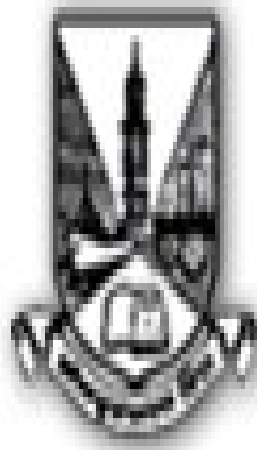


AC 26/6/2015

Item no. 4.40



University of Mumbai

मुंबई विद्यापीठ

Syllabus of
Innovative Programme –
Master of Management Studies in
Digital Marketing

2 Years full-time Masters Degree Course in
Management (Digital Marketing)

(Effective from the academic year 2014 – 2015)

Semester I –

Sr. No.	Subject	Teaching Hours		Assessment Pattern					
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits	
1	Perspective Management	30	2	40 IA	60 IA	100	3	2.5	
2	Business Communication and Management Information Systems	30	2	40 IA	60 IA	100	3	2.5	
3	Organisational Behaviour	30	2	40 IA	60 IA	100	3	2.5	
4	Financial Accounting	30	2	40 IA	60 IA	100	3	2.5	
5	Operations Management	30	2	40 IA	60 IA	100	3	2.5	
6	Marketing Management	30	2	40 IA	60 IA	100	3	2.5	
7	Managerial Economics	30	2	40 IA	60 IA	100	3	2.5	
8	Business Statistics	30	2	40 IA	60 IA	100	3	2.5	
				Total No of Credits					20

UA: - University Assessment; IA: - Internal Assessment

Semester II – Digital Marketing

Sr. No.	Subject	Teaching Hours		Assessment Pattern					
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits	
1	Financial Management	30	2	40 IA	60 IA	100	3	2.5	
2	Business Research Methods	30	2	40 IA	60 IA	100	3	2.5	
3	Introduction to Digital Marketing	30	2	40 IA	60 IA	100	3	2.5	
4	Website Planning & Creation	30	2	40 IA	60 IA	100	3	2.5	
5	Search Engine Optimization (SEO)	30	2	40 IA	60 IA	100	3	2.5	
6	PPC Advertising	30	2	40 IA	60 IA	100	3	2.5	
7	Google Analytics	30	2	40 IA	60 IA	100	3	2.5	
8	E – Commerce Marketing	30	2	40 IA	60 IA	100	3	2.5	
				Total No of Credits					20

UA: - University Assessment; IA: - Internal Assessment

Semester III – Digital Marketing

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	International Business	30	2	40 IA	60 UA	100	3	2.5
2	Strategic Management	30	2	40 IA	60 IA	100	3	2.5
3	Social Media Marketing	30	2	40 IA	60 UA	100	3	2.5
4	Email Marketing	30	2	40 IA	60 IA	100	3	2.5
5	Online Advertising	30	2	40 IA	60 IA	100	3	2.5
6	Ad – Sense & Blogging	30	2	40 IA	60 IA	100	3	2.5
7	Marketing Research & Analytics	30	2	40 IA	60 IA	100	3	2.5
8	Customer Relationship Management	30	2	40 IA	60 IA	100	3	2.5
9	Summer Internship Project	100						2.5
		Total No of Credits						20

UA: - University Assessment; IA: - Internal Assessment

Semester IV – Digital Marketing

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	Management control systems	30	2	40 IA	60 UA	100	3	2.5
2	Creativity & Innovation Management	30	2	40 IA	60 IA	100	3	2.5
3	Lead Generation For Business	30	2	40 IA	60 IA	100	3	2.5
4	Mobile Web Marketing	30	2	40 IA	60 IA	100	3	2.5
5	Content Marketing	30	2	40 IA	60 IA	100	3	2.5
6	Affiliate Marketing	30	2	40 IA	60 IA	100	3	2.5
7	Industry Oriented Dissertation Project	100						2.5
			Total No of Credits					20

UA: - University Assessment; IA: - Internal Assessment

Semester	Total No of Credits
Semester I	20
Semester II	20
Semester III	22.5
Semester IV	17.5
Total	80

SEMESTER I

Perspective Management (15 Sessions of 3 Hours Each) Sem I

S. No.	Particulars	Sessions
1	<ul style="list-style-type: none"> ➤ Management : Science, Theory and Practice - The Evolution of Management ➤ Thought and the Patterns of Management Analysis - Management and Society : ➤ Social Responsibility and Ethics - Global and Comparative Management - The ➤ Basis of Global Management – Functions of Management-The Nature and Purpose ➤ of Planning - Objectives - Strategies, Policies and Planning Premises - Decision ➤ Making - Global Planning. 	3 Sessions of 3 Hours
2	<ul style="list-style-type: none"> ➤ The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff ➤ Authority and Decentralization - Effective Organizing and Organizational Culture - ➤ Global Organizing. Co-ordination functions in Organisation - Human Factors and ➤ Motivation - Leadership - Committees and group Decision Making - ➤ Communication - Global Leading. 	2 Sessions of 3 Hours
3	<ul style="list-style-type: none"> ➤ The System and Process of Controlling - Control Techniques and Information ➤ Technology - Global Controlling and Global Challenges – Direction Function – Significance. 	2 Sessions of 3 Hours
4	<ul style="list-style-type: none"> ➤ “Mental Conditioning”-Cover areas such as Entrepreneur Versus Manager: Risk and Rewards; To be a Master and not a Servant; Social: contribution: creating jobs. Work when and where you want; Scope for innovation and creativity. 	2 Sessions of 3 Hours
5	<ul style="list-style-type: none"> ➤ Strategic Management: -Definition, Classes of Decisions, Levels of Decision, Strategy, Role of different Strategist, Relevance of Strategic Management and its Benefits, Strategic Management in India 	2 Sessions of 3 Hours

6	Recent Trends in Management: - Social Responsibility of Management – environment friendly management Management of Change Management of Crisis Total Quality Management Stress Management International Management	2 Sessions of 3 Hours
7	Case Studies and Presentations.	2 Sessions of 3 Hours

Reference Text

1. Management – A competency building approach – Heil Reigel / Jackson/ Slocum
2. Principles of Management – Davar
3. Good to Great – Jim Collins
4. Stoner, Freeman & Gulbert: Management (Prentice Hall India)
5. V.S.P. Rao & V. Hari Krishna: Management Text & Cases (Excel Books)
6. Heinz Weirich: Management (Tata McGraw Hill)
7. Certo: Modern Management (Prentice Hall India)
8. Management – Principles, Processes and Practices – Anil Bhat and Arya Kumar – Oxford

Publications

9. Management – Theory & Practice – Dr Vandana Jain – International Book House Ltd
10. Principles of Management – Esha Jain – International Book House Ltd

Business Communication & Management Information Systems (15 Sessions of 3 Hours Each) Sem I

