



सावित्रीबाई फुले पुणे विद्यापीठ  
॥ यः क्रियावान् स पण्डितः ॥

# **Savitribai Phule Pune University, Pune**



**Faculty of Commerce and Management**

## **Curriculum 2024 Pattern**

**Master of Business Administration – Digital Marketing  
(MBA - DM)**

**Revised 2-year, 4 Semester Full time Programme**

**Choice Based Credit System (CBCS) and Grading System**

**Outcome Based Education Pattern**

**Aligned with National Education Policy (NEP) 2020**

**MBA - DM 1<sup>st</sup> year effective from AY 2024 - 25**

**MBA - DM 2<sup>nd</sup> year effective from AY 2025 - 26**

**Master of Business Administration – Digital Marketing (MBA - DM) - Revised Curriculum  
2024 Pattern**

**2-year, 4 Semester Full time Programme  
Choice Based Credit System (CBCS) and Grading System**

**Outcome Based Education Pattern**

**Aligned with NEP**

**MBA - DM I effective from AY 2024 - 25**

**MBA - DM II effective from AY 2025 - 26**

**1.0 Preamble:** The revised MBA – Digital Marketing Curriculum 2024 integrates the National Education Policy, 2020 ethos with the Choice Based Credit System (CBCS) and Grading System and Outcomes Based Education (OBE)

**2.0 Credit:** *In terms of credits, for a period of one semester of 15 weeks:*

- every ONE-hour session per week of L amounts to 1 credit per semester*
- a minimum of TWO hours per week of T amounts to 1 credit per semester,*
- a minimum of TWO hours per week of P amounts to 1 credit per semester,*

Each credit is a combination of 3 components viz. Lecture (L) + Tutorials (T) + Practice (Practical / Project Work / Self Study) (P) i.e. LTP Pattern. Indicative LTP, for each course, is documented in the syllabus.

The course teacher may, with the consent of the Director / Head of the Department / Designated academic authority of the Institute, modify the LTP of the course in view of the course requirements, nature of the course, the level of learners and the type of pedagogy and assessment tools proposed.

**2.1 Session:** Each teaching-learning, evaluation session shall be of 60 minutes. However, institutes shall have the flexibility to define their time slots in a manner as to use their faculty and infrastructure resources in the best possible way and ensure effective learning & comply with the credit structure of the respective courses

**2.2 Course Announcement:** The institute shall announce the elective courses and specializations it proposes to offer the students out of the wider course basket. It is not mandatory to offer all the specializations and all the electives. However, in the spirit of Choice Based Credit System, institutes should offer choices to the students for the elective courses and not offer only the minimum number of electives.

**2.3 Course Registration:** It is mandatory for every student, to register every semester, for the courses opted for that semester. Each student, on admission shall be assigned to a Faculty Advisor who shall advise her/him about the academic programs and counsel on the choice of courses considering the student's profile, career goals and courses taken in the earlier semesters. With the advice and consent of the Faculty Advisor, the student shall register for a set of courses he/she plans to take up for the Semester. Students shall have to register for the courses for the semester within first week of Semester I and immediately after conclusion of the preceding term for subsequent Semesters II, III and IV.

**3.0 MBA – Digital Marketing Programme Focus:**

**3.1 Programme Educational Objectives (PEOs):**

- PEO1:** Graduates of the MBA - DM program will *successfully integrate core, cross-functional and inter-disciplinary* aspects of management *theories, models and frameworks* with the *real world practices* and the *sector specific nuances* to *provide solutions to real world business, policy and social issues* in a *dynamic and complex world*.
- PEO2:** Graduates of the MBA - DM program will possess excellent *communication skills*, excel in *cross-functional, multi-disciplinary, multi-cultural teams*, and have an appreciation for *local, domestic and global contexts* so as to manage *continuity, change, risk, ambiguity and complexity*.
- PEO3:** Graduates of the MBA - DM program will be appreciative of the significance of *Indian ethos and values in managerial decision making* and *exhibit value centered leadership*.

4. **PEO4:** Graduates of the MBA - DM program will be ready to *engage in successful career pursuits* covering a broad spectrum of areas in *corporate, non-profit organizations, public policy, entrepreneurial ventures* and engage in *life-long learning*.
5. **PEO5:** Graduates of the MBA - DM program will be recognized in their chosen fields for their *managerial competence, creativity & innovation, integrity & sensitivity* to local and global issues of social relevance and earn the *trust & respect* of others as *inspiring, effective and ethical leaders, managers, entrepreneurs, intrapreneurs* and change agents.

