

**DIGITAL BUSINESS MANAGEMENT**  
**MMS SEMESTER II (Core And Elective Papers)**

Subject Code	Subject	Teaching Hours		Assessment Patterns				No. of Credits	
		No. Of Sessions of 90 Minutes	No. Of sessions per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper		
2.1	Cost and Management Accounting	30	2	40IA	60IA	100	3	2.5	
2.2	Financial Management	30	2	40IA	60IA	100	3	2.5	
2.3	Operations Research	30	2	40IA	60IA	100	3	2.5	
2.4	Introduction to Digital Business Management	30	2	40IA	60IA	100	3	2.5	
2.5	Managerial Information System	30	2	40IA	60IA	100	3	2.5	
2.6	Business Research Methods	30	2	40IA	60IA	100	3	2.5	
2.7	Elective I	30	2	40IA	60IA	100	3	2.5	
2.8	Elective II	30	2	40IA	60IA	100	3	2.5	
				<b>Total No of Credits</b>					20

UA-University Assessment      IA-Internal Assessment

**Elective Papers For Semester II**

(Students have to select one group and continue with it till IV semester)

Subject Code	Groups				
	Digital Business Group I	Marketing and Digital Marketing Group II	Human Resource and Digital Human Resource Group III	Finance and Digital Finance Group IV	Information Technology Group V
2.7	Digital Transformation	Introduction to Digital Marketing and Website planning & Creation	Human Resource Management and E-HRM	E-Finance	E-commerce
2.8	Digital Government	Social Media Marketing	E-training Designing & Developing And Human Resource Information System	E-Banking management	Strategic Information Technology Management

## 2.1 Cost & Management Accounting 100 Marks (15 Sessions of 3 Hours Each) Semester II

SL.No	Particulars	Sessions
1	<b>Introduction</b> Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing	<b>1 Session of 3 Hours</b>
2	Preparation of cost sheet	<b>2 Sessions of 3 Hours Each</b>
3	Methods of costing – with special reference to job costing, process costing, services costing	<b>2 Sessions of 3 Hours Each</b>
4	Distinction & relationship among Financial Accounting, Cost accounting & Management Accounting	<b>1 Session of 3 Hours</b>
5	<b>Marginal Costing</b> Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying.	<b>3 Sessions of 3 Hours Each</b>
6	<b>Budgeting</b> Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.	<b>2 Sessions of 3 Hours Each</b>
7	<b>Responsibility Accounting and Transfer Pricing</b> Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Transfer Pricing: concept, types & importance. Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.	<b>2 Sessions of 3 Hours Each</b>
8	Case Studies and Presentations	<b>2 Sessions of 3 Hours Each</b>

**Reference Text:**

1. Management Accounting for profit control – Keller & Ferrara
2. Cost Accounting for Managerial Emphasis – Horngreen
3. T. P. Ghosh: Financial Accounting for managers(Taxmann).
4. Management Accounting – Paresh Shah – Oxford Publications
5. Cost Accounting – Dr N.K Gupta & Rajiv Goel – International Book House Ltd
6. Cost Accounting – A Managerial Emphasis – Charles T Horngren – Pearson Publications
7. Management Accounting – Debarshi Bhattacharya – Pearson Publications

## 2.2 Financial Management 100 marks (15 Sessions of 3 Hours Each) Semester II

SL.No	Particulars	Sessions
1	Objective of Financial Management Financial Performance Appraisal using Ratio Analysis, Funds Flow Analysis & Cash Flow Analysis	2 Sessions of 3 Hours Each
2	Sources of Finance - Short Term/Long Term, Domestic / Foreign, Equity/Borrowings/Mixed etc. Cost of Capital & Capital - Structure Planning, Capital Budgeting & Investment Decision Analysis (using Time Value	2 Sessions of 3 Hours Each
3	Working Capital Management - Estimation & Financing, Inventory Management, Receivable Management, Cash Management Divided Policy / Bonus - Theory & Practice	2 Sessions of 3 Hours Each
4	Investment (Project) identification, feasibility analysis with sensitivities, constraints and long term cash flow projection Financing Options - structuring & evaluation off-shore/ on-shore Instruments, multiple option bonds, risk analysis, financial engineering, leasing, hire purchase, foreign direct investment, private placement, issue of convertible bonds etc.	2 Sessions of 3 Hours Each
5	Financial Benchmarking -- concept of shareholder value maximization, interest rate structuring, bond valuations Banking - consortium banking for working capital management, credit appraisal by banks, periodic reporting, enhancement of credit limits, bank guarantees, trade finance, receivable financing, documentary credit, routing of documents through banks, correspondent banking, sales and realisation with foreign country clients, process of invoicing, rail products, high value capital equipment, periodic invoicing for large value infrastructure projects, Escrow Accounts	3 Sessions of 3 Hours Each
6	Valuation of projects and investment opportunities - due diligence procedures Credit Rating of Countries/ State / Investment & Instruments Joint Venture formulations - FIPS / RBI Infrastructure financing Issues & considerations, financial feasibility, pricing & earning model	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

### **Reference Text:**

1. Financial Management - Brigham
2. Financial Management - Khan & Jain
3. Financial Management - Prasanna Chandra
4. Financial Management - Maheshwari
5. Financial Management – S.C.Pandey
6. Van Horne & Wachowiz: Fundamentals of Financial Management (Prentice Hall India)
7. Sharan: Fundamentals of Financial Management (Pearson)
8. Financial Management – Rajiv Srivastava & Anil Misra – Oxford Publications
9. Financial Management – Chandra Hariharan Iyer – International Book House Ltd
10. Fundamentals of Financial Management – Sheeba Kapil – Pearson Publications
11. Strategic Financial Management – Prasanna Chandra

**2.3 Operations Research 100 Marks (15 Sessions of 3 Hours Each)**  
**Semester II**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	<ul style="list-style-type: none"> <li>□ Introduction to OR : Concepts, Genesis, Application Potential to Diverse Problems in Business &amp; Industry, Scope and Limitations.</li> <li>□ Assignment Problem (AP) –</li> <li>□ Concepts, Formulation of Model</li> <li>□ Hungarian Method of Solution –</li> <li>□ Maximisation / Minimisation –</li> <li>□ Balanced / Unbalanced –</li> <li>□ Prohibited Assignments - Problems.</li> </ul>	<b>2 Sessions of 3 Hours Each</b>
2	<ul style="list-style-type: none"> <li>□ Transportation Problem (TP) :-</li> <li>□ Concepts, Formulation of Model - Solution Procedures for IFS and Optimality Check</li> <li>□ Balanced / Unbalanced</li> <li>□ Maximization / Minimization</li> <li>□ Case of Degeneracy</li> <li>□ Prohibited Routing Problems</li> <li>□ Post-Optimal Sensitivity Analysis.</li> </ul>	<b>2 Sessions of 3 Hours Each</b>
3	<ul style="list-style-type: none"> <li>□ Linear Programming (LP) :-</li> <li>□ Concepts, Formulation of Models</li> <li>□ Diverse Problems – Graphical Explanation of Solution - Maximisation / Minimisation –</li> <li>□ Simplex Algorithm –</li> <li>□ Use of Slack /Surplus / Artificial Variables –</li> <li>□ Big M Method/Two-Phase Method –</li> <li>□ Interpretation of the Optimal Tableau –</li> <li>□ (Unique Optimum, Multiple Optimum, Unboundedness, Infeasibility &amp; Redundancy Problems.)</li> </ul>	<b>2 Sessions of 3 Hours Each</b>
4	<ul style="list-style-type: none"> <li>□ Linear Programming (LP) :-</li> <li>□ Duality Principle - Primal /Dual Inter-relation</li> <li>□ Post-Optimal Sensitivity Analysis for changes in b-vector, c-vector, Addition/Deletion of Variables/Constraints</li> <li>□ Dual Simplex Method - Problems Limitations of LP vis-a-vis - Non-linear Programming Problems.</li> <li>□ Brief introduction to Non-LP models and associated problems.</li> </ul>	<b>1 Session of 3 Hours Each</b>
5	<ul style="list-style-type: none"> <li>□ Network Analysis</li> <li>□ Minimal Spanning Tree Problem - Shortest Route Problem</li> <li>□ Maximal Flow in Capacitated Network - Concepts and Solution Algorithm as Applied to Problem</li> <li>□ Project Planning &amp; Control by use of CPM/PERT Concepts. Definitions of Project</li> <li>□ Jobs, Events - Arrow Diagrams - Time Analysis and Derivation of the Critical Path –</li> </ul>	<b>2 Sessions of 3 Hours Each</b>