Business Communication

SL.No	Particulars	Sessions
1	Introduction to Managerial Communication Understanding the Components of Communication Small Group and Team Communication Business and Professional Communication	2 Sessions of 3 Hours Each
2	Written Analysis and Communication Spoken Business Communication	1 Session of 3 Hours
3	Cultural Identities and Intercultural Communication Difficult Communication	1 Session of 3 Hours
4	Intercultural Communication Competence Organizational Communication	1 Session of 3 Hours
5	Persuasive Communication Barriers to Communication	1 Session of 3 Hours

Reference Text

1. Cottrell, S. (2003) The study skills handbook – 2nd Ed Macmillan
2. Payne, E. & Whittaker L. (2000) Developing essential study skills, Financial Times – Prentice Hall
3. Turner, J. (2002) How to study: a short introduction – Sage
4. Northledge, A. (1990) The good study guide The Open University
5. Giles, K. & Hedge, N. (1995) The manager's good study guide The Open University
6. Drew, S. & Bingham, R. (2001) The student skills guide Gower
7. O'Hara, S. (1998) Studying @ university and college Kogan Page
8. Buzan, T. & Buzan, B. (2000) The Mind Map Book BBC Books
9. Svantesson, I. (1998) Learning maps and memory skills, Kogan Page
10. Theosarus – Merrilium – Oxford
11. Sen: Communication Skills (Prentice Hall India)
12. J . V. Vilanilam: More effective Communication(Sage)
13. Mohan: Developing Communication Skills(MacMillan)
14. Business Communication – Hory Sankar Mukherjee – Oxford Publications
15. Business Communication – Sangeeta Magan – International Book House Ltd

Management Information Systems

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> ❖ Basic Information Concepts and Definitions ❖ Need for Information and Information Systems (IS) in an organization ❖ Characteristics of Information and Organisation with respect to organization form, structure , philosophy, hierarchy etc 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> ❖ Types of IS – Transaction ❖ Operational Control ❖ Management Control ❖ Decision Support ❖ Executive Information Systems 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> ❖ Determining Information Needs for an Organisation/Individual Manager ❖ Overview of use of data flow method, analysis of information for decision processes etc. 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> ❖ Strategic use of Information and IS – Use of Information for Customer Bonding ❖ For Knowledge Management ❖ For innovation, ❖ For Managing Business Risks ❖ For Creating a new business models and new business reality. 	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none"> ❖ Information Security – ❖ Sensitize students to the need for information security ❖ 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. 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ❖ Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text:

1. MIS a Conceptual Framework by Davis and Olson
2. Analysis and Design of Information Systems by James Senn
3. Case Studies : Case on ABC Industrial Gases – Author : Prof Pradeep Pendse
Mrs Fields Cookies – Harvard Case Study
Select Business Cases identified by each Group of Students for work thru the entire subject
- 2-3 Cases on Requirements Management – Author : Prof Pradeep Pendse
4. O'brien: MIS (TMH)
5. Ashok Arora & Bhatia: Management Information Systems (Excel)
6. Jessup & Valacich: Information Systems Today (Prentice Hall India)
7. L. M. Prasad : Management Information Systems (Sultan Chand)
8. Management Information Systems – Girdhar Joshi – Oxford Publications
9. Management Information Systems – M.Jaiswal & M.Mittal – Oxford Publications
10. Management Information Systems – Hitesh Gupta – International Book House Ltd
11. Management Information Systems – Dr Sahil Raj – Pearson Publications

Organization behavior 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	Introduction to OB Origin, Nature and Scope of Organisational Behaviour Relevance to Organisational Effectiveness and Contemporary Issues.	1 Session of 3 Hours
2	Personality: Meaning and Determinants of Personality Process of Personality Formation Personality Types Assessment of Personality Traits for Increasing Self Awareness.	1 Session of 3 Hours
3	Perception, Attitude and Value Perceptual Processes, Effect of perception on Individual Decision-Making, Attitude and Behaviour. Sources of Value Effect of Values on Attitudes and Behaviour. Effects of Perception, Attitude and Values on Work Performance.	2 Sessions of 3 Hours Each
4	Motivation Concepts : Motives Theories of Motivation and their Applications for Behavioural Change.	2 Sessions of 3 Hours Each
5	Group Behaviour and Group Dynamics Work groups formal and informal groups and stages of group development. Concepts of Group Dynamics, group conflicts and group decision making. Team Effectiveness : High performing teams, Team Roles, cross functional and self directed teams	2 Sessions of 3 Hours Each
6	Organisational Design: Structure, size, technology Environment of organisation; Organizational Roles: -Concept of roles; role dynamics; role conflicts and stress. Organisational conflicts	2 Sessions of 3 Hours Each
7	Leadership: Concepts and skills of leadership Leadership and managerial roles Leadership styles and effectiveness Contemporary issues in leadership. Power and Politics: sources and Uses of power; politics at workplace Tactics and strategies.	2 Sessions of 3 Hours Each

8	<p>Organisation Development</p> <p>Organisational Change and Culture Environment, Organisational culture and climate</p> <p>Contemporary issues relating to business situations</p> <p>Process of change and Organizational Development</p>	1 Session of 3 Hours
9	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Understanding Organizational Behavior – Udai Pareek
2. Organizational Behavior – Stephen Robbins
3. Organizational Behavior – Fred Luthans
4. Organizational Behavior – L. M. Prasad (Sultan Chand)
5. Organisational Behaviour – Dipak Kumar Bhattacharya – Oxford Publications
6. Organisational Behaviour – Dr Chandra sekhar Dash – International Book House Ltd
7. Organisational Behaviour – Meera Shankar – International Book House Ltd
8. Management & Organisational Behaviour – Laurie Mullins – Pearson Publications

Financial Accounting 100 marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • Introduction to Accounting • Concept and necessity of Accounting • An Overview of Income Statement and Balance Sheet. 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Introduction and Meaning of GAAP • Concepts of Accounting • Impact of Accounting • Concepts on Income Statement and Balance Sheet. 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Accounting Mechanics • Process leading to preparation of Trial Balance and Financial Statements • Preparation of Financial Statements with Adjustment Entries. 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Revenue Recognition and Measurement • Capital and Revenue Items • Treatment of R & D Expenses • Preproduction Cost • Deferred Revenue Expenditure etc. 	1 Session of 3 Hours
5	<ul style="list-style-type: none"> • Fixed Assets and Depreciation Accounting • Evaluation and Accounting of Inventory. 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Preparation and Complete Understanding of Corporate Financial Statements • 'T' Form and Vertical Form of Financial Statements. 	2 Sessions of 3 Hours
7	<ul style="list-style-type: none"> • Important Accounting Standards. 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Corporate Financial Reporting – Analysis of Interpretation thereof with reference to Ratio Analysis. Fund Flow, Cash Flow. • Corporate Accounting <p>Accounting of Joint Stock Companies: Overview of Share Capital and Debentures, Accounting for Issue and forfeiture of Shares, Issue of Bonus Share. Issue of Debentures, Financial Statements of Companies: Income Statement and Balance Sheet in Schedule VI. Provisions of the Companies Act: Affecting preparation of Financial Statements, Creative Accounting, Annual Report, Presentation and analysis of Audit reports and Directors report. (Students should be exposed to reading of Annual Reports of Companies both detailed and summarized version).</p>	3 Sessions of 3 Hours Each