**3.2 Programme Outcomes (POs):** At the end of the MBA – Digital Marketing programme the learner will possess the

1. **Generic and Domain Knowledge** - Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues
2. **Problem Solving & Innovation** - Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem-solving tools and techniques.
3. **Critical Thinking** - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions
4. **Effective Communication** - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large
5. **Leadership and Team Work** - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
6. **Global Orientation and Cross-Cultural Appreciation:** Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management.
7. **Entrepreneurship** - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.
8. **Environment and Sustainability** - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.
9. **Social Responsiveness and Ethics** - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviors & act with integrity.
10. **LifeLong Learning** – Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

### 3.3 Programme Specific Outcomes (PSOs):

#### A] Digital Marketing:

PSOs shall vary based upon the customized combination of Generic Core, Generic Electives, Subject Core, and Subject Electives & Alternative Study Credit Courses that Institutions shall offer. Following are the generic outcomes learners shall exhibit:

1. Learnt the fundamental concepts of Digital Marketing and Interpret the traditional marketing mix within the context of a changing and extended range of digital strategies and tactics.
2. Plan, Create and Execute effective Digital Marketing (social media, mobile) campaigns and Understand and appreciate websites, social networking sites as platforms for connect with stakeholders.
3. Apply best practices pertaining to Marketing Channels and get Insights in to consumer behaviour.
4. Demonstrate cognitive knowledge of the skills required in Digital Marketing Research, explain emerging trends, and critically assess the use of various tools.
5. Analyse cross-cultural and ethical issues in globalised digital markets

**3.4 Graduate Attributes (GAs):** At the end of the MBA – Digital Marketing programme the learner shall exhibit:

GA1: Managerial competence

GA2: Proficiency in Communication, Collaboration, Teamwork and Leadership

GA3: Competence in Creativity & Innovation

GA4: Research Aptitude, Scholarship & Enquiry

GA5: Global Orientation

GA6: Proficiency in ICT & Digital Literacy

GA7: Entrepreneurship & Intrapreneurship Orientation

GA8: Cross-functional & Inter-disciplinary Orientation

GA9: Results Orientation

GA10: Professionalism, Ethical, Values Oriented & Socially Responsible behaviour

GA11: Life-Long Learning Orientation

SPPU MBA-DM 2024 NEP Syllabus

**4.0 PG Diploma and PG Degree (MBA - DM) Programme Structure as per NEP**

Year	Level	Semester (2 Year)	Major		RM	OJT / FP	RP	Cumulati ve	Degree
			Mandatory	Electives					
I	6.0	Semester I	22 credits	4	-	-	-	26	
		Semester II	14 credits	4	4	4 FP	-	26	
Cumulativen Credits for PG Diploma			36	8	4	4	-	52	PG Diploma(after 3 Year Degree)
Exit option: PG Diploma 52 Credits after Three Year UG Degree (with additional 4 credits of OJT)									
II	6.5	Semester III	6	12	-	8 OJT	-	26	
		Semester IV	8	12	-	-	6RP	26	
			14	24	-	08	06	52	PG Degree (after 4-Years UG)
Cum. Cr. for 2 Year PG			50	32	4	12	6	104	PG Degree (after 3- Years UG)

PG Diploma Programme Structure as per NEP								
Type	Semester	Course Type	Number of Courses	Credits	Total Credits	FA	SA	Total
Mandatory	I	Generic Core	6	3	18	300	300	600
Mandatory	I	Generic Core	2	2	4	0	100	100
Elective	I	Generic Elective	2	2	4	100	0	100
		<b>TOTAL</b>	<b>10</b>	<b>-</b>	<b>26</b>	<b>400</b>	<b>400</b>	<b>800</b>
Mandatory	II	Generic Core	4	3	12	200	200	400
Mandatory	II	Generic Core	1	2	2	0	50	50
Mandatory	II	Business Research Methods	1	2	2	-	50	50
Mandatory	II	Desk Research	1	2	2	50	0	50
Mandatory	II	Field Project	1	4	4	50	100	150
Elective	II	Generic Elective	2	2	4	100	0	100
		<b>TOTAL</b>	<b>10</b>	<b>-</b>	<b>26</b>	<b>400</b>	<b>400</b>	<b>800</b>
<b>PG Diploma in Management after Three Year UG Degree (with additional 4 credits of OJT for Exit option)</b>			<b>20</b>	<b>-</b>	<b>52</b>	<b>800</b>	<b>800</b>	<b>1600</b>

- The students can exit the Programme after one year of MBA - DM, but he has to take additional 4 Credits of On- job Training. To get **PG Diploma after Three Year UG Degree, he should earn total 52+ 4= 56 Credits**
- Re-entry to complete the PG degree, after taking the exit option, will be permissible up to 05 years from the date of admission to the PG program

- The institute may conduct bridge courses for the respective students at the discretion of Director/ Head of the institutions