	<input type="checkbox"/> Concepts of Floats (total, free, interfering, independent) - Crashing of a CPM Network - Probability Assessment in PERT Network.	
6	<input type="checkbox"/> Queuing (Waiting-line) Models <input type="checkbox"/> Concepts - Types of Queuing Systems (use of 6 Character Code) - Queues in Series and Parallel – <input type="checkbox"/> Problems based on the results of following models (M/M/1) Single Channel Queue with Poisson Arrival Rate, and Negative Exponential Service Time, With and Without Limitations of Queue Size (M/G/1) <input type="checkbox"/> Single Channel with Poisson Arrival Rate, and General Service Time, PK-Formulae.	<b>1 Session of 3 Hours Each</b>
7	<input type="checkbox"/> Inventory Models <input type="checkbox"/> Types of Inventory Situations <input type="checkbox"/> Fixed Quantity/Fixed Review Period <input type="checkbox"/> Costs Involved - Deterministic Probability Models - Economic-Order-Quantity (EOQ) and <input type="checkbox"/> EBQ for Finite Production Rate - Sensitivity Analysis of EOQ-EOQ Under Price Break - <input type="checkbox"/> Determination of Safety Stock and Reorder Levels - Static Inventory Model - (Insurance Spares).	<b>1 Session of 3 Hours Each</b>
8	<input type="checkbox"/> Digital Simulation – <input type="checkbox"/> Concepts - Areas of Application - Random Digits and Methods of Generating Probability Distributions <input type="checkbox"/> Application to Problems in Queueing, Inventory, New <input type="checkbox"/> Product, Profitability, Maintenance etc.	<b>1 Session of 3 Hours Each</b>
9	<input type="checkbox"/> Replacement and Maintenance Models :- <input type="checkbox"/> Replacement of Items Subject to Deterioration and Items Subject Random Total Failure <input type="checkbox"/> Group vs Individual Replacement Policies.	<b>1 Session of 3 Hours Each</b>
10	<input type="checkbox"/> Game Theory - Concepts - 2 – person <input type="checkbox"/> N-person games - Zero - sum and Non-zero-sum games Solution Procedures to 2-person zero sum games <input type="checkbox"/> Saddle point Mixed Strategy <input type="checkbox"/> Sub-games Method for $m \times 2$ or $2 \times n$ games - Graphical Methods	<b>1 Session of 3 Hours Each</b>
11	<input type="checkbox"/> Equivalence of Game Theory and Linear Programming Models <input type="checkbox"/> Solution of 3x3 Games by LP Simplex including Duality <input type="checkbox"/> Application for Maximising / Minimising Players' Strategy.	<b>1 Session of 3 Hour Each</b>

**Note:** The teaching of the above subject is to be integrated with the most widely available software.

### **Reference Text**

1. Operation Research - Taha
2. Quantitative Techniques in Management – N.D.Vohra
3. Quantitative Techniques in Management – J.K.Sharma
4. Operations Research, Methods & Problems – Sasieni M. & others
5. Principles of Operations Research – N.M. Wagher
6. Operation Research – V.K.Kapoor
7. C. R. Kothari: Introduction to Operations Research (Vikas)
8. Gupta & Khanna: Quantitative Techniques for decision making(Prentice Hall India)
9. Introduction to Operations Research – Gillett – McGraw Hill Publications
10. Introduction to Management Science – Hillier – McGraw Hill Publications

## 2.4 Introduction to Digital Business Management- 100 Marks (15 Sessions of 3 Hours Each) Semester II

SL.No	Particulars	Sessions
1	<b>Introduction to Digital Business-</b> Introduction, Background and current status ,E-market places, structures, mechanisms, economics and impacts Difference between physical economy and digital economy,	<b>1 session of 3 Hours each</b>
2	<b>Drivers of digital business-</b> Big Data & Analytics, Mobile, Cloud Computing, Social media, BYOD, and Internet of Things(digitally intelligent machines/services) Opportunities and Challenges in Digital Business,	<b>2 Sessions of 3 Hours each</b>
3 .	<b>Overview of E-Commerce</b> <b>E-Commerce-</b> Meaning, Retailing in e-commerce-products and services, consumer behavior, market research and advertisement B2B-E-commerce-selling and buying in private e-markets, public B2B exchanges and support services, e-supply chains, Collaborative Commerce, Intra business EC and Corporate portals Other E-C models and applications, innovative EC System-From E-government and learning to C2C, mobile commerce and pervasive computing EC Strategy and Implementation-EC strategy and global EC, Economics and Justification of EC, Using Affiliate marketing to promote your e-commerce business, Launching a successful online business and EC project, Legal, Ethics and Societal impacts of EC	<b>3 sessions of 3 Hours each</b>
4	<b>Digital Business Support services-</b> e-CRM, e-SCM, ERP as e –business backbone, Knowledge Tope Apps, Information and referral system	<b>1 Session of 3 Hours each</b>
5	<b>Application Development-</b> Building Digital business Applications and Infrastructure	<b>2 Sessions of 3 Hours Each</b>
6	<b>Managing E-Business-</b> Managing Knowledge, Management skills for e-business, Managing Risks in e –business Security Threats to e-business -Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates, Security Protocols over Public Networks: HTTP, SSL, Firewall as Security Control, Public Key Infrastructure (PKI) for Security, Prominent Cryptographic Applications.	<b>2 sessions of 3 hours each</b>
7	<b>E-Business Strategy-</b> E-business Strategic formulation- Analysis of Company’s Internal and external environment, Selection of strategy, E-business strategy into Action, challenges and E-Transition	<b>1 Session of 3 hours each</b>
8	<b>Materializing e-business: From Idea to Realization-</b> Business plan preparation	<b>1 Session of 3 Hours Each</b>
9	<b>Case Studies and presentations</b>	<b>2 Sessions of 3 Hours Each</b>

### Reference Text:

1. **A textbook on E-commerce** - Publisher: Neha Publishers & Distributors
2. E-commerce from vision to fulfilment-Elias M. Awad PHI-Restricted (2002)
3. Digital Business and E-Commerce Management, eth edn –Dave Chaffey , August 2014
4. Introduction to E-business-Management and Strategy-Colin Combe, ELSVIER, 2006
5. Digital Business Concepts and Strategy –Eloise Coupey, 2<sup>nd</sup> Edition –Pearson