9	<ul style="list-style-type: none"> • Inflation Accounting & Ethical Issue in Accounting. 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference text:

1. Financial Accounting: Text & Case: Deardon & Bhattacharya
2. Financial Accounting for Managers – T.P.Ghosh
3. Financial Accounting – Reporting & Analysis – Stice & Diamond
4. Financial Accounting: R.Narayanaswamy
5. Full Text of Indian Accounting standard – Taxman Publication
6. Financial Accounting for Management – Paresh Shah – Oxford Publications
7. Financial Accounting – Bhushan Kumar Goyal & H.N Tiwari – International Book House Ltd
8. Accounting & Financial Analysis – Dr Santosh Singhal – International Book House Ltd

Operations Management 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • Introduction • Operations Strategy • Competitive Advantage • Time Based Competition 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Product Decision and Analysis • Product Development 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Process Selection • Process Design • Process Analysis 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> • Facility Location • Facility Layout 	2 Sessions of 3 Hours
5	<ul style="list-style-type: none"> • Capacity Planning • Capacity Decisions • Waiting Lines 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Aggregate Planning 	1 Session of 3 Hours
7	<ul style="list-style-type: none"> • Basics of MRP / ERP 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Basics of Scheduling 	1 Session of 3 Hours
9	<ul style="list-style-type: none"> • Basics of Project Management 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Basics of Work Study, Job Design and Work Measurement 	1 Session of 3 Hours
11	<ul style="list-style-type: none"> • Basics of Quality Control, Statistical Quality Control And Total Quality Management 	1 Session of 3 Hours
12	<ul style="list-style-type: none"> • Basics of Environmental Management • Basics of ISO 14000 / 9000 • Basics of Value Engineering & Analysis 	1 Session of 3 Hours
13	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference text

1. Production & Operations Management -S. N. Chary
2. Production & Operations Management -James. B. Dilworth
3. Modern Production Management -By E. S. BUFFA
4. Production and Operations Management -By Norman Gaither
5. Theory and problem in Production and operations Management -By S. N. Chary
6. Production and operation Management - By Chunawalla Patel
7. Production & operation Management – Kanishka Bedi – Oxford
8. Production & operation Management – R.C. Manocha
9. Production & operation Management – Muhlemann
10. Production & Operations Management – Kanishka Bedi – Oxford Publications

Marketing Management 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	Understanding the Basics: Concept of Need, Want and Demand Concept of Product and Brand Business Environment in India	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Introduction to Marketing concept • Evolution of marketing & Customer orientation 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Marketing Environment and Evaluation of Market opportunities 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> • Market research & Marketing Information Systems and Demand forecasting and Market potential analysis 	1 Session of 3 Hours
5	<ul style="list-style-type: none"> • Consumer buying process & Organizational buying behavior 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Pillars of Marketing - Market segmentation, Target marketing Positioning & Differentiation 	2 Sessions of 3 Hours Each
7	<ul style="list-style-type: none"> • Marketing Mix and Product decisions – Product Life cycle 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • New Product development process 	1 Session of 3 Hours
9	<ul style="list-style-type: none"> • Distribution decisions – Logistics & Channel decisions 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Promotion decisions – Integrated Marketing communications concept, communication tools 	1 Session of 3 Hours
11	<ul style="list-style-type: none"> • Personal selling & Sales management 	1 Session of 3 Hours
12	<ul style="list-style-type: none"> • Pricing decisions 	1 Session of 3 Hours
13	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text

1. Marketing Management - Kotler, Keller, Koshy & Jha – 14th edition,
2. Basic Marketing, 13th edition, Perrault and McCarthy
3. Marketing management – Indian context Dr. Rajan Saxena
4. Marketing Management – Ramaswamy & Namkumari
5. R. L. Varshney & S.L. Gupta: Marketing Management An Indian Perspective (Sultan Chand)
6. Adrich Palmer: Introduction to Marketing (Oxford)
7. Marketing – Asian Edition – Paul Baines, Chris Fill, Kelly Page and Piyush K. Sinha – Oxford Publications
8. Marketing Management – Tejashree Patankar – International Book House Ltd
9. Marketing Management – Rajendra P Maheshwari & Lokesh Jindal – International Book House Ltd

Managerial Economics 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • The Meaning, Scope & Methods of Managerial Economics 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Economics Concepts relevant to Business • Demand & Supply • Production, Distribution, Consumption & Consumption Function • Cost, Price, Competition, Monopoly, Profit, • Optimisation, Margin & Average, Elasticity, Macro & Micro Analysis. 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> • Demand Analysis & Business Forecasting • Market Structures, Factors Influencing Demand • Elasticities & Demand Levels • Demand Analysis for various Products & Situations • Determinants of Demands for Durable & Non-durable Goods Long Run & Short Run Demand • Autonomous Demand Industry and Firm Demand. 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Cost & Production Analysis • Cost Concepts, Short Term and Long Term • Cost Output Relationship • Cost of Multiple Products Economies of Scale Production Functions • Cost & Profit Forecasting • Breakeven Analysis. 	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none"> • Market Analysis • Competition, Kinds of Competitive Situations, Oligopoly and Monopoly, • Measuring Concentration of Economic Power. 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Pricing Decisions Policies & practices • Pricing & Output Decisions under Perfect & Imperfect Competition • Oligopoly & Monopoly, Pricing Methods • Product-line Pricing • Specific Pricing Problem • Price Dissemination • Price Forecasting. 	2 Sessions of 3 Hours Each

7	<ul style="list-style-type: none"> • Profit Management • Role of Profit in the Economy • Nature & Measurement of Profit, Profit Policies • Policies on Profit Maximisation • Profits & Control • Profit Planning & Control. 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Capital Budgeting • Demand for Capital • Supply of Capital • Capital Rationing • Cost of Capital • Appraising of Profitability of a Project • Risk & Uncertainty • Economics & probability Analysis. 	1 Session of 3 Hours
9	<ul style="list-style-type: none"> • Macro Economics and Business • Business Cycle & Business Policies • Economic Indication • Forecasting for Business • Input-Output Analysis. 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text

1. Managerial Economics – Joel Dean
2. Managerial Economics: Concepts & Cases – Mote, Paul & Gupta.
3. Fundamentals of Managerial Economics – James Pappas & Mark Hershey.
4. Managerial Economics – Milton Spencer & Louis Siegleman.
5. Economics - Samuelson
6. Managerial Economics – Suma Damodaran – Oxford Publications
7. Principles of Economics – D.D Chaturvedi & Anand Mittal – International Book House Ltd
8. Managerial Economics – D.D Chaturvedi & S.L Gupta – International Book House Ltd
9. Economics for Business – John Sloman, Mark Sutcliffe – Pearson Publications