PG Degree Programme (MBA - DM) Structure as per NEP								
Type	Semester	Course Type	Number of Courses	Credits	Total Credits	FA	SA	Total
Mandatory	III	Generic Core	1	3	3	50	50	100
Mandatory	III	Subject Core	1	3	3	50	50	100
Mandatory	III	OJT (SIP)	1	8	8	100	100	200
Elective	III	Subject Elective	4	3	12	200	200	400
		<b>TOTAL</b>	<b>7</b>	<b>-</b>	<b>26</b>	<b>400</b>	<b>400</b>	<b>800</b>
Mandatory	IV	Generic Core	1	3	3	50	50	100
Mandatory	IV	Generic Core	1	2	2	0	50	50
Mandatory	IV	Subject Core	1	3	3	50	50	100
Mandatory	IV	Research Project	1	6	6	100	50	150
Elective	IV	Subject Elective	4	3	12	200	200	400
		<b>TOTAL</b>	<b>8</b>		<b>26</b>	<b>400</b>	<b>400</b>	<b>800</b>
<b>PG Degree (MBA - DM) after Four year UG Degree (Lateral Entry)</b>			<b>15</b>		<b>52</b>	<b>800</b>	<b>800</b>	<b>1600</b>
<b>PG Degree(MBA - DM) after Three years UG Degree</b>			<b>35</b>		<b>104</b>	<b>1600</b>	<b>1600</b>	<b>3200</b>

#### 4.1 Course Types

- 4.1.1 **Core courses** are the compulsory courses for all the students. Core courses are of two types: Generic Core & Subject Core.
- 4.1.2 **Generic Core:** This is the course which should compulsorily be studied by a candidate as a core requirement to complete the requirement of a degree in a said discipline of study. Therefore, Generic Core courses are mandatory and fundamental in nature. These courses cannot be substituted by any other courses. Such courses are also known as Hard Core Courses.
- 4.1.3 **Subject Core:** A Core course may be a Subject Core if there is a choice or an option for the candidate to choose from a broad category (grouping) of subjects (specializations).
- 4.1.4 **Elective Course:** Elective course is a course which can be chosen from a pool of courses. It may be:
- Very Specialized or advanced course focusing on a specific aspect
  - Supportive to the discipline of study
  - Providing an extended scope
  - Enabling an exposure to some other discipline/domain
  - Nurturing candidate's proficiency/skills.
- 4.1.5 **Generic Elective:** An elective course which is common across disciplines / subjects is called a generic elective. 'Generic Elective' courses develop generic proficiencies amongst the students.
- 4.1.6 **Subject Elective:** A 'Discipline (specialization) centric' elective is called 'Subject Elective.' Subject Elective courses, in the Semester II, III and IV are focused on a specialization.
- 4.1.7 **Research Methodology Courses:** These courses are focused on various aspects of Research. They include – Business Research Methods, Desk Research (DR) and Field Project (FP) in Semester II, On The Job Training (OJT) in Semester III and Research Project (RP) in Semester IV. ***DR, FP, OJT and RP shall be specialization specific compulsory courses (subject core). BRM shall be a generic compulsory course.***
- 4.1.8 **Massive Open Online Courses (MOOCs)<sup>1</sup>:** Massive Open Online Courses (MOOCs) are such online courses which are developed as per the pedagogy stated in the AICTE regulation (2016) or equivalent; following the four quadrant approach and made available on the SWAYAM platform of Government of India. ***Upto 40% credits are permitted through MOOCs. Any Course of 2 Credits can be taken in the form of SWAYAM / NPTEL MOOCs provided the student secures the certificate from SWAYAM / NPTEL. MOOCs from other platforms shall not be considered valid. MOOCs cannot be opted for in case of a 3-credit course.***

#### 6.0 Open Elective(s):

- There is no provision for Open Electives. Students may pursue additional specializations as per the relevant provisions.

##### 1.1 Formative Assessment (FA) / Comprehensive Concurrent Evaluation (CCE)

The course teacher shall prepare the scheme of Comprehensive Concurrent Evaluation (Formative Assessment) before commencement of the term.

