strategic Control, Operational Control, Process of Operational Evaluation, Evaluation Techniques for Operational Control, Strategic Control Versus Operational Control. Case studies.

Reference Books:

1. Porter, Micheal. *Competitive Strategy*. Free Press.
2. Mukherjee, Ravikant, *Business Policy and Strategic Management*. Adhyayan Publishers.
3. Roy, Aurnob. *Business Policy & Strategic Management (Text & Cases)*. Vrinda Publications.
4. Varughese, Roy. *Strategic Enterprise Management*. Intl Thomson Computer Press.
5. Wheelen, T. L. and Hunger, J. D. *Concepts In Strategic Management And Business Policy*. Pearson Publication.
6. Ramo, Simon and Sugar, Ronald *Strategic Business Forecasting: A Structured Approach to Shaping the Future of Your Business*. Mcgraw-hill.
7. Wheelen, Thomas L. *Outlines & Highlights for Strategic Management & Business Policy: Achieving Sustainability*. Academic Internet Publishers.

32 - SOCIAL MEDIA MARKETING

Objectives:

Understand and plan content for online marketing; Learn how to use social media to meet organisation's acquisition and brand objectives; Learn to incorporate best social media practices into marketing campaign.

Unit 1

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

Unit 2

Twitter and Microblogging, Introduction, History, Protocol

Unit 3

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

Unit 4

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

Unit 5

Strategy, Tactics, and Practice, Monitoring, Research. Campaigns Versus Ongoing Strategy, Integration, Calls to Action

Measurement, Metrics, Goal Setting, Software

Reference Books

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

33 - CONTENT MARKETING

Objectives:

Content marketing has been one of the important marketing strategies today; especially when information for consumers are often overloaded. Brands are competing aggressively for consumers' attention while many times, massive advertising are often being ignored by the customers. Therefore, content marketing strategy plays a vital role in making customers buy a firm's products and services.

Unit 1

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

Unit 2

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

Unit 3

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

Unit 4

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

Unit 5

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

Reference Books

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

34 - MEDIA PLANNING & BUYING (VIDEO MARKETING)

Objectives:

Video happens to be the future of content marketing. Various studies show more than 50% businesses are already making use of video marketing, which is predicted to rise as more and more realise the possibilities. Companies are realizing that video has a key role to play in the content marketing strategy. It has become a tool for capturing the user's attention and delivering a brand message in a memorable way.

Unit 1

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

Unit 2

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

Unit 3

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

Unit 4

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

Unit 5

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

Reference Books

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

35 - INTERNSHIP AND REPORT

- The students have to undergo summer internship at the end of 2nd semester. It will either be a project work or Industry Internship for a period of 4 weeks.
- The students have to submit the Internship Report within the first week of the commencement of III semester.
- No end semester theory exam for this ; Only Viva Voce.

36 - BUSINESS LAW AND ETHICS

Objectives:

To learn the legal framework and regulations that surround business operations both in India and globally and to also understand the importance of ethics in business to achieve long-term business goals.

Unit 1

Legalities of Business

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

Unit 2

Other Important Business Laws

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

Unit 3

Business Ethics and Values

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

Unit 4

Ethical Decision Making

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

Unit 5

Business Law and Ethics for Global Business

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

Reference Books:

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

IV Semester

41 - PROJECT MANAGEMENT

Learning Objectives:

To teach the students the basics of project planning, budgeting, execution & course-correction. To explain to the students the importance of flawless execution which requires intense & detailed planning & resourcing; also the principles of project management

Unit - I: Introduction to Project Management

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

Unit - II: Project Environment

The Project Environment, Project Lifecycle, Project Managers are Leaders, Organization Structure - The Basic Model, Modifications to the Basic Model, The Organizational Culture and Change, Organization as a System, Surviving the Organizational Structure, Project Stakeholders, Stakeholders – Who are they? Roles of the Stakeholders, How the Project Manager should lead the stakeholders.

Unit - III: Project Planning

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

Schedule and Time Management Plan, Creating a Resource Plan, Creating a Financial Plan, Creating a Quality Plan, Creating a Risk Plan, Creating a Acceptance Plan, Creating a Communication Plan, Creating a Procurement Plan, Phase Review.