6. Trend and Challenges in Digital Business Innovation –Authors –Vinocenzo Morabito, Italy-Springer
7. Digital Business Discourse Erika Darics, April 2015, Palgrave Macmillan
8. E-Governance-Challenges and Opportunities in : Proceedings in 2<sup>nd</sup> International Conference theory and practice of Electronic Governance
9. Perspectives the Digital Enterprise –A framework for Transformation –TCS consulting journal Vol.5
10. Measuring Digital Economy-A new perspective -DOI:[10.1787/9789264221796-en](https://doi.org/10.1787/9789264221796-en) OECD Publishing

## 2.5 Managerial Information System 100 Marks (15 Sessions of 3 Hours Each) Semester II

SL.No	Particulars	Sessions
1.	Basic Information concepts and definitions <ul style="list-style-type: none"> <li>• Framework and role of Information and Information Systems (IS) in an organization, system concept</li> <li>• Characteristics of Information and Organisation with respect to organization form, structure , philosophy, hierarchy etc</li> </ul>	1 session of 3 hours
2.	Types of IS – Transaction <ul style="list-style-type: none"> <li>• Operational Control</li> <li>• Management Control</li> <li>• Decision Support , Executive Information Systems and Artificial intelligence technologies</li> </ul>	1 session of 3 hours
3.	Determining Information Needs for an Organisation/Individual Manager <ul style="list-style-type: none"> <li>• Overview of use of data flow method, analysis of information for decision processes etc.</li> </ul>	2 sessions of 3 hours
4.	Managerial Information systems- <ul style="list-style-type: none"> <li>• Marketing Information Systems</li> <li>• Manufacturing Information Systems</li> <li>• Human Resource Information Systems</li> <li>• Financial Information Systems</li> <li>• Transaction Processing System</li> </ul>	3 sessions of 3 hours
5.	Strategic roles of IS <ul style="list-style-type: none"> <li>• Use of Information for Customer Bonding</li> <li>• Breaking Business Barriers –Business Processes Reengineering</li> <li>• Improving Business Quality – Creating Virtual Company – Using Internet Strategically</li> <li>• Building knowledge Creating Company – Challenges of Strategic of IS – Enterprise –wide systems and E- Business Applications.</li> </ul>	2 sessions of 3 hours
6.	Managing information systems <ul style="list-style-type: none"> <li>• Enterprise Management</li> <li>• Information Resource Management</li> <li>• Technology Management</li> <li>• IS planning methodologies – Critical Success factors – Business Systems Planning – Computer Aided Planning Tools.</li> </ul>	2 sessions of 3 hours
7.	Information Security <ul style="list-style-type: none"> <li>• Sensitize students to the need for information security</li> <li>• Facility controls</li> <li>• Concepts such as confidentiality, Integrity and Availability. Types of threats and risk, overview of some of the manual, procedural and automated controls in real life IT environments.</li> <li>• Computer Crime –Privacy Issues</li> </ul>	2 sessions of 3 hours
8.	Case Studies and Presentations	2 sessions of 3 hours

## Reference Text

1. O'Brien, James A *Management Information Systems*, Tata McGraw Hill, New Delhi,
2. Marvin Gore, *Elements of Systems Analysis & Design*, , Galgota Publications.
3. MIS a Conceptual Framework by Davis and Olson
4. Analysis and Design of Information Systems by James Senn
5. Case Studies : Case on ABC Industrial Gases – Author : Prof Pradeep Pendse
6. Mrs Fields Cookies – Harvard Case Study
7. 2-3 Cases on Requirements Management – Author : Prof Pradeep Pendse
8. O'brien: MIS (TMH)
9. Ashok Arora & Bhatia: Management Information Systems (Excel)
10. Jessup & Valacich: Information Systems Today (Prentice Hall India)
11. L. M. Prasad : Management Information Systems (Sultan Chand)
12. Management Information Systems – Girdhar Joshi – Oxford Publications
13. Management Information Systems – M.Jaiswal & M.Mittal – Oxford Publications
14. . Management Information Systems – Hitesh Gupta – International Book House Ltd
15. Management Information Systems – Dr Sahil Raj – Pearson Publications

## 2.6 Business Research Methods 100 Marks (15 Sessions of 3 Hours Each) Semester II

SL.No	Particulars	Sessions
1	Relevance & Scope of Research in Management and steps involved in the Research Process	1 Session of 3 Hours
2	Identification of Research Problem and Defining MR problems	1 Session of 3 Hours
3	Research Design	1 Session of 3 Hours
4	Data – Collection Methodology Primary Data – Collection Methods Measurement Techniques Characteristics of Measurement Techniques – Reliability, Validity etc. Secondary Data Collection Methods Library Research References Bibliography, Abstracts, etc.	2 Sessions of 3 Hours Each
5	Primary and Secondary data sources Data collection instruments including in-depth interviews, projective techniques and focus groups	2 Sessions of 3 Hours
6	Data management plan – Sampling & measurement	1 Session of 3 Hours
7	Data analysis – Tabulation, SPSS applications data base, testing for association	1 Session of 3 Hours
8	Analysis Techniques Qualitative & Quantitative Analysis Techniques Techniques of Testing Hypothesis – Chi-square, T-test Correlation & Regression Analysis Analysis of Variance, etc. – Making Choice of an Appropriate Analysis Technique.	3 Sessions of 3 Hours Each
9	Research Report Writing and computer Aided Research Methodology – use of SPSS packages	1 Session of 3 Hours
10	Case Studies and Presentations	2 Sessions of 3 Hours Each

### Reference Text

1. Business Research Methods – Cooper Schindler
2. Research Methodology Methods & Techniques – C.R.Kothari
3. D. K. Bhattacharya: Research Methodology (Excel)
4. P. C. Tripathy: A text book of Research Methodology in Social Science(Sultan Chand)
5. Saunder: Research Methods for business students (Pearson)
6. Marketing Research –Hair, Bush, Ortinau (2nd edition Tata McGraw Hill)
7. Marketing Research Text & Cases – (Wrenn, Stevens, Loudon Jaico publication)
8. Marketing Research Essentials – McDaniels & Gates (3rd edition SW College publications)
9. Marketing Research – Aaker, Kumar, Day (7<sup>th</sup> edition John Wiley & Sons)
10. Business Research Methods – Alan Bryman & Emma Bell – Oxford Publications
11. Business Research Methods – Naval Bajpai – Pearson Publications
12. Research Methodology – S.L Gupta & Hitesh Gupta – International Book House Ltd