Business Statistics 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none">• Basic Statistical Concepts• Summarisation of Data• Frequency Distribution• Measures of Central Tendency• Measures of Dispersion• Relative Dispersion, Skewness	1 Session of 3 Hours
2	<ul style="list-style-type: none">• Elementary Probability Theory• Relative Frequency Approach• Axiomatic Approach• Subjective Probability• Marginal & Conditional Probability• Independence/Dependence of Events• Bayes' Theorem• Chebyseheff's Lemma	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none">• Elementary Statistical Distributions• Binomial, Poisson, Hypergeometric• Negative Exponential, Normal, Uniform	1 Session of 3 Hours
4	<ul style="list-style-type: none">• Sampling distributions• For Mean, Proportion, Variance• From Random Samples• Standard Normal (Z); Student's; Chi-Square• And Variance ratio (F) Distribution	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none">• Statistical Estimation• Point & Interval estimation• Confidence Interval for Mean, Proportion & Variance	1 Session of 3 Hours Each

6	<ul style="list-style-type: none"> • Test of Hypothesis • Tests for specified values of Mean, • Proportion & Standard Deviation • Testing equality of two Means, • Proportion & Standard Deviation • Test of goodness - of fit 	2 Sessions of 3 Hours Each
7	<ul style="list-style-type: none"> • Simple Correlation & Regression/Multiple Correlation & Regression • Spearman's rank Correlation 	2 Sessions of 3 Hours Each
8	<ul style="list-style-type: none"> • Analysis of Variance • One-way & Two-way Classification (for Equal Class) 	1 Session of 3 Hours
9	Elements of Integration & Differentiation	1 Session of 3 Hours
10	Elements of Determinants	1 Session of 3 Hours
11	Elements of Matrix algebra	1 Session of 3 Hours

Reference Text

1. Statistics for Management – Richard L Levin
2. Statistics a fresh approach – D.H.Sanders
3. Statistics concepts & applications – H.C.Schefler
4. Practical Business Statistics – Andrew F. Siegel
5. Statistics for Business with Computer applications – Edward Minieka & Z.D.Kurzeja
6. Basic Statistics for Business & Economics – Mason, Marehas
7. An Introduction to statistical methods – C. B. Gupta & Vyay Gupta (Vikas)
8. R.S. Bhardway: Business Statistics(Excel Books)
9. Sharma : Business Statistics (Pearson)
10. Beri: Statistics for Management (TMH)
11. Business Statistics – Dr S.K Khandelwal – International Book House Ltd
12. Business Statistics – An Applied Orientation – P.K Vishwanathan – Pearson Publications

SEMESTER II

DIGITAL MARKETING

Financial Management 100 marks (15 Sessions of 3 Hours Each) Sem 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	<ul style="list-style-type: none"> ➤ 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	<ul style="list-style-type: none"> ➤ 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

Business Research Methods 100 Marks (15 Sessions of 3 Hours Each)

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 (7th 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

Introduction To Digital Marketing 100 marks (15 Sessions of 3 Hours Each) Sem II

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

Website Planning & Creation 100 marks (15 Sessions of 3 Hours Each)
Sem II

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

Search Engine Optimisation (SEO) 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Search Engine Optimisation (SEO) Introduction to SERP What are Search Engines and How they work?	1 Session of 3 Hours
2	Major functions of a search engine What is traffic? Different Types of Traffic What are Key words Different Types of Key words Google Keyword Planner Tool Keywords Research Process Understanding Keywords mix	2 Sessions of 3 Hours Each
3	On page Optimisation Keywords optimization Content Optimisation & Planning Understanding Your audience for content planning Adding Social media plug – in on web pages Internal linking Meta tags creation Creating webpage in HTML Using Google Webmasters tool & website verification Sitemap creation & submission in website & webmasters What is FTP and How to use FTP	3 Sessions of 3 Hours Each
4	Off page Optimisation What is domain authority? How to increase domain authority? What is page rank? How to increase page rank? What are back links? What is link building? Types of Link building Do's and Dont's of link building Link Building strategies for your business-Easy link acquisition techniques Link Opportunity prospecting and creating link baits Types of Content on Digital World Infographic, Podcast, Video Importance of Content Marketing Content Scaling and social media in link building	2 Sessions of 3 Hours

5	<p>Local SEO Local SEO Google Places optimization Classified submissions Using H Card Citation NAP (Name, Address, Place)</p>	2 Sessions of 3 Hours Each
6	<p>Primary Keywords, Secondary Keywords and Tertiary Keywords</p> <p>Difference between keyword stuffing and keyword placement How to write an optimized content Writing a content for article, blog and press release Top tools for SEO Monitoring SEO Process Preparing SEO reports How to create SEO strategy for your business Top plugin of wordpress What is link juice What is Domain Authority What is Page Authority Importance of Domain & Page Authority How to optimize exact key word for your business How to optimize your site for Google Hummingbird Algorithm Google Panda Algorithm Google Penguin Google EMD Update Recovery site from Google Penguin, Panda and EMD Update</p>	3 Sessions of 3 Hours Each
7	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

PPC Advertising with Google Adwords 100 marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	<p>Google Adwords Overview</p> <p>Understanding Inorganic Search Results Introduction to Google Adwords & PPC Advertising Overview of Microsoft Adcenter (Bing & Yahoo) Setting Up Google Adwords Account</p> <p>Understanding adwords Account Structure</p> <p>Campaigns, Adgroups, Ads, Keywords etc Types of Advertising Campaigns – Search, Display, Shopping & Video Difference between Search and Display campaign</p>	2 Sessions of 3 Hours
2	<p>Understanding Adwords Algorithm</p> <p>How adwords rank ads Understanding Adwords algorithm (adrank) in detail with examples What is quality score Why quality score is important What is CTR Why CTR is important Understanding Bids</p>	2 Sessions of 3 Hours
3	<p>Creating Search Campaigns</p> <p>Types of Search campaigns Dynamic search & product listing Google Merchant Center Creating 1st Search Campaign Doing Campaign level settings Understanding location targeting Different types of location targeting What is bidding strategy – CPC Understanding different types of bid strategy Advanced level bid strategies Flexible bid strategy Understanding Ad extensions Types of ad extensions Creating ad groups Creating Ads Understanding Ad Metrics Display and Destination URL How to write a compelling Ad copy Examples of Ads</p>	2 Sessions of 3 Hours