Unit - IV: Project Execution

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

Unit - V: Scheduling the Project

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

Text Books:

1. Robert L Kimmons, James H Loweree, Project Management: A Reference For Professionals: Cost Engineering, crc Press
2. Sanford I. Heisler, Heisler, The Wiley Project Engineer's Desk Reference: Project Engineering, Operations, And Management, Wiley-interscience

Reference Books:

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

42 - CLOUD COMPUTING

Objectives:

The Rationale of this course is to provide a basic understanding of cloud technology to the students. At the end of this course, the student would be familiar with the basic technologies, types of services in the cloud, and also some key governance aspects of the cloud.

Unit 1

Cloud Computing Companies and Migrating to Cloud

Web-based business services, Delivering Business Processes from the Cloud: Business process examples, Broad Approaches to Migrating into the Cloud, The Seven-Step Model of Migration into a Cloud, Efficient Steps for migrating to cloud., Risks: Measuring and assessment of risks, Company concerns Risk Mitigation methodology for Cloud computing, Case Studies.

Unit 2

Cloud Cost Management

Assessing the Cloud: software Evaluation, System Testing, Seasonal or peak loading, Cost cutting and cost-benefit analysis, selecting the right scalable application.

Unit 3

Selection of Cloud Provider

Considerations for selecting cloud solution. Understanding Best Practices used in selection of Cloud service and providers, Clouding the Standards and Best Practices Issue: Interoperability, Portability, Integration, Security, Standards Organizations and Groups associated with Cloud Computing, Commercial and Business Consideration.

Unit 4

Governance in the Cloud

Industry Standards Organizations and Groups associated with Cloud Computing, Need for IT governance in cloud computing, Cloud Governance Solution: Access Controls, Financial

Controls, Key Management and Encryption, Logging and Auditing, API integration. Legal Issues: Data Privacy and Security Issues, Cloud Contracting models, Jurisdictional Issues Raised by Virtualization and Data Location, Legal issues in Commercial and Business Considerations.

Unit 5

Ten cloud Do's and Don'ts:

Don't be reactive, do consider the cloud a financial issue, don't go alone, do think about your architecture, don't neglect governance, don't forget about business purpose, do make security the centerpiece of your strategy, don't apply the cloud to everything, don't forget about Service Management, do start with a pilot project.

Text Books:

1. Brief Guide to Cloud Computing, Christopher Barnett, Constable & Robinson Limited,
2. Cloud Computing: Principles and Paradigms, RajkumarBuyya, James Broberg, Andrzej M. Goscinski,, John Wiley and Sons Publications, 20

Reference Books:

1. Handbook on Cloud Computing, BorivojeFurht, Armando Escalante, Springer
2. Cloud Computing Theory and Practice, Dan C Marinescu, Elsevier
3. Cloud Computing for Dummies, Judith Hurwitz, Robin Bloor, Marcia Kaufman & Fern Halper, Wiley Publishing

43 - MOBILE MARKETING

Objective:

This course would familiarize the student with the basic understanding of Mobile customers and help gain insights in the areas of technology adoption, various devices, changing nature of services and ecosystems.

Unit 1:

Understanding the mobile consumer

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

Unit 2:

Technology change and adoption

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

Unit 3:

Disruption and integration

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

Unit 4:

Devices, platforms and technology: why it doesn't matter

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

Unit 5:

Mobile statistics

Summary , Breakdown of regions, Smartphone adoption levels, Mobile broadband subscriptions, Breakdown of mobile operating systems worldwide, QR codes, NFC and other technologies, Mobile social media usage by region.