**DIGITAL BUSINESS MANAGEMENT  
SECOND SEMESTER  
ELECTIVE PAPERS**

**GROUP I**  
**DIGITAL BUSINESS MANAGEMENT**  
**ELECTIVE PAPERS**

**2.7 Digital Transformation 100 Marks (15 Sessions of 3 Hours Each)**

**Semester II**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	<b>Introduction to Digital Transformation-</b> <ul style="list-style-type: none"> <li>• Meaning, Conceptual Origin</li> <li>• The exponential context</li> <li>• Acceleration of innovation and transformation</li> <li>• Digital Transformation and usual suspects</li> <li>• Digital Transformation happens everywhere</li> <li>• Digital Transformation myths and realities</li> <li>• Pro-sponsiveness and pro-daption :focus on future and outcomes</li> <li>• Importance of Digital Transformation for future leaders</li> <li>• Advantages to firm and challenges in digital transformation</li> </ul>	2 Sessions of 3 hours each
2.	<b>Digital Transformation Essential Elements</b> <ul style="list-style-type: none"> <li>• Change Management-Organizational change, integrating new competencies</li> <li>• Intent and Priorities</li> <li>• Digitization</li> <li>• Silos, Responsibilities and Skills</li> </ul>	2 Sessions of 3 hours each
3.	<b>Digital Transformation and Customer Experience</b> <ul style="list-style-type: none"> <li>• Mutual value and Customer experience</li> <li>• Digital Transformation as the middleware for sustainable business results</li> <li>• What to keep in mind about digital transformation and the customer experience- A holistic and enterprise wide approach, People first-the customer experience and DT priority, Knowing the why behind each why, the responsibility for the customer experience, Customer experience, optimization and process optimization must go hand in hand, Management across the board</li> </ul>	2 Sessions of 3 hours each
4. .	<b>Moving from Transformational Technology to Transformation Economy</b> <ul style="list-style-type: none"> <li>• The Third Platform and digital business</li> <li>• The innovation accelerators of the third platform</li> <li>• From transformation to innovation stage</li> <li>• The acceleration of innovation and transformation</li> <li>• Digital transformation and Marketing</li> <li>• Digital Transformation and hyper connected optimization</li> </ul>	2 Sessions of 3 hours each
5.	<b>Digital Transformation and the Key role of Data and information-</b> <ul style="list-style-type: none"> <li>• Information chaos and information as an enabler,</li> <li>• Digital Transformation and intelligent information activation</li> </ul>	1 Session of 3 hours each
6.	<b>Digital Transformation beyond Technology</b> <ul style="list-style-type: none"> <li>• Change, disruption and resistance- Unlocking the</li> </ul>	2 sessions of 3 hours each

	<p>mindset, Engaging others in a digital vision, at scale, Digital skills gap, creating organizational capacity for change, Measuring impact of digital change , Building momentum and breaking inertia</p> <ul style="list-style-type: none"> <li>• The disruptive effect of customers and customer centricity</li> <li>• Creation of digital savvy culture</li> <li>• Challenges for Organization-Conflicting Roles and goals (Coordination and Leadership issues) Lacking a vision or failing to communicate it, Cultural issues, ineffective IT, limiting legacy system, Lack of collaboration, siloed business units, Regulatory concerns and missing skills</li> <li>• The role of CIO, essential skills and qualities, the challenges and opportunities for CIOs</li> </ul>	
7.	<p><b>Digital Transformation in Different Sectors</b></p> <ul style="list-style-type: none"> <li>• Digital transformation in Government and Public Sector</li> <li>• Digital transformation in the utilities industry</li> <li>• Digital transformation in retail banking</li> </ul>	2 sessions of 3 hours each
8.	<p><b>Case studies and Presentations</b></p>	2 sessions of 3 hours each

#### Reference Text

1. Digital Transformation: Online guide to Digital transformation -<http://www.i-scoop.eu/digital-transformation/>
2. WHITE PAPER The 3rd Platform: Enabling Digital ... - TCS- [www.tcs.com/.../3rd-Platform-Enabling-Digital-Transformation.pdf](http://www.tcs.com/.../3rd-Platform-Enabling-Digital-Transformation.pdf)
3. Leading Digital- by George Westerman, Didier Bonnet, and Andrew McAfee
4. Digital Transformation –US edition, Case studies 2014 IMD – International Institute for Management Development

## 2.8 Digital Government 100 Marks (15 Sessions of 3 Hours Each) Semester II

SL.No	Particulars	Sessions
1.	<b>Digital Government-</b> <ul style="list-style-type: none"> <li>• Meaning, nature, Definition and Scope</li> <li>• Domains- taxonomy-current status-India and Global foundations-</li> <li>• Citizen Centric Government-E-government services- Differentiation of G2C, G2B, G2 E- four stages of e-governance</li> <li>• Importance of digital Government</li> <li>• Theories of e-governance, 5 perspectives and 5 theories (Transparency, efficiency, empowerment, economic gains, decentralization)</li> <li>• Models in e-governance- E-Governance Maturity Model - 6C Model - Concept of Public Private Partnership- Technology Frame work for E-governance - E-governance and Good Governance - Benefits and Reasons for the Introduction of E-Governance – Current Status.</li> </ul>	<b>3 Sessions of 3 Hours</b>
2.	<b>E-governance in India</b> <ul style="list-style-type: none"> <li>• National E-Governance Plan and Policy, Overview of E-governance in India</li> <li>• National E-Governance Plan - Central Mission Mode Projects- State Mission Mode Projects Integrated Mission Mode Projects</li> <li>• Implementation Strategy - Components</li> <li>• National E-Governance Plan Programme Management</li> <li>• Major E-governance Projects: Gyandoot, Warna, E-choupal, E-Bhoomi, E-Governance in Nioda City, Raj Nidhi, Raksha Bhoomi.</li> </ul>	<b>3 Sessions of 3 Hours</b>
3.	<b>E-Governance at Local Level</b> <ul style="list-style-type: none"> <li>• E-Sewa (Electronic Citizen Services)</li> <li>• E-governance in Rural Local Bodies - Urban Local Bodies</li> <li>• E-Management of Development Projects at Rural and Urban local bodies</li> <li>• Effective Service Delivery through E-Governance Transparency and Accountability at Grassroot Level.</li> </ul>	<b>2 Sessions of 3 Hours</b>
4.	<b>Issues and Challenges –</b> <ul style="list-style-type: none"> <li>• Cyber Security – Surveillance - Cyber Crimes</li> <li>• Socio-Economic Issues - Digital Divide ((Gender, Geographical, Economical, Social) - Capacity Building and e-Readiness</li> <li>• Socio-Political implications of E-Governance</li> <li>• Issues of integration – Networking with NGOs, CBOs</li> <li>• Government resource planning and process re-engineering - Government Process Re-engineering - Best Practices and Lessons from other E-governance reengineering projects</li> <li>• e- Governance -Critical Factors (Technology, People, Process, Resources, Infrastructure, Nature of PPP models )</li> </ul>	<b>3 Sessions of 3 Hours</b>
5..	<b>Evaluation</b> <ul style="list-style-type: none"> <li>• Measurement, impact, trends</li> </ul>	<b>2 Sessions of 3 Hours</b>
6.	<b>Case Studies and Presentations</b>	<b>2 Sessions of 3 Hours</b>

## Reference Text

- Ashok Agarwal (Ed.), Governance - Case Studies, University Press India Pvt. Limited, Hyderabad, 2007.
- B Srinivas Raj, E-Governance Techniques – Indian and Global Experiences, New Century Publications, New Delhi, 2008.
- Subhash Bhatnagar, Unlocking E-Government Potential – Concepts, Cases and Practical Insights, Sage, New Delhi, 2009.
- G Desai, Information Growth and Economic Growth, Rawat Publications, Jaipur, 2005.
- RP Sinha, E-Governance in India, Initiatives and Issues in India, Center for Public Policy, 2006.
- Y.Parthasaradhi et.al., E-governance and Indian Society, Kanishka, New Delhi, 2009
- B.C.Smith and D.C .Pitt Computer Revolution and Public Administration, Palgrave, 2007