4	<p>Tracking Performance/Conversion</p> <p>What is conversion tracking? Why is it important? How to set up conversion tracking? Adding Tracking Code in your website Checking Conversion stats</p>	<p>2 Sessions of 3 Hours</p>
	<p>Optimising Search Campaigns</p> <p>How to optimize campaigns at the time of creation Optimising campaign via adgroups Importance of CTR in optimization Ways to Increase CTR Importance of Quality Score inOptimisation How to increase quality score Importance of negative key words in optimization Evaluating Campaign stats Optimising with conversion report Optimising with keywords How to decrease CPC Analysing your competitors performance Detecting fraud clicks</p>	<p>2 Sessions of 3 Hours</p>
	<p>Creating Display Campaigns</p> <p>Types of Display Campaigns – All features, Mobile App, Remarketing, Engagement Difference in Search and Display Campaign settings Doing Campaign level settings Understanding CPM bid strategy Doing advanced settings Ad-scheduling Ad-delivery Understanding ads placement Using Display banner tool Finding relevant websites for ads placement</p>	<p>2 Sessions of 3 Hours</p>
	<p>Optimising Display Campaign</p> <p>Remarketing What is remarketing Setting up remarketing campaign Creating Remarketing lists Advanced level list creation</p>	<p>1 Session of 3 Hours</p>
5	<p>Case Studies and Presentations</p>	<p>2 Sessions of 3 Hours</p>

Google Analytics 100 marks (15 Sessions of 3 Hours Each) Sem II

S. No.	Particulars	Sessions
1.	Introduction to Google Analytics How Google Analytics works? Understanding Google Analytics account Structure Starting with Google Analytics How to set up Analytics Account How to add analytics code in website	2 Sessions of 3 Hours Each
2.	Understanding Cookie tracking Types of Cookie tracking used by Google Analytics	1 Session of 3 Hours
3.	Understanding Goals and Conversions How to set up goals Understanding Different types of goals	1 Session of 3 Hours
4.	Understanding Bounce and Bounce rate Difference between Exit rate and Bounce rate How to reduce bounce rate	2 Sessions of 3 Hours Each
5	How to set up funnels in goals Importance of funnels	2 Sessions of 3 Hours Each
6	How to integrate ad words and analytics account Benefits of integrating ad words and analytics Measuring Performance of marketing campaigns via Google Analytics	2 Sessions of 3 Hours Each
7	What is link tagging How to set up link tagging Understanding filters and segments How to set up filters and segments	1 Session of 3 Hours
8	View customized reports Monitoring traffic sources Monitoring traffic behavior Taking Corrective actions if required	2 Sessions of 3 Hours Each
9	Case Studies and Presentation.	2 Session of 3 Hours

E – Commerce Marketing 100 marks (15 Sessions of 3 Hours Each) Sem II

S. No.	Particulars	Sessions
1.	What Is E – Commerce Top E – Commerce Websites around the world E – Commerce Scenario in India How to do SEO of an E – Commerce Website Why you need a solid E – Commerce marketing strategy Formulating right e – commerce marketing strategy Using affiliate marketing to promote your e – commerce business	13 Sessions of 3 Hours Each
2	Case Studies and Presentation.	2 Session of 3 Hours

SEMESTER III

DIGITAL MARKETING

**International Business - 15 Sessions of 3 Hours University Assessment 100
Marks Sem III**

SL. No.	Particulars	No. of Sessions
01	Introduction to International Business a) Objective, Scope, Importance and Current Trends b) Domestic Business v/s International Business c) Reasons For International Business – For Corporates and Country d) Modes of Entry and Operation	2 Sessions of 3 Hours
02	PEST Factors and Impact on International Business a) Risk Analysis b) Decisions to overcome or managing risks – a live current case	1 Session of 3 Hours
03	Investment Management in International Business a) Foreign Direct Investment b) Offshore Banking c) Foreign Exchange Dealings and numericals in business d) Resource Mobilization through portfolio/GDR/ADR e) Other options of funding in ventures and case discussions	1 Session of 3 Hours
04	Multinational Corporations a) Structure, system and operation b) Advantages and Disadvantages – Case discussion c) Current Opportunities of Indian MNCs and Case discussion d) Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.	1 Session of 3 Hours
05	Globalization a) Concept and Practice b) Role of Global Organisation and Global Managers c) Stages of building Global companies and competitiveness d) Global competitive advantages of India - Sectors and Industries – Case study	2 Sessions of 3 Hours
06	International Organisations and their role in international business a) WTO b) World Bank c) ADB d) IMF and others Case study	1 Session of 3 Hours

07	Regional Trade Agreements and Free Trade Agreements (RTA and FTA) a) NAFTA b) EC c) ASEAN d) COMESA e) LAC f) Others – Case Study	1 Session of 3 Hours
08	Trade Theories and relevance in International Business a) Absolute advantage b) Comparative advantage c) Competitive advantages d) Purchasing power points e) PLC theory f) Others – Case study	1 Session of 3 Hours
09	International Logistics and Supply Chain a) Concepts and Practice b) Components of logistics and impact on trade c) Others – Case Study	1 Session of 3 Hours
10	International HR Strategies a) Unique Characteristics of Global HR b) HR – Challenges c) Ethical Issues d) Regulator, Aspects of HR e) Others - Case Study	1 Session of 3 Hours
11	Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.	1 Session of 3 Hours
12	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

1. International Business – Daniels and Radebough
2. International Business – Sundaram and Black
3. International Business – Roebuck and Simon
4. International Business – Charles Hill
5. International Business – Subba Rao
6. International Business – Alan Sitkin & Nick Bowen – Oxford Publications
7. International Business: - Concept, Environment & Strategy – Vyuptakesh Sharan – Pearson Publications

Strategic Management 100 marks (15 Sessions of 3 Hours Each) Sem III

SL.No	Particulars	Sessions
1	Introduction to Strategic Management	1 Session of 3 Hours Each
2	Strategic Management Process : Vision, Mission, Goal, Philosophy, Policies of an Organisation	1 Session of 3 Hours Each
3	Strategy, Strategy as planned action, its importance, Process and advantages of planning Strategic v/s Operational Planning	1 Session of 3 Hours Each
4	Strategy Choices Hierarchy of Strategies Types of Strategies Porter's Generic Strategies Competitive Strategies and Strategies for different industries and company situations Strategy Development for Non-profit, Non-business oriented organizations Mckinsey's 7 S Model: Strategy, Style, Structure, Systems, Staff, Skills and Shared values.	2 Sessions of 3 Hours Each
5	External and Industry Analysis General Environment Industry / Competitive Environment Identifying industry's dominant features Porter's Five Forces of Competitive Analysis Analytic Tools: EFE Matrix and CPM	1 Session of 3 Hours Each
6	Internal Analysis Assessment of Company Performance Management & Business Functions Framework Other Frameworks for Organisational and Internal Analysis Analytical Tool: IFE Matrix	1 Session of 3 Hours Each
7	Strategy Analysis and Formulation Tools SWOT Matrix SPACE Matrix BCG Matrix IE Matrix GE – McKinsey Matrix Grand Strategy Matrix Strategy Mapping and the Balanced Scorecard	1 Session of 3 Hours Each
8	Growth Accelerators: Business Web, Market Power, Learning based. Management Control, Elements, Components of Management Information Systems	1 Session of 3 Hours Each