- The scheme of Comprehensive Concurrent Evaluation shall explicitly state the linkages of each FA/ CCE with the Course Outcomes and define the targeted attainment levels for each CO. Graduate Attributes may also be considered during the design of CCE scheme.
- The Director / Head of the Department / designated academic authority shall approve the scheme of Formative Assessment (FA) Comprehensive Concurrent Evaluation with or without modifications.
- The course teacher shall communicate to the students, the approved FA/ CCE scheme of the course and the same shall also be hosted on the Institute's website, not later than the first week of the term.
- Each FA/ CCE item shall be of minimum 25 marks.*
- For a 3 Credit Course there shall be a MINIMUM of three FA/CCE items. The final scores shall be converted to 50, using an average or best two out of three formula.*
- For 2 Credit Course there shall be a MINIMUM of two CCE items. The final scores shall be converted to 50.*

<sup>1</sup> AICTE (Credit Framework for online learning course through SWAYAM) Regulations, 2016

7. FA/ CCE shall be spread through the duration of course and shall be conceptualized, executed, assessed and documented by the course teacher along with student-wise and class-wise attainment levels of the COs and the attainment levels of the course.
8. The assessment outcome of each FA/CCE shall be duly signed by the course teacher, programme coordinator / academic head and the Director / Head of the Department / designated academic authority of the Institute.
9. A copy of the duly signed FA/CCE *outcome* shall be communicated to the students, within a week of the assessment and course teachers shall guide the students on a need basis.
10. Institute may conduct additional make up / remedial FA/CCE items at its discretion.
11. At the end of the term aggregate FA/CCE scores / grades shall be calculated and the CO attainment levels shall be calculated by the course teacher. The same shall be communicated to the students within a week.

**7.1 Formative Assessment (FA) / Comprehensive Concurrent Evaluation Methods:** Course teachers shall opt for a combination of one of more CCE methods listed below.

Group A (Individual Assessment) – Not more than 1 per course

1. Class Test
2. Open Book Test
3. Written Home Assignment
4. In-depth Viva-Voce

Group B (Individual Assessment) – Atleast 1 per course

5. Case Study
6. Caselet
7. Situation Analysis
8. Presentations

Group C (Group Assessment) – Not more than 1 per course

9. Field Visit / Study tour and report of the same
10. Small Group Project & Internal Viva-Voce
11. Model Development
12. Role Play
13. Story Telling
14. Fish Bowls

Group D (Creative - Individual Assessment) – Not more than 1 per course

15. Learning Diary
16. Scrap Book / Story of the week / Story of the month
17. Creating a Quiz
18. Designing comic strips
19. Creating Brochures / Bumper Stickers / Fliers
20. Creating Crossword Puzzles
21. Creating and Presenting Posters
22. Writing an Advice Column
23. Library Magazines based assessment
24. Peer assessment
25. Autobiography/Biography
26. Writing a Memo
27. Work Portfolio

Group E (Use of Literature / Research Publications- Individual Assessment) – Not more than 1 per course

28. Book Review
29. Drafting a Policy Brief
30. Drafting an Executive Summary

31. Literature Review
32. Term Paper
33. Thematic Presentation
34. Publishing a Research Paper
35. Annotated Bibliography
36. Creating Taxanomy
37. Creating Concept maps

Group F (Use of Technology - Individual Assessment) – Not more than 1 per course

38. Online Exam
39. Simulation Exercises
40. Gamification Exercises
41. Presentation based on Google Alerts
42. Webinar based assessment
43. Creating Webpage / Website / Blog
44. Creating infographics / infomercial
45. Creating podcasts / Newscast
46. Discussion Boards

**7.2 Rubrics: The course teacher shall design Rubrics for each FA/CCE.** Rubrics are scoring tools that define performance expectations for learners. The course teacher shall seek approval for the rubrics from the Director / Head of the Department / other designated competent academic authority of the institute. The course teacher shall share the approved Rubrics with the students at the start of the course. The rubric shall detail the following:

1. Linkages of the FA/CCE to COs.
2. A description of the assessment - brief concept note
3. Criteria that will be assessed - the expected learning outcomes.
4. Descriptions of what is expected for each assessment component - the expectations from the student.
5. Substantive description of the expected performance levels indicating mastering of various components - the assessment criteria.
6. The team composition, if applicable.
7. The format and mode of submission, submission timelines
8. Any other relevant details.

**7.3 Safeguards for Credibility of FA/CCE:** The following practices are encouraged to enhance transparency and authenticity of concurrent evaluation:

1. Involving faculty members from other management institutes.
2. Setting multiple question paper sets and choosing the final question paper in a random manner.
3. One of the internal faculty members (other than the course teacher) acting as jury during activity based evaluations.
4. Involvement of Industry personnel in evaluating projects / field based assignments.
5. Involvement of alumni in evaluating presentations, role plays, etc.
6. 100% moderation of answer sheets, in exceptional cases.