**GROUP II**  
**MARKETING and DIGITAL MARKETING**  
**ELECTIVE PAPERS**

**2.7 a Introduction To Digital Marketing -50 marks (8 Sessions of 3 Hours Each) Semester II**

<b>S. No.</b>	<b>Particulars</b>	<b>Sessions</b>
1.	Digital Marketing Understanding Digital Marketing Process Digital Marketing & Traditional Marketing	<b>1 Session of 3 Hours</b>
2.	Increasing Visibility Types of Visibility Relevant Examples of Visibility	<b>1 Session of 3 Hours</b>
3	Visitors Engagement Importance of Visitors Engagement Relevant Examples of Visitors Engagement	<b>1 Session of 3 Hours</b>
4	Bringing Targeted Traffic Inbound Traffic Outbound Traffic	<b>1 Session of 3 Hours</b>
5	Conversion Leads Types of Conversion Understanding The Conversion Process	<b>1 Session of 3 Hours</b>
6	Importance of Retention Types of Retention Relevant Examples of Retention	<b>1 Session of 3 Hours</b>
7	Performance Evaluation Importance of Performance Evaluation Tools For Measurement of Performance Evaluation	<b>1 Session of 3 Hours</b>
8	Case Studies and Presentations.	<b>1 Session of 3 Hours</b>

**Note:** The teaching of the above subject is to be integrated with practical training.

**Reference Text**

1. Damian Ryan –Understanding Digital marketing, Marketing strategies for engaging the digital, Kogan page
2. Digital Marketing Manual by Will Rowan
3. Digital Marketing: Strategies for Online Success by Godfrey
4. Digital Marketing: Strategy, Implementation and Practice by Dave Chaffy

**2.7b. Website Planning & Creation 50 marks (7 Sessions of 3 Hours Each)-  
Sem II Elective Paper**

<b>S. No.</b>	<b>Particulars</b>	<b>Sessions</b>
1.	Understanding Internet Difference Between Internet & Web Understanding Websites	<b>1 Session of 3 Hours</b>
2.	Understanding Domain Names & Domain Extensions Web Server & Web hosting	<b>1 Session of 3 Hours</b>
3	Different Types of Web servers Different Types of Websites Based on Functionality and Purpose	<b>1 Session of 3 Hours</b>
4	Planning & Conceptualising a Website Identifying objective of website Deciding on Number of Pages Required	<b>1 Session of 3 Hours</b>
5	Planning For Engagement Options Creating Bluepr int of Every Webpage Relevant Examples	<b>1 Session of 3 Hours</b>
6	Building website using CMS in class Booking a domain name & webhosting Adding domain name to web server Adding Webpages & Content Adding Plugins	<b>1 Session of 3 Hours</b>
7	Case Studies and Presentations.	<b>1 Session of 3 Hours</b>

**2.8 Social Media Marketing 100 marks (15 Sessions of 3 Hours Each)  
Semester II**

S. No.	Particulars	Sessions
1.	What is Social Media? Understanding the Existing Social Media Paradigms How social media marketing is different than other forms of internet marketing Marketing on Social Networking Websites Viral Marketing and Its importance	<b>1 Session of 3 Hours</b>
2.	<b>Facebook Marketing</b> Understanding Facebook Marketing Facebook Glossary Facebook fan page vs profile vs group Creating Facebook page Uploading Contacts for invitation Adding Facebook plugins in website Creating external tabs in Facebook page Exercise on fan page wall posting Increasing fans on fan page Marketing on fan page (with Examples) Fan Engagement Important Apps to do fan page marketing Facebook Advertising Types of Facebook advertising Best practices for Facebook Advertising Facebook marketing tips Understanding facebook best practices – learn the lingo Understanding edgerank and art of engagement Most engaging page on facebook Using 3 <sup>rd</sup> Party Applications on facebook, facebook analytics – (free/paid) Creating Facebook advertising campaign Targeting in ad campaign Payment module CPC vs CPM vs CPA Setting up conversion tracking Using Power editor tool for advertising Advance Facebook Advertising using tools	<b>3 Sessions of 3 Hours</b>
3	<b>LinkedIn Marketing</b> What is LinkedIn Understanding LinkedIn Company Profile vs Individual Profiles Marketing on LinkedIn groups Understanding LinkedIn groups How to do marketing on LinkedIn groups LinkedIn advertising and its best practices Increasing ROI from LinkedIn ads	<b>2 Sessions of 3 Hours</b>

4	<b>Twitter Marketing</b> Understanding Twitter Tools to listen and measure influence on twitter : TweetDeck, Klout, PeerIndex How to do marketing on Twitter Black Hat Techniques of Twitter Marketing Advertising on Twitter Case Studies on Twitter Marketing Tools for Twitter Marketing	<b>2 Sessions of 3 Hours</b>
5	<b>Video Marketing</b> Understanding Video Campaign Creating 1 <sup>st</sup> Video Campaign Importance of Video Marketing Benefits of Video Marketing Uploading Videos on Video Marketing Websites Using Youtube for business Developing Youtube video marketing strategy Bringing Visitors from youtube videos to your website Creating Video ADgroups Targeting Options Understanding BID Strategy	<b>2 Sessions of 3 Hours</b>
7	What is email marketing- How email works Challenges faced in sending bulk emails How to overcome these challenges Types of email marketing – Opt – in & bulk emailing What is opt – in email marketing Best platforms to do opt – in email marketing Setting up lists and web form Creating a broadcast email What are auto responders? How to do bulk emailing Best practices to send bulk emails Tricks to land in inbox instead of spam folder Top email marketing software’s & a glimpse of how to use them Improving ROI with A/B testing	<b>3 Sessions of 3 Hours Each</b>
8	Presentations and Case Studies	<b>2 Sessions of 3 Hours Each</b>

#### Reference Text

1. The Social Media Bible: Tactics, Tools and Strategies for business success- by Lon Safko
2. The social Media marketing: The next Generation of Business engagement by Dave Evans , Susan Bratto, Jake Mckee-Wiley India
3. The Social Media Marketing book by Dan Zarrela