9	Strategy Evaluation and Control Performance Measurement and Monitoring	1 Session of 3 Hours Each
10	Financial Projections and Financial Impact of Strategies	1 Session of 3 Hours Each
11	Miscellaneous Management Topics Social Responsibility Environmental Sustainability Value Chain Analysis Economic Value Added (EVA) Market Value Added (MVA) Strategic Issues in a Global Environment	2 Sessions of 3 Hours Each
12	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Strategic Management – Thompson & Strickland McGraw Hill Irwin
2. Competitive advantage – Michael Porter
3. Competitive strategy – Michael Porter
4. Strategic Management – N Chandrasekaran & P.S Ananthanarayanan – Oxford Publications
5. Understanding Strategic Management - Anthony Henry – Oxford Publications
6. Concepts in Strategic Management & Business Policy – Toward Global Sustainability – Thomas L Wheelen, J David Hunger – Pearson Publications

**Social Media Marketing (15 Sessions of 3 Hours Each) University
Assessment 100 marks Sem III**

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	1 Session of 3 Hours
2.	Facebook Marketing 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 rd 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	4 Sessions of 3 Hours

3	<p>LinkedIn Marketing</p> <p>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</p>	3 Sessions of 3 Hours
4	<p>Twitter Marketing</p> <p>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</p>	2 Sessions of 3 Hours
5	<p>Video Marketing</p> <p>Understanding Video Campaign Creating 1st 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</p>	3 Sessions of 3 Hours
6	Case Studies and Presentations.	2 Sessions of 3 Hours

E – Mail Marketing 100 marks (15 Sessions of 3 Hours Each) Sem III

SL.No	Particulars	Sessions
1	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	2 Sessions of 3 Hours Each
2	Presentations and Case Studies	2 Sessions of 3 Hours Each

Online Advertising 100 marks (15 Sessions of 3 Hours Each) Sem III

SL.No	Particulars	Sessions
1	What is Online Advertising Types of Online Advertising Display Advertising Banner Ads Rich Media Ads Pop – ups and Pop – Under Ads Contextual Advertising In text Ads In image Ads In Video Ads In Page Ads What are Payment Modules Companies that provide Online advertising solution Tracking and Measuring ROI of online advertisement Assignment on allocating funds to various online advertising platforms Creating Banner Ads using tools	13 Sessions of 3 Hours
2	Case Studies and Presentations	2 Sessions of 3 Hours

Adsense & Blogging 100 marks (15 Sessions of 3 Hours Each) Sem III

SL.No	Particulars	Sessions
1	What is Adsense How to get approved for Adsense Cool trick to get adsense approval by Google Using your adsense account interface Placing Ads on your blog Creating Blogs with Software	13 Sessions of 3 Hours
2	Case Studies and Presentations	2 Sessions of 3 Hours

**Marketing Research & Analytics 100 marks (15 Sessions of 3 Hours Each)
Sem III**

SL.No	Particulars	Sessions
1	<p>Introduction to MR Need and Scope of MR Structure of MR studies</p> <p>Quantitative and Qualitative analysis during various decision phases, scaling</p> <p>Opportunity Analysis: Attitude and motivation research; focus groups and depth interviews; concept tests and CUT</p>	2 Sessions of 3 Hours
2	<p>Test marketing and market segmentation Advertising Research concepts of copy testing, Ad, recall, Ad. Comprehension, Opening and Punch/Base line Research. Stages involved in Advertising research</p> <p>Types of advertising research- Print, Out-door, TV/Cinema, Mobile outdoor media, effectiveness of each medium and how to determine it, suitability of each medium to our products and industry, NRS/IRS-How to read and use them for decision making</p>	3 Sessions of 3 Hours
3	<p>Brand Equity Research Positioning Research Brand Valuation Research Corporate Image Measurement Research Sales Promotion Research Campaign Tracking Research Research for Advertising planning; advertising objectives and media experiments Advertising Research for monitoring and control: pre/post testing of ads; DARs and Tracking studies; Consumer panels</p>	3 Sessions of 3 Hours
4	<p>Understanding and Application of Marketing Analytic Tools</p> <ol style="list-style-type: none"> a. Forecasting Models b. Regression Models c. Discriminant Analysis d. Logistic Regression e. Factor Analysis f. Cluster Analysis g. Multidimensional Scaling h. Conjoint Analysis i. Survival Analysis 	3 Sessions of 3 Hours

5	Introduction to Data Warehousing	1 Session of 3 Hours
6	Analytics for Big Data	1 Session of 3 Hours
7	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

1. Marketing Research –Hair, Bush, Ortinau (2nd edition Tata McGraw Hill)
2. Marketing Research Text & Cases – (Wrenn, Stevens, Loudon Jaico publication)
3. Marketing Research Essentials – McDaniels & Gates (3rd edition SW College publications)
4. Marketing Research – Aaker, Kumar, Day (7th edition John Wiley & Sons)
5. Marketing Research – Burns , Alvin, Bush, Ronald (3rd edition Prentice Hall)
6. Rajendra Nargundkar: Marketing Research (Macmillan)
7. S. L. Gupta: Marketing Research (Excel Books)
8. Marketing Research – Sunanda Easwaran and Sharmila J Singh – Oxford Publications
9. Marketing Research – Nigel Bradley – Oxford Publications
- 10 .Marketing Research – An Applied Orientation – Naresh K Malhotra – Pearson Publications

Customer Relationship Management 100 marks (15 Sessions of 3 Hours Each) Sem III

SL.No	Particulars	Sessions
1	Introduction to Customer Relationship Management (“CRM”)	1 Session of 3 Hours
2	CRM-An enterprise-wide (vs. program /project) view	1 Session of 3 Hours
3	CRM Strategy, Planning, Process and Structure	1 Session of 3 Hours
4	CRM and its measurement-Customer Equity and Customer Life Time Value (“CLV”)	2 Sessions of 3 Hours
5	Technology challenges and issues in making CRM a reality	2 Sessions of 3 Hours
6	CRM Implementation- a key to success	2 Session of 3 Hours
7	CRM in different markets –B2B, B2C, services and manufacturing e-CRM	2 Sessions of 3 Hours
8	CRM and its economics	1 Session of 3 Hours
9	Current Trends, Issues and Challenges in CRM	1 Session of 3 Hours
10	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

1. Customer Relationship Management, Jagdish Sheth & G shainesh
2. CRM : Emerging Concepts, Tools and Applications : Jagdish Seth & Parvatiyar
3. CRM Essentials, J W Gosney

Summer Internship Project 100 Marks

SEMESTER IV

DIGITAL MARKETING

Management control systems 100 marks University Assessment (15 Sessions of 3 Hours Each) Sem IV