**7.4 Retention of FA/CCE Documents:** Records of FA/CCE shall be retained for 3 years from the completion of the Academic Year. i.e. **Current Academic Year (CAY) + 3 years.**

### 8.0 End Semester Evaluation (ESE)/ Summative Assessment (SA)

1. The End Semester Evaluation (Summative Evaluation) shall be conducted by the Savitribai Phule Pune University.
2. The ESE/SA shall have 5 questions each of 10 marks.
3. All questions shall be compulsory with internal choice within the questions.
4. The broad structure of the ESE/SA question paper shall be as follows:

Question Number	COGNITIVE ABILITIES EVALUATED	Nature
Q.1	REMEMBERING	Answer any 5 out of 8 (2 marks each)
Q.2	UNDERSTANDING	Answer any 2 out of 3 (5 marks each)
Q.3	APPLYING	Answer 3 (a) or 3 (b) (10 marks)
Q.4	ANALYSING	Answer 4 (a) or 4 (b) (10 marks)
Q.5	EVALUATING	Answer 5 (a) or 5 (b) (10 marks)
	CREATING	

### 9.0 Programme Flexibility:

#### 9.1 Dropping an Elective Course:

1. Students who opt for an elective course and fail to earn the credits for the elective course (generic / subject / open) are permitted to opt for another elective course (generic / subject / open) in case they feel to do so.
2. In such a case they shall be said to have dropped the original course and opted for a new one.
3. Generic Core (GC), Subject Core (SC) CANNOT be dropped.
4. Generic Elective & Subject Elective can be dropped and replaced with equivalent alternative courses
5. Not more than four courses can be dropped and replaced with equivalent alternative courses during the entire MBA - DM programme.

#### 9.2 Credit Transfer for MOOCs:

1. Since MOOC is a guided self study course 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
2. Students shall apply to the Director / Head of the Department / other designated competent academic authority of the institute in advance and seek permission for seeking credit transfer for the proposed MOOCs, he/she wishes to pursue.
3. For claiming these credits - SWAYAM / NPTEL course / MOOC completion certificate submission to the institute shall be mandatory

**10.0 Additional Specialization:**

1. A student who has completed the MBA - DM programme under this pattern may enroll for additional specialization after passing out the regular MBA - DM programme.
2. Such students will be exempted from appearing for all the generic core and generic elective courses.
3. Such students shall have to appear for the subject core, subject elective courses, DR, FP, OJT and RP of the additional specialization that they have opted for.

**11.0 Passing Standards:**

1. A student shall be said to have earned the credits for a course if he/she earns minimum 40% marks.
2. Formative Evaluation and Summative Evaluation shall be separate heads of passing.

**12.0 Grading System:** The Indirect and Absolute Grading System shall be used, i.e. the assessment of individual Courses in the concerned examinations will be on the basis of marks. However, the marks shall later be converted into Grades by a defined mechanism wherein the overall performance of the learners can be reflected after considering the Credit Points for any given course. The overall evaluation shall be designated in terms of Grade. The 10-point standard scale mandated by UGC shall be used.

The performance of a student will be evaluated in terms of two indices, viz.

- (a) Semester Grade Point Average (SGPA) which is the Grade Point Average for a semester.
- (b) Cumulative Grade Point Average (CGPA) which is the Grade Point Average for all the completed semesters at any point in time.

**13 Miscellaneous**

**13.1 Scaling Down of CCE/FA Scores:** The marks obtained by the student for the CCE/FA SHALL BE SCALED DOWN, to the required extent, if percentage of the marks of CCE/FA exceeds the percentage of marks scored in the ESE (End Semester University Examination) by 25% for the respective course.

**13.2 Degree Requirements:** The degree requirements for the MBA - DM programme are completion of minimum 104 credits.

**13.3 Maximum Attempts per Course:**

1. A student shall earn the credits for a given course in maximum FOUR attempts.

**13.4 Maximum Duration for completion of the Programme:** The candidates shall complete the MBA - DM Programme **within 4 years** from the date of admission.

**13.5 Attendance:** The student must meet the requirement of **75% attendance per semester per course** for grant of the term. The institute may condone the shortage in attendance in exceptional circumstances, up to a maximum of 10%. The institute shall have the right to withhold the student from appearing for examination of a specific course if the above requirement is not fulfilled.

**13.6 Text Books and Reference Books** refer to the latest edition.

**13.7 Medium of Instruction:** The medium of Instruction & Evaluation shall be English.

**13.8 Grade Improvement:**

1. A Candidate who has secured any grade other than F (i.e. passed the MBA - DM programme) and desires to avail the Grade Improvement option, may apply under Grade Improvement Scheme within five years from passing that Examination.
2. He/she can avail not more than three attempts, according to the syllabus in existence, for grade improvement.
3. He /she shall appear for University Evaluation of **at least 1/3<sup>rd</sup>** of the Generic Core / Subject Core Courses (except SIP) for the purpose of Grade Improvement.