**GROUP III**  
**HUMAN RESOURCE AND DIGITAL HUMAN RESOURCE**  
**ELECTIVE PAPERS**

**2.7 Human Resource and e-HRM- 100 marks (15 Sessions of 3 Hours Each)**

**Semester II**

<b>SLNO</b>	<b>Particulars</b>	<b>Sessions</b>
1.	<b>Fundamental of Human Resource Management (HRM)</b> Meaning, Scope and Approaches to HRM/Inter Disciplinary Approach Personnel Department, Its Organization, Policies, Responsibilities and Place in the Organization	<b>1 Session of 3 hours each</b>
2.	<b>Human Resource Planning</b> The Planning Process, Indicators and trends, Ascertaining demand and Supply in HR, Forecasting Techniques, Estimation of internal and external supply Job Analysis, Job Description, Job enrichment, Job Empowerment, Job satisfaction, Morale and Personnel turnover	<b>2 Sessions of 3 hours each</b>
3.	<b>Recruitment, Selection and Placement of Employees</b> <b>Scientific Recruitment and Selection</b> -Factors affecting recruitment, Sources/Methods of recruitment, Assessing Recruitment methods, Ethical issues in Recruitment-Unfair discrimination, Data Protection Selection as a process, Selection Methods and ethical issues Role of interview, Forms, Steps in interviewing, Interview Skills, interview efficiency, Training and Development of the interviewer, Campus Selection Interview, Conference, Interview Technique used for global sourcing, Orientation and employee placement, promotions, transfers and demotions, separations, attrition, layoffs and termination	<b>3 Sessions of 3 hours each</b>
4.	<b>Performance Management</b> MBO approach, performance counseling and career planning, Training and Development –Identification of training needs, training methods, Management Development Programme	<b>1 Sessions of 3 hours each</b>
5.	<b>Organization Development and Organizational Change</b> Organization Structures, Re-engineering, Multi-Skilling, BPR Management of Organizational Change	<b>1 Session of 3 hours each</b>
6.	<b>Introduction to e-HRM/Digital HR</b> Meaning and Definition and Objectives, Scope and types of e-HRM e-HRM Models and e-HRM tools, e-HRM advantages, limitations and outcomes	<b>1 Session of 3 Hours each</b>
7.	<b>Managing HR in Digital World</b> The new technologies for HR Evaluating technologies before adopting them The new technological challenges facing HR The digital Transformation of HR Leveraging the digital megatrends to transform HR	<b>1 Session of 3 Hours each</b>
8.	<b>Digital HR Strategy-</b> The framework of an HR digital strategy, Communicating the digital strategy, how digitization drives effective decision making, improving communication and administrative work	<b>1 session of 3 hours each</b>
9.	<b>HR Application Systems</b>	<b>2 Sessions of</b>

	Importance of accurate data and analytics in HR, Unified and interactive platforms, using technology for more efficiency and productivity, the Pros and cons of HR systems Job Analysis and e-job designing, e-Human Resource Planning, e-Recruitment and Selection ,e-Training and Development, e-Compensation and Performance management, e-Payroll Management	<b>3 Hours each</b>
10.	<b>Digitization as a strategic partner</b> HR metrics and measurements, Building Rivers of information, Big data concepts and uses, HR and Cloud management, A road map for solid HR digitization processes, Digital HR Threats, mistakes and pitfalls to avoid	<b>1 Session of 3 Hours</b>
11.	<b>Case Studies and Presentations</b>	<b>1 Session of 3 Hours each</b>

### Reference Text

1. Human Resource Management – P.Subba Rao
2. Personnel Management – C.B. Mammoria
3. Dessler: Human Resource Management(Prentice Hall India)
4. Personnel/Human Resource Management: DeCenzo & Robbins (Prentice Hall India)
5. D. K. Bhattacharya: Human Resource Management (Excel)
6. VSP Rao – Human Resource Management(Excel)
7. Gomez: Managing Human Resource (Prentice Hall India)
8. Human Resource Management – Dr P Jyothi and Dr D.N Venkatesh – Oxford Publications
9. Human Resource Management in the Digital Economy: Creating Synergy between Competency Models and Information-Susana de Juana et.al.
10. The brave new world of e-HR-Hal Gueutal, Dianna L.Stone-Pfeiffer Feb. 2005, Wiley
11. The Strategic Constraints of HR in the digital age- <http://www.managementsite.com/189/>

## 2.8a e-Training Designing and Developing 50 marks ( 9 Sessions of 3 Hours each-Semester II

SL. No	Particulars	Sessions
1.	<b>Overview of training in organization</b> -Role of training, Structure of training, Planning for Training and Development, Steps in Planning-Need assessment-Design-Development-Implementation and Evaluation. Organization of training, , Learning organization, Principles of Adult Learning, Learning Styles, Self General Learning Experimental Learning,. Motivation and Performance Traditional training methods	<b>3 Sessions of 3 Hours each</b>
2.	<b>Introduction to e-training</b> Meaning and importance, use of technology in training, internet rule and drivers for e-training	<b>1 Session of 3 hours each</b>
3.	<b>Planning for e-training –</b> Need of e-training development as opposed to another method, goals, Targeted audience, what they know about the topic, who will provide contents, check the suitability of subject matter and desired outcomes suited to e-training, what institutional approach is best to train this audience in the skills to be developed, what audience expects after completing the training	<b>1 Session of 3 hours each</b>
4.	<b>e- Training Administration</b> e-training budget, Scheduling, set e-training objectives, interactivity, designing of e-training- interface and navigation, content-text, graphics, multimedia Product evaluation –Formative evaluation, Summative Evaluation Assessment-Assessment types, question development, formats	<b>1 Session of 3 hours each</b>
5.	<b>E-Training Types</b> Computer based training, Satellite based training, E training methods: E mail, Internal Portal, Bulletin boards, Virtual Class Room, Web-based training, Webinars, Internet Chat sessions, Company Intranet and websites, Other media like video conference	<b>1 Session of 3 Hours</b>
6.	<b>Organizational Readiness for e-Training</b> To check Organizational Readiness by using McKinsey 7S Model, Different LMS systems available for Corporate Training-Moodle, Coursesites by Blackboard, Sakai, Latitude Learning, Dokeos, Latitude Learning, efront, Schoology, Ilias, Atutor Enhanced enterprise Training,	<b>1 Session of 3 Hours each</b>
7. .	<b>Case Studies of IBM and Cisco system, Presentation</b>	<b>1 Session of 3 Hours</b>

### References

- Effective Training Systems, Strategies and Practices, P. Nick Blanchard, James W Thacker second edition Pearson Education
- Employee Training and Development by Raymond A Noe, 3ed. McGraw Hill Publication (International Edition)
- E-Training and Development –Collin Barrow, John Willey and Sons- Capstone Publishing -2003 -EXPRESS EXEC.Com
- E-Training Practices for Professional Organizations –Miika Lehtonen- Springer

**2.8b Human Resource Information Systems 50 marks (6 Sessions of 3 Hours Each) Semester II**

<b>S. No.</b>	<b>Particulars</b>	<b>Sessions</b>
1	<b>Introduction To Human Resource Management And Human Resource Information Systems:</b> Evolution of Human Resource Management and Human Resource Information Systems: The Role of Information Technology, Database Concepts and Applications in Human Resource Information Systems, Systems Considerations in the Design of an HRIS: Planning for Implementation	<b>2 Session Of 3 Hours</b>
2	<b>Determining Human Resource Information System's Needs:</b> Human Resource Information Systems Needs Analysis, System Design and Acquisition, HR Metrics and Workforce Analytics, Cost Justifying Human Resource Information Systems Investment	<b>1 Session Of 3 Hours</b>
3	<b>Resource Information Systems Implementation And Acceptance:</b> HR system applications , Human Resource Information Systems Project Management, Change Management: Implementation, Integration and Maintenance of the Human Resource Information Systems	<b>2 Session2 Of 3 Hours</b>
4.	<b>Special Topics In Human Resource Information Systems:</b> Information Security and Privacy in Human Resource Information Systems, The Future of Human Resource Information Systems: Emerging Trends in Human Resource Management and Information Technology	<b>1 Session Of 3 Hours</b>

**Reference Books**

Human Resource Information Systems- Basics, Application, Future and Direction by Dr. Michael Kavanagh and Dr. Mohan Thite  
 Human Resource Information System by P.K.Gupta and Sushil Chaabra  
 Human Resource Management by Gary Dessler, Pearson Publication