SL.No	Particulars	Sessions
1	Financial goal setting - Analysis of Incremental ROI - Sensitivity Analysis - Developing financial goals along organizational hierarchy - Concept and technique of Responsibility Budgeting - Analytical framework for Developing Responsibility Budgets - Integrating Responsibility Budgets Integrating Responsibility Budgeting with MBO System.	3 Sessions of 3 Hours
2	Organizational growth : -Responsibility centers and profit centers -Identification and creation of profit centers, profit centers as a control system - Decentralization and profit centers.	2 Sessions of 3 Hours
3	Mechanics of determining profit objectives of profit centers - problems and perspectives of transfer pricing - Linear - programming technique for determining divisional goals in a multidivisional company - Problems of growth and corporate control.	3 Sessions of 3 Hours
4	Control in special sectors : Scrap Control - Control of R & D – Project Control - Administrative Cost Control - Audit - Efficiency Audit - Internal Audit -Government Cost Audit - Management Audit. Financial Reporting to Management Under conditions of price level change. Objective and methodology.	3 Sessions of 3 Hours
5	Measurement of Assets Employed - Application of MCS in Public Sector, Service Organization & Proprietary Organizations.	2 Sessions of 3 Hours
6	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

- Anthony & Govindrajana - Management Control Systems (TATA McGraw Hill)
- Maciaririllo & Kirby – Management Control Systems (Prentice Hall India)
- Management Control Systems – N. Ghosh (Prentice Hall India)

Creativity & Innovation Management 100 marks (15 Sessions of 3 Hours Each) Sem IV

SL.No	Particulars	Sessions
1	Introduction to Creativity and Innovation Nature of Creativity: Person, Process, Product and Environment Nature of Innovation: Making the Idea a Reality	2 Sessions of 3 Hours Each
2	Need for Creativity and Innovation in Organizations Role of Creativity and Innovation in the Organisation Dynamics that underlie Creative Thinking	3 Sessions of 3 Hours Each
3	Creative insight: Why do good ideas come to us and when they do? Idea evaluation: What to do with generated ideas? Creativity in Teams	2 Sessions of 3 Hours Each
4	Developing and Contributing to a Creative-Innovation Team Managing for Creativity and Innovation Tools and Techniques in Creativity	2 Sessions of 3 Hours Each
5	Evolving a Culture of Creativity and Innovation in Organizations Creativity in the Workplace Creativity and Change Leadership	2 Sessions of 3 Hours Each
6	Researching/Assessing Creativity Global Perspectives on Creativity	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

Innovation Management – Allan Afuah – Oxford Publications

Managing & Shaping Innovation – Steve Conway & Fred Steward – Oxford Publications

Lead Generation For Business 100 marks (15 Sessions of 3 Hours Each)
Sem IV

SL.No	Particulars	Sessions
1	Understanding Lead Generation For Business Why Lead Generation is important Understanding Landing Pages Understanding Thank You Page Landing Page vs. Website Best practices to create a landing page Best practices to create a thank you page Reviewing landing pages What is A/B Testing How to do A/B Testing Selecting landing pages after A/B Testing Converting leads into sales Creating lead nurturing strategy Understanding lead funnel Steps in lead nurturing	13 Sessions of 3 Hours
2	Case Studies and Presentations	2 Sessions of 3 Hours

Mobile Web Marketing 100 marks (15 Sessions of 3 Hours Each) Sem IV

SL.No	Particulars	Sessions
1	<p>Understanding Mobile Devices Mobile Marketing and Social Media Mobile Marketing Measurement and Analytics Fundamentals of Mobile Marketing Key Industry Terminology Creating Mobile website through wordpreses Using tools to create mobile websites Using tools to create mobile apps</p> <p>Advertising on mobile (App & Web)</p> <p>Targeting ads on Apps Targeting ads via location Targeting ads on search engine Targeting ads on telcos data</p> <p>Content Marketing on Mobile Mobile strategy segmentations option, targeting and differentiation Mobile Marketing Mix SMS Marketing Creating mobile application Uploading mobile app in android and iox</p>	13 Sessions of 3 Hours
2	Presentations and Case Studies	2 Session of 3 Hours

Content Marketing 100 marks (15 Sessions of 3 Hours Each) Sem IV

SL.No	Particulars	Sessions
1	Introduction to content marketing Objective of Content Marketing How to write Compelling Content Understanding Keyword Research for Content Content Marketing Process Unique ways to write Magnetic headlines Some content marketing secrets – learning from experts Using Template to create content Overcoming Content Marketing Roadblocks Optimising Content for Search Engines Promoting Content to increase traffic, engagement & sales How to magnetise your content Examples of top content marketing	13 Sessions of 3 Hours
11	Presentations and Case Studies	2 Sessions of 3 Hours Each

Affiliate Marketing 100 marks (15 Sessions of 3 Hours Each) Sem IV

SL.No	Particulars	Sessions
1	What is affiliate marketing? 3A's of Affiliate marketing How people make millions of dollars in Affiliate marketing Affiliate Marketing History Changes in Affiliate marketing industry over the years Affiliate marketing scenario in India How to be a super affiliate and make tons of money Different ways to do affiliate marketing Affiliate Marketing Secrets How your trainer makes money in affiliate marketing How people make money in affiliate marketing Top affiliate networks in the world	13 Sessions of 3 Hours Each
2	Presentations and Case Studies	2 Sessions of 3 Hours Each

Industry Oriented Dissertation Project 100 Marks

Scheme of Assessments for Subjects of 100 Marks

- ❖ The Semester end Examination will be conducted for 60 Marks.
- ❖ Internal Assessments will be conducted for 40 Marks.

The allocation of 40 marks shall be on the following basis: -

- a) Periodical class tests held in the given semester (20 Marks)
- b) Presentations throughout the semester (10 Marks)
- c) Attendance and Active participation in routine class instructional deliveries (05 Marks)
- d) Overall Conduct as a responsible student, mannerism and articulation and exhibition of leadership qualities in organizing related academic activities. (05 Marks)

Note: A Student has to separately secure minimum 50% marks (i.e 20 out of 40) in the internal assessments and secure minimum 50% marks (i.e 30 out of 60) in the Semester End Examination in every subject to be declared as Pass.

Question Paper Pattern for Semester End Examination (60 Marks)

There will be Seven Questions in all.

Q1 would be compulsory and would carry 20 Marks

In addition to Q1, there would be six questions. Each question would carry 10 Marks. Each of these Six Questions will have three sub – questions and each sub – question would carry 05 Marks

Students have to attempt any four out of the remaining six Questions and within each question; students have to attempt any two out of three sub – questions.