**Annexures:**

**Annexure I – Semester wise Course List.**

**Annexure II - Detailed syllabus.**

SPPU MBA-DM 2024 NEP Syllabus

**Annexure I – LIST OF COURSES  
OFFERED IN EACH SEMESTER**

SEMESTER I							
Type	Sem Code	Course Code	Course	Credits	FA	SA	Marks
Mandatory	101	GC – 01	Managerial Accounting	3	50	50	100
Mandatory	102	GC – 02	Organizational Behaviour	3	50	50	100
Mandatory	103	GC – 03	Economic Analysis for Business Decisions	3	50	50	100
Mandatory	104	GC – 04	Basics of Marketing	3	50	50	100
Mandatory	105	GC – 05	Business Analytics	3	50	50	100
Mandatory	106	GC – 06	Decision Science	3	50	50	100
Mandatory	107	GC – 07	Management Fundamentals	2	0	50	50
Mandatory	108	GC – 08	Indian Knowledge Systems	2	0	50	50
		<b>CORE TOTAL</b>	<b>8</b>	<b>22</b>	<b>300</b>	<b>400</b>	<b>700</b>
<b>Semester I Generic Electives - Any 2 Courses to be Opted from the following list</b>							
Elective	109	GE 01	Consumer Behaviour in Digital Era	2	50	0	50
Elective	110	GE 02	Current Trends in Digital Marketing	2	50	0	50
Elective	111	GE 03	Environmental, Social, and Governance (ESG)	2	50	0	50
Elective	112	GE 04	Demand Analysis & Forecasting	2	50	0	50
Elective	113	GE 05	Geopolitics & World Economic Systems	2	50	0	50
Elective	114	GE 06	Contemporary Frameworks in Management	2	50	0	50
Elective	115	GE 07	Essentials of Psychology for Managers	2	50	0	50
		<b>ELECTIVE TOTAL</b>	<b>2</b>	<b>4</b>	<b>100</b>	<b>0</b>	<b>100</b>
		<b>SEMESTER TOTAL</b>	<b>10</b>	<b>26</b>	<b>400</b>	<b>400</b>	<b>800</b>

SEMESTER II							
Type	Sem Code	Course Code	Course	Credits	FA	SA	Marks
Mandatory	201	GC – 09	Marketing Management	3	50	50	100
Mandatory	202	GC – 10	Financial Management	3	50	50	100
Mandatory	203	GC – 11	Human Resources Management	3	50	50	100
Mandatory	204	GC – 12	Operations & Supply Chain Management	3	50	50	100
Mandatory	205	GC - 13	Legal Aspects of Business	2	0	50	50
		<b>CORE TOTAL</b>	<b>5</b>	<b>14</b>	<b>200</b>	<b>250</b>	<b>450</b>
Mandatory	206	RM - 01	BRM	2	-	50	50
Mandatory	207	RM - 02	Desk Research – Digital Marketing	2	50	0	50
Mandatory	208	RM - 03	Field Project – Digital Marketing	4	50	100	150
		<b>RESEARCH TOTAL</b>	<b>3</b>	<b>8</b>	<b>100</b>	<b>150</b>	<b>250</b>
<b>Semester II Generic Electives - Any 2 Courses to be Opted from the respective elective list</b>							
Elective	209	GE 08	Email Marketing	2	50	0	50
Elective	210	GE 09	Influencer Marketing	2	50	0	50
Elective	211	GE 10	Sustainable Development Goals	2	50	0	50
Elective	212	GE 11	Selling & Negotiation Skills Lab	2	50	0	50
Elective	213	GE 12	Indian Economy	2	50	0	50
Elective	214	GE 13	International Business Environment	2	50	0	50
Elective	215	GE 14	Business Ethics	2	50	0	50
		<b>ELECTIVE TOTAL</b>	<b>2</b>	<b>4</b>	<b>100</b>	<b>0</b>	<b>100</b>
		<b>SEMESTER TOTAL</b>	<b>10</b>	<b>26</b>	<b>400</b>	<b>400</b>	<b>800</b>