**GROUP IV  
FINANCE AND DIGITAL FINANCE  
ELECTIVE PAPERS**

**2.7 e-Finance 100 Marks -(15 Sessions of 3 Hours )Semester II**

SL .No	Particulars	Sessions
1.	<b>Overview of Financial services in India-</b> <ul style="list-style-type: none"> <li>• Financial Markets-Types, OTC and Exchange Markets, Financial Securities Market Operations and Financial Market activities</li> <li>• Financial Institutions-Exchanges, Clearing Houses, Commercial and Investment Banks, Broking Houses, PMS, Hedge Funds, Mutual Funds and Insurance Firms</li> <li>• Financial Instruments-Equity, debt, Derivatives-Forward, Futures and Options, Equity and Equity Index , Currency, Commodity Swaps and Swap Options, Mortgages and MBS</li> </ul>	5 sessions of 3 hours each
2.	<b>Fixed Income Instruments</b> <ul style="list-style-type: none"> <li>• Time Value of Money</li> <li>• Bond Characteristics, Bond Types - Sovereign, Municipal, Agency, Corporate, etc.</li> <li>• Coupon Types - Zero Coupon, Fixed Rate Coupon, Floating Rate Coupon</li> <li>• Risk-free Rate of Interest , Term Structure of Interest Rates</li> <li>• Yield to Maturity (YTM) - Bond Pricing Using Yield-to-Maturity (YTM) , Estimation of YTM from market data</li> <li>• Spot Rates / Zero Coupon Yield (ZCY)</li> <li>• Bond Pricing using ZCYC curve , Bootstrapping ZCYC from YTM</li> <li>• Forward Rates</li> <li>• Yield Curve construction using methods like: bootstrapping, linear interpolation, polynomial interpolations</li> <li>• Pricing Floaters and Inverse Floaters</li> <li>• Fixed Income &amp; Money Market returns : Coupon Rate, Current Yield, Yield-To-Maturity, Discount Yield, Money Market Yield, Par Yield, Bond-equivalent Yield, Yield-To-Call/Yield-To-Put Price Yield Relationship</li> <li>• Fixed Income Risk Measures -Bond Duration, Modified Duration , Bond Convexity , Price Value of Basis Point (PVBP)</li> </ul>	5 sessions of 3 hours each
3.	<b>Introduction to e-finance</b> <ul style="list-style-type: none"> <li>• Meaning, Definition, components, functions, goals benefits and advantages,</li> <li>• Deployment of e-Finance and phases of Deployment</li> <li>• Difficulties in transition</li> <li>• E-Finance scenario in India</li> </ul>	1 session of 3 hours each
4.	<b>E-Finance Products and services</b> <ul style="list-style-type: none"> <li>• e-finance and the financial services industry- e-finance in Banking and Insurance companies, e-finance in security firms,</li> </ul>	2 sessions of 3 hours each

	<p>e-finance in mutual funds and capital markets- online trading in shares</p> <ul style="list-style-type: none"> <li>• Impact of e-finance on-Financial Market, Stock markets and mutual funds, on Foreign Exchange Market, on Bond Market, online Banking</li> </ul>	
5.	<p><b>Fintech</b></p> <ul style="list-style-type: none"> <li>• Introduction to Fintech-emergence, definition, operating areas and growth potential, Key trends in Fintech-mobile payment, personal finance, P2P lending and virtual currencies</li> <li>• Three ways technology disrupts the consumer finance industry, Opportunities and trends for the new entrants from different sectors <ul style="list-style-type: none"> <li>• P2P lending opportunities and risks, Threats to traditional payment retail brokerage and insurance services</li> <li>• Fintech opportunities in Asia and India</li> </ul> </li> </ul>	1 session of 3 hours each
6.	<b>Case Study and Presentations</b>	1 session of 3 hours each

### Reference Text

1. Financial Markets and Institutions by Anthony Saunders- Tata McGraw Hill Publication
2. SEBI Guidelines (available on net) on Mutual funds.
3. Handouts / Soft copies ('Excel bond') on some topics like Bond Mathematics, Portfolio Management, Evaluation of Mutual Fund performance etc will be given.
4. Financial Institutions & Markets – Meir Kohn – Oxford Publications
5. Indian Financial System – Dr S.C Bihari – International Book House Ltd
6. Financial Markets & Institutions – Fredric S Mishkin, Stanley G Eakins – Pearson Publications
7. E-Finance –An Introduction-Franklin Allen and James Macandrews, Philip Strahan, Journal of Financial Services Research 2002 <http://finance.wharton.upenn.edu/~allenf/download/Vita/e-finance.pdf>
8. E-finance The Future is Here-Vasant Joshi 2010-Sage Publication
9. E-Finance –Log in To the Future-Vasant Joshi-2004-Sage publication
10. Breaking Banks by Brett King – The Innovators, Rogues and Strategists – Rebooting Banking (by Wiley)
11. Digital Bank by Chris Skinner – Strategies to Launch or Become a Digital Bank (by Marshall Cavendish Business)
12. The Power of Mobile Banking by Sankar Krishnan – How to profit from the Revolution in Retail Financial Services (by Wiley)

## 2.8 e-Banking Management-100 Marks (15 Sessions of 3 Hours) Semester II

SL No	Particulars	Sessions
1.	<b>Introduction to E-Banking /Mobile Banking</b> <ul style="list-style-type: none"> <li>• Meaning and definition of e –banking, Concept of Virtual Banking, Internet banking growth, Characteristics of internet banking</li> <li>• Dimensions for Internet Service Quality</li> <li>• Types of Internet Banking</li> <li>• Internet Technology and Bank Strategies</li> <li>• Participants of Internet Banking</li> <li>• Risks and challenges in Internet Banking</li> <li>• Different types of e-banking services</li> <li>• Mobile banking</li> </ul>	2 sessions of 3 hours
2.	<b>Role of ICT in Banking-</b> <ul style="list-style-type: none"> <li>• Banking Technology : Electronic banking-core banking-electronic products banking technology-distribution channels-Teller machines at the bank counters-cash dispensers-payment systems -ATMs –Anywhere any time banking NEFT – RTGS – SWIF, home banking (corporate&amp; personal</li> <li>• Information Technology: Bank net, RBI Net, Data net , Nienet, I-net, Internet, E-mail – Current trends. Role and uses of technology gradation.</li> <li>• Online banking –online enquiry and update facilities-personal identification numbers and their use in conjunction with magnetic cards of both credit and debit cards, smart cards, signature storage and display by electronic means, cheque truncation, microfiche, note and coin counting devices</li> </ul>	2 sessions of 3 hours
3.	<b>E-Banking Technologies</b> <ul style="list-style-type: none"> <li>• The Internet</li> <li>• Mobile Banking Technologies</li> <li>• Backend Systems</li> <li>• Product applications</li> <li>• Data Warehousing</li> <li>• Knowledge Management Systems</li> <li>• Customer Relationship Management</li> <li>• Middleware</li> <li>• Website Development Issues</li> <li>• Web-applications and implementation modes</li> <li>• e-banking system as a whole</li> </ul>	2 sessions of 3 hours
4.	<b>Managerial Perspective</b> <ul style="list-style-type: none"> <li>• Management challenges, Treading the Organizational Maze, Managing Relationship with Customers, Managing external relationships marketing and sales and regulation management</li> </ul>	2 sessions of 3 hours
5.	<b>Issues in e-banking management</b> <ul style="list-style-type: none"> <li>• Technology related problems-IT and telecommunication infrastructure issues, capacity/scalability problems, Availability and systems integration, website design and operational functionality</li> <li>• Management Problems-Regulatory issues, Information Management ,Outsourcing problems, security, Loss of personal relationship, Organizational structure and resistance, trust issues, Clash with other</li> </ul>	2 sessions of 3 hours