In all, students have to attempt five questions i.e (Q1+Any Four of the remaining)

Q1 – 20 Marks (Compulsory)

Attempt Any Four out of the Remaining Six Questions

Q2 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q3 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q4 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q5 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q6 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q7 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Credit Based Grading System for COE Semester End Examinations

Credit Point:

- ❖ A Credit Point denotes the quantum of effort required to be put in by a student, who takes up a course. In other words, it is an index of number of learning hours prescribed for a certain segment of learning.

Learning Hours

Learning Hours for Subjects of 100 Marks (60+40)

Learning Hours consist of Classroom teaching hours and other complementary learning activities indicated here below

- 1) Classroom teaching hours ((15 Sessions X 3 Hours = 45 Hours))**
- 2) Other Complementary learning activities (30 Hours)**

The learning activities consist of the following:

- ❖ Reading, Introspection, Thoughtful Reflection, Group Discussions, Lectures, Field Work, Workshops, Counseling Sessions, Watching Educational and Informative Videos, Assignments, Live Projects, Case Studies, Presentations, Preparation for Examinations, Participation in academic and extra – curricular activities, inculcation of industry specific skills and training & development sessions.
- ❖ The total learning hours would be thus equivalent to **45+30=75 Hours for subjects of 100 Marks**

Credit Point Computation

- One credit is construed as equivalent to 30 learning hours.

Credit completion and Credit accumulation:

- ❖ Each module of an academic program has been assigned specific credit points defining successful completion of the course under study.
- ❖ Credit completion or Credit acquisition may be considered to take place after the learner has successfully cleared all the evaluation criteria with respect to a single course.
- ❖ A learner who successfully completes a 2.5 CP (Credit Point) course is treated to have collected or acquired 2.5 credits. His performance above the minimum prescribed level (viz. grades / marks obtained) has no bearing on the number of credits collected or acquired.
- ❖ A learner keeps on accumulating more credits as he completes additional courses.

Introduction of Grading System at the University of Mumbai

A well designed evaluation system that integrates the aforesaid parameters having due attention to their relative importance in the context of the given academic programme.

What is Grading?

- ❖ Grading, in the educational context is a method of reporting the result of a learner's performance subsequent to his evaluation. It involves a set of alphabets which are clearly defined and designated and uniformly understood by all the stake holders.
- ❖ A properly introduced grading system not only provides for a comparison of the learners' performance but it also indicates the quality of performance with respect to the amount of efforts put in and the amount of knowledge acquired at the end of the course by the learners.

The Seven Point Grading System

- ❖ A series of meetings of all the Deans & Controller of Examinations were held to discuss the system of grading to be adopted at the post graduate level. Mumbai University, subsequently in its Academic Council meeting and in its Management Council meeting resolved to adopt and implement the **Seven (07) Point Grading System** from the academic year 2012-13.

The Grade Point and the grade allocation shall be as per the Grade Table given below:

Proposed Grades for Post Graduate courses			
7 Point Scale for POST GRADUATE Courses			
Range of Scores	Grade	Grade Point	CGPA range
75 & above	O	7	6.5 - 7
70 - 74.99	A	6	5.5 - 6.49
65 - 69.99	B	5	4.5 - 5.49
60 - 64.99	C	4	3.5 - 4.49
55 - 59.99	D	3	2.5 - 3.49
50 - 54.99	E	2	2 - 2.49
< = 49.99	F (Fail)	1	< 2

Note: - Consider 1 Grade Point is equal to Zero for CG calculations in respect of failed learner/s in the concerned course/s.

Conversion of Marks to Grades and Calculations of GPA (Grade Point Average)

- ❖ In the Credit and Grade Point System, the assessment of individual Courses in the concerned examinations will be only on the basis of marks obtained; however these marks shall be converted later into Grades by a mechanism wherein the overall performance of the Learners can be reflected by the overall evaluation in terms of Grades.
- ❖ Abbreviations used for gradation needs understanding of each and every parameter involved in grade computation and the evaluation mechanism. The abbreviations and formulas used are as follows:-

Abbreviations and Formula's Used:-

G: Grade

GP: Grade Points

C: Credits

CP: Credit Points

CG: Credits X Grades (Product of credits & Grades)

Σ **CG:** Sum of Product of Credits & Grades points

Σ **C:** Sum of Credits points

$$\text{SGPA} = \frac{\Sigma \text{CG}}{\Sigma \text{C}}$$

$$\frac{\text{-----}}{\Sigma \text{C}}$$

SGPA: Semester Grade Point Average shall be calculated for individual semesters. (It is also designated as GPA)

CGPA: Cumulative Grade Point Average shall be calculated for the entire Programme by considering all the semesters taken together.

Special Point to Note:

While calculating the CG the value of Grade Point 1 shall be considered as Zero (0) in case of learners who failed in the concerned course/s obtaining marks below 50.

After calculating the SGPA for an individual semester and the CGPA for entire programme, the value can be matched with the grade as given in the Grade Point table as per the Seven (07) Points Grading System and expressed as a single designated GRADE such as O, A, B, etc....

The SGPA of learners who have failed in one subject or more than one subjects shall not be calculated.

Illustrations of the Calculations: -

Credit Points and Grading Calculations for COE First Year First Semester

1 Credit = 30 Learning Hours

Result: - Passing in All Courses with more than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\Sigma CG = C \times G$	$SGPA = \frac{\Sigma CG}{\Sigma C}$
Perspective Management	60	2.5	55	D	3	7.5	85/20=4.25
Business Communication and Management Information Systems	60	2.5	60	C	4	10	
Organisational Behaviour	60	2.5	70	A	6	15	
Financial Accounting	60	2.5	80	O	7	17.5	
Operations Management	60	2.5	50	E	2	5	
Marketing Management	60	2.5	55	D	3	7.5	
Managerial Economics	60	2.5	65	B	5	12.5	
Business Statistics	60	2.5	63	C	4	10	
Total	480	$\Sigma C=20$					
Credit Earned = 20						$\Sigma CG = 85$	Grade C
Passes							

Credit Points and Grading Calculations for COE First Year First Semester

1 Credit = 30 Learning Hours

Result: - Fails in One Course or More than One Courses with Less than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\Sigma CG = C \times G$	$SGPA = \frac{\Sigma CG}{\Sigma C}$
Perspective Management	60	2.5	55	D	3	7.5	-----
Business Communication and Management Information Systems	60	2.5	60	C	4	10	
Organisational Behaviour	60	2.5	70	A	6	15	
Financial Accounting	60	2.5	80	O	7	17.5	
Operations Management	60	2.5	45	F	1	0	
Marketing Management	60	2.5	55	D	3	7.5	
Managerial Economics	30	2.5	65	B	5	12.5	
Business Statistics	60	2.5	63	C	4	10	
Total	480	$\Sigma C=20$					
Credit Earned = 17.5						$\Sigma CG = 80$	Grade F
Fails							

- ❖ **Note: - Consider 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The student has been awarded 1 Grade Point, even though he has failed in the subject of Operations Management, however, 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The SGPA has not been calculated as the student has failed.**