SEMESTER III							
	Sem Code	Course Code	Course	Credits	FA	SA	Marks
Mandatory	301	GC – 14	Strategic Management	3	50	50	100
Mandatory	302	SC - 01		3	50	50	100
	CORE TOTAL		2	6	100	100	200
Mandatory	303	OJT (SC)	On the Job Training	8	100	100	200
	SIP TOTAL		1	8	100	100	200
Semester III Specialization Electives - Any 4 Courses to be Opted from the respective elective list							
Elective	304	SE 01		3	50	50	100
Elective	305	SE 02		3	50	50	100
Elective	306	SE 03		3	50	50	100
Elective	307	SE 04		3	50	50	100
Elective	308	SE 05		3	50	50	100
Elective	309	SE 06		3	50	50	100
Elective	310	SE 07		3	50	50	100
Elective	311	SE 08		3	50	50	100
	ELECTIVE TOTAL		4	12	200	200	400
	SEMESTER TOTAL		7	26	400	400	800
SEMESTER IV							
	Sem Code	Course Code	Course	Credits	FA	SA	Marks
Mandatory	401	GC – 15	Entrepreneurship, Innovation and Design Thinking	3	50	50	100
Mandatory	402	GC - 16	Enterprise Performance Management	2	0	50	50
Mandatory	403	SC - 02		3	50	50	100
	CORE TOTAL		3	8	100	150	250
Mandatory	404	RP	Research Project	6	100	50	150
	RESEARCH PROJECT TOTAL		1	6	100	50	150
Semester IV Specialization Electives - Any 4 Courses to be Opted from the following list							
Elective	405	SE 09		3	50	50	100
Elective	406	SE 10		3	50	50	100
Elective	407	SE 11		3	50	50	100
Elective	408	SE 12		3	50	50	100
Elective	409	SE 13		3	50	50	100
Elective	410	SE 14		3	50	50	100
Elective	411	SE 15		3	50	50	100
Elective	412	SE 16		3	50	50	100
	ELECTIVE TOTAL		4	12	200	200	400
	SEMESTER TOTAL		8	26	400	400	800
	PROGRAMME TOTAL		35	104	1600	1600	3200

<b>DIGITAL MARKETING</b>							
<b>Specialization Core Courses</b>							
<b>Sem Code</b>	<b>Course Code</b>	<b>Course</b>	<b>Semester</b>	<b>Credits</b>	<b>FA</b>	<b>SA</b>	<b>Total Marks</b>
302	SC DM- 01	Fundamentals of Digital Marketing	III	3	50	50	100
403	SC DM- 02	Social Media Marketing	IV	3	50	50	100
				<b>6</b>	<b>100</b>	<b>100</b>	<b>200</b>
<b>Specialization Elective Courses - Semester III (Any 4 to be opted for)</b>							
304	SE DM- 01	Digital Marketing Research	III	3	50	50	100
305	SE DM- 02	Digital Marketing Channels	III	3	50	50	100
306	SE DM- 03	Search Engine Marketing	III	3	50	50	100
307	SE DM- 04	Search Engine Optimization	III	3	50	50	100
308	SE DM- 05	Cases in Digital Marketing - I	III	3	50	50	100
309	SE DM- 06	Content Marketing	III	3	50	50	100
310	SE DM- 07	Start-ups and Digital Business Management	III	3	50	50	100
311	SE DM- 08	E-Customer Relationship Management	III	3	50	50	100
				<b>12</b>	<b>200</b>	<b>200</b>	<b>400</b>
<b>Specialization Elective Courses - Semester IV (Any 4 to be opted for)</b>							
405	SE DM- 09	Mobile Marketing	IV	3	50	50	100
406	SE DM- 10	Affiliate Marketing	IV	3	50	50	100
407	SE DM- 11	Marketing 5.0	IV	3	50	50	100
408	SE DM- 12	Digital Analytics	IV	3	50	50	100
409	SE DM- 13	Cases in Digital Marketing - II	IV	3	50	50	100
410	SE DM- 14	Building Digital Brands	IV	3	50	50	100
411	SE DM- 15	Website Design and Development	IV	3	50	50	100
412	SE DM- 16	Marketing Strategy in Digital Age	IV	3	50	50	100
				<b>12</b>	<b>200</b>	<b>200</b>	<b>400</b>
				<b>30</b>	<b>500</b>	<b>500</b>	<b>1000</b>

**Annexure II – COURSE WISE DETAILED SYLLABUS****Semester I**

<b>Semester I</b>	<b>101</b>	<b>GC 01 – Managerial Accounting</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Compulsory Generic Core Course</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 101.1	REMEMBERING	DESCRIBE the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing
CO 101.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus.
CO 101.3	APPLYING	PERFORM all the necessary calculations through the relevant numerical problems.
CO 101.4	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
CO 101.5	EVALUATING	EVALUATE the financial impact of the decision.
CO 101.6	CREATING	CREATE the Financial Statement of Sole Proprietor, Cost Sheet and Budgets