	Services Delivery Channels, Ethical issues	
6.	<b>Human Involvement</b> <ul style="list-style-type: none"> <li>• Information System as Social Systems</li> <li>• Scoping E-banking Management : The Critical Assessment of System Boundaries</li> </ul>	1 session of 3 hours
7.	<b>E-Banking project Management-Overview</b> <ul style="list-style-type: none"> <li>• Project Management Overview</li> <li>• Project Planning</li> <li>• Setting Success Criteria</li> <li>• A system approach to project management</li> <li>• Managing Human issues</li> </ul>	1 session of 3 hours
8.	<b>Knowledge Management(KM)for E-Banking</b> <ul style="list-style-type: none"> <li>• Introduction, meaning, philosophies and theoretical roots,</li> <li>• Applying KM to e-banking</li> <li>• A Critical systems framework for KM in e-business</li> <li>• Future of KM and e-Banking</li> </ul>	1 session of 3 hours
11	<b>Strategy Development for e-banking</b> <ul style="list-style-type: none"> <li>• Strategy Development tools</li> <li>• Corporate Strategy as plans for Patterns</li> <li>• Strategic Alignment</li> <li>• Competitive Advantage</li> <li>• Porter's Three generic Strategies</li> <li>• Stitching it Together</li> </ul>	1 session of 3 hours
12.	<b>Case Studies and Presentations</b>	1 session of 3 hours

#### Reference Text

1. E-Banking Management-Issues, Solutions and Strategies-Mahmood Shah and Steve Clarke- Information Science Reference-Harshey-New York
2. The Evolution of Online Investment Banking-Troy J. Strader, Springer 2001
3. E-Banking in India- Risk Management in Payments and Settlement System-Rituparna Das
4. Electronic Banking in India: Innovations, Challenges and Opportunities-Karamjit Kaur, Rajneesh [www.researchpublish.com](http://www.researchpublish.com)

**GROUP V  
INFORMATION TECHNOLOGY  
ELECTIVE PAPERS**

**2.7 E – Commerce 100 marks (15 Sessions of 3 Hours Each) Semester II**

SL No	Particulars	Sessions
1.	Introduction to Electronic Commerce: Meaning, nature and scope; Channels of e - commerce; Business applications of e -commerce; Global trading environment and adoption of e-commerce. Business Models of E-commerce and Infrastructure; B2B, B2C, B2G and other models of e-commerce; Applications of e-commerce to supply chain management; product and service digitization; Remote servicing procurement, and online marketing and advertising E-commerce resources and infrastructure planning	2 Sessions of 3 Hours
2.	Business to Consumer E-commerce Applications: Cataloging; Order planning and order generation; Cost estimation and pricing; Order receipt and accounting; Order selection and prioritization: Order scheduling, fulfilling and delivery, Order billing and payment management; Post sales services.	2 Sessions of 3 Hours
3.	Business to Business E-Commerce: Need and alternative models of B2B e - commerce; Using Public and private computer networks for B2B trading: EDI and paperless trading: characteristic features of Edi service arrangement; Internet based EDI; EDI architecture and standards; VANs; Costs of EDI infrastructure; Reasons for slow acceptability of EDI for trading; E-marketing – Traditional web promotion: Web counters; Web advertisements.	3 Sessions of 3 Hours
4.	Electronic Payment Systems and Order Fulfilment: Types of payment systems - e-cash and currency servers, echeques, credit cards, smart cards, electronic purses and debit cards; Operational, credit and legal risks of e - payment, Risk management options for e - payment systems; Order fulfilment for e -commerce	2 Sessions of 3 Hours
5.	Security Issues in E-Commerce: Security risks of e-commerce-Types and sources of threats; Protecting electronic commerce assets and intellectual property; Firewalls; Client server network security; Data and message security; Security tools; Digital identity and electronic signature; Encryption approach to e-commerce security.	2 Sessions of 3 Hours
6.	Regulatory Environment of E-Commerce: Borders and jurisdiction contracting and contract enforcement; International cyber laws -aims and salient provisions; cyber laws in India and their limitations; Taxation and e -commerce; Ethical issues in e -commerce	2 Sessions of 3 Hours
7.	Case Studies and Presentations.	2 Sessions of 3 Hours

**Reference Text**

1. Introduction to E-business- Ravi Kalakota
2. CIO magazine- [www.cio.com](http://www.cio.com)
3. Technology Forecast- Price Waterhouse Coopers
4. McKinsey Quarterly- [www.mckinseyquarterly.com](http://www.mckinseyquarterly.com)

## 2.8 Strategic Information Technology Management- 100 marks (15 Sessions of 3 Hours Each) Semester II

SL.No.	Particulars	Sessions
1.	<b>Information Technology and Competitive Advantage -</b> <ul style="list-style-type: none"> <li>• Role of Information systems in organization, Some key concepts related to strategy such as value chain, five forces, information asymmetry, network effects and switching cost</li> <li>• Information Technology vs. Information systems</li> <li>• Two different approaches for gaining Competitive Advantages-Market Based Approach and Resource Based Approach</li> <li>• Strategic Role of IT in gaining Competitive Advantages</li> </ul>	2 Sessions of 3 Hours
2.	<b>ERP systems, Business Processes and IT</b> <ul style="list-style-type: none"> <li>• Meaning and definition of of Business Process, Organizational processes and Information systems</li> <li>• Introduction to Business Process Management</li> <li>• Use of ERP in Business Process</li> <li>• Business Process Reengineering</li> </ul>	2 Sessions of 3 Hours
3.	<b>Using Information for Decision Making</b> <ul style="list-style-type: none"> <li>• How organization leverage data for competitive advantage</li> <li>• Definition of “data warehouse” and “Data mining”, and Business Intelligence, How they can be used as part of an organization strategy</li> <li>• The Data Asset, Databases, Business Intelligence and Competitive Advantage</li> </ul>	2 Sessions of 3 Hours
4.	<b>Research on Internet use</b> <ul style="list-style-type: none"> <li>• Marketing Online- Online Advertising, Search Engine Marketing, Social Media and e-mail Marketing</li> </ul>	3 Sessions of 3 Hours
5.	<b>Technology Trends</b> <ul style="list-style-type: none"> <li>• Cloud Computing - the role of software, meaning of cloud computing</li> <li>• Web 2.0 –Understanding web 2.0 , different aspects of web 2.0 and related technologies, web media, how to use world wide web for business and marketing purpose</li> <li>• Mobile technology- such as iPhone, iPad and Androaid phones, impact of mobile technologies on business and mobile strategy for a business</li> </ul>	2 Sessions of 3 Hours
6.	<b>Creating a Technology Strategy</b> <ul style="list-style-type: none"> <li>• Developing an IT Strategy</li> <li>• Writing your own strategy- Develop your web, web media and mobile strategy</li> </ul>	2 Sessions of 3 Hours
7.	<b>Case Studies and Presentations</b>	2 Sessions of 3 Hours