Reference Books:

1. Rowles, Daniel (2013-11-03). Mobile Marketing: How Mobile Technology is Revolutionizing Marketing, Communications and Advertising (Kindle Locations 178-185). Kogan Page. Kindle Edition.
2. Hopkins, Jeanne; Turner, Jamie (2012-01-05). Go Mobile: Location-Based Marketing, Apps, Mobile Optimized Ad Campaigns, 2D Codes and Other Mobile Strategies to Grow Your Business . Wiley. Kindle Edition.
3. Mobile Marketing for Dummies ...5 July 2013 - by Michael Becker and John Arnold
4. The New Rules of Marketing & PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases...13 August 2013 | Import -by David Meerman Scott
5. Strategic Digital Marketing - 1 November 2013 -by Greenberg
6. The Handbook of Mobile Market Research: Tools and Techniques for Market Researchers...29 August 2014 | - by Ray Poynter and Navin Williams
7. The Everything Guide to Mobile Apps...1 January 2013 -by Peggy Anne Salzand Jennifer Moranz

44 - GAMIFICATION

Unit 1

Introduction to Gamification

- Introduction
- Gamification defined
- Why study gamification?
- History of gamification
- Categories and examples

Unit 2

Games

- Gamification in context
- What is a game?
- Games and Play
- Video games

Unit 3

Game Thinking

- Why Gamify
- Thinking Like a Game Designer
- Design rules
- Tapping the Emotions

Unit 4

Web & Mobile Analytics -Game Elements

- Breaking Games Down
- The pyramid of elements
- Limitation of Elements

Unit 5

Behaviorism

- Gamification as motivational design
- Behaviorism
- Behaviorism in gamification
- Reward structures
- Reward schedules

Reference Books

1. Kevin Werbach, Dan Hunter, For the Win: How Game Thinking Can Revolutionize Your Business, Wharton Digital Press, 2012
8. Brian Burke, Gamify: How Gamification Motivates People to Do Extraordinary Things, Bibliomotion, 2014

45 - WEB & MOBILE ANALYTICS

Objectives:

Web analytics deals with the collection, reporting, and analysis of website data. The focus is on identifying measures based on your organizational and user goals and using the website data to determine the success or failure of those goals and to drive strategy and improve the user's experience.

Unit 1

- Web Analytics Methodology
- The Four Steps of Web Analytics
- Defining Business Metrics (KPIs)
- Reports
- Analysis
- Optimization and Action
- Results and Starting Again

Unit 2

- Defining Overall Business Goals
- Defining Site Goals: The Conversion Funnel
- Awareness
- Interest
- Consideration
- Website Goals and the Marketing Funnel
- Understanding Key Performance Indicators (KPIs)

- Constructing KPIs
- Creating Targets for KPIs
- Common KPIs for Different Site Types
- E-Commerce
- Lead Generation
- Customer Service
- Content Sites
- Branding Sites

Unit 3

- The Monetization Challenge
- Web-Monetization Models
- How to Create Monetization Models
- Assembling a Monetization Model
- Monetization Models for Different Site Types and Behaviors
- E-Commerce Opportunity
- Lead Generation
- Customer Service
- Ad-Supported Content Sites

Unit 4

- Primary Data Types
- Behavioral Data
- Attitudinal Data
- Balancing Behavioral and Attitudinal Data
- Competitive Data

- Secondary Data Types
- Customer Interaction and Data
- Third-Party Research
- Usability Benchmarking
- Heuristic Evaluation and Expert Reviews
- Community Sourced Data
- Leveraging These Data Types

Unit 5

- Analysis vs. Reporting
- Analyzing Purchasing Processes to Find Opportunities
- Analyzing Lead Processes to Find Opportunities
- Evaluating the Effectiveness of Home Page
- Evaluating the Effectiveness of Branding Content: Branding Metrics
- Evaluating the Effectiveness of Campaign Landing Pages
- Segmenting Traffic to Identify Behavioral Differences
- Segmenting Audience
- Analyzing Drivers to Offline Conversion
- Tracking Online Partner Handoffs and Brick-And-Mortar Referrals
- Tracking Offline Handoffs to Sales Reps
- Tracking Visitors to a Call Center
- Delayed Conversion and its tracking

Reference Books

Jason Burby, Shane Atchison, Actionable Web Analytics Using Data To Make Smart Business Decisions, Wiley Publishing, Inc.2007

46 - PROJECT WORK AND VIVA - VOCE

The end of the course project is meant to give the students a comprehensive exposure to the real business world---in terms of the professional challenges as well as the personal aspects of etiquette, language, team work and overall effectiveness as operating managers.

It will also give the students an opportunity to compare the theoretical principles learnt during the first 3 semesters vis-a-vis the real world of business.