- 1 Basic Concepts:** Forms of Business Organization. Meaning and Importance of Accounting in Business Organization, Basic concepts and terms used in accounting, Capital & Revenue Expenditure, Capital & Revenue Receipts, Users of Accounting Information. Accounting Concepts and Conventions, Fundamental Accounting Equation, Ancient Indian / Mahajani Accounting System – history, Bahi – Khata, advantages & Limitations, Indian Accounting System v/s Modern Accounting System, Journal, Ledger and Trial Balance. **(4+2)**
- 2 Financial Statements:** Meaning of Financial Statements, Importance and Objectives of Financial Statements. Preparation of Final Accounts of sole proprietary firm. **(7 + 2)**
- 3 Cost Accounting:** Basic Concepts of Cost Accounting, Objectives, Importance and Advantages of Cost Accounting, Cost Centre, Cost Unit, Types of Cost, Elements of Cost, Classification and Analysis of Costs, Preparation of Cost Sheet. **(8 + 2)**
- 4 Marginal Costing:** Meaning, Principles, Advantages and Limitations, Contribution, P/V Ratio, Break-Even Point (BEP), Cost Volume Profit (CVP) Analysis **(8 + 2)**
- 5 Cost Control Techniques: Budgetary Control & Standard Costing: Budgetary Control:** Meaning of Budget and Budgeting, Importance, Advantages and Disadvantages, Cash Budget and Flexible Budget, **Standard Costing:** Meaning, Importance, Advantages and Disadvantages, Cost Variance Analysis. Material Variances– Material Cost Variance, Material Rate Variance, Material Usage Variance, Material Mix Variance and Material Yield Variance. **(8 + 2)**

**Note:** Numerical Problems will be asked on the following –

1. Final Accounts of Sole Proprietary Firm
2. Preparation of Cost Sheet
3. Marginal Costing
4. Cash Budget, Flexible Budget
5. Material Variances

**Suggested Books:**

1. Management Accounting- Khan and Jain, Tata McGraw Hill
2. Fundamentals of Management Accounting - H. V. Jhamb
3. Managerial Accounting - Dr. Mahesh Abale and Dr. Shriprakash Soni
4. Management Accounting - Dr. Mahesh Kulkarni
5. Bahi – Khata: The Traditional Accounting System of India – A. N. Aggarwal
6. Ancient India Accountancy: A Study – Krishna Mohan Tummala

**Suggested Reference Books:**

1. Financial Cost and Management Accounting, P. Periasamy

2. Financial Accounting for Management, Shankarnarayanan Ramanath, CENGAGE Learning
3. Accounting for Management, S. N. Maheshwari
4. Management Accounting, MadhuVij
5. Fundamentals of Management Accounting, H. V. Jhamb
6. Cost and Management Accounting, M. N. Arora
7. Financial Accounting for Managers, Sanjay Dhmiya, Pearson Publications
8. Management Accounting, Mr. Anthony Atkinson, Robert Kaplan, Pearson
9. Accounting For Management, Jawarhar Lal
10. Accounting, Shukla Grewal
11. Management Accounting, Ravi Kishore
12. Accounting for Managers, Dearden and Bhattacharya
13. The Arthashastra: Selections from the Classic Indian Work on Statecraft – Kautilya ( Edited by Patrick Olivelle)
14. Kautilya's Arthashastra – Translated into English by R. Shamasastry

<b>Semester I</b>	<b>102</b>	<b>GC 02 - Organizational Behaviour</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Compulsory Generic Core Course</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 102.1	REMEMBERING	Describe complexities of individual and group behavior in the organizations
CO 102.2	UNDERSTANDING	Explain the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
CO 102.3	APPLYING	APPLY Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings
CO 102.4	ANALYSING	ANALYZE human behavioural problems like conflict, low motivational levels, politics, attitudinal issues etc. and develop solutions to these problems.
CO 102.5	EVALUATING	FORMULATE approaches to reorient individual, team, managerial and leadership behavior in order to achieve organizational goals.
CO 102.6	CREATING	DEVELOP strategies for challenges faced during shaping organizational behavior, organizational culture and organizational change.

1. **Fundamentals of OB:** Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Models of OB (Autocratic, Custodial, Supportive, Collegial & SOBC). **Personality:** Definition- Personality, importance of personality in Performance, The Myers-Briggs Type Indicator and The Big Five personality model, Johari Window. Relevant case studies on personality (7+2)
2. **Perception:** Meaning and concept of perception, Factors influencing perception, Perceptual process, social perception (stereotyping and halo effect) Relevant case studies on Perception (7+2)
3. **Motivation:** Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor Model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation. Relevant case studies on Motivation (7+2)
4. **Group and Team Dynamics:** The Meaning of Group, Group behaviour & Group Dynamics, Types of Groups, The Five -Stage Model of Group Development, Team Effectiveness & Team Building. **Leadership:** Introduction, Managers V/s Leaders. Overview of Leadership- Traits and Types, leadership principles from Indian epics and scriptures (e.q. Ramayana and Mahabharata), Managerial Grid Theory of Leadership, Path Goal Theory of leadership and Situational Leadership (Hersey-Blanchard) Model. Relevant case studies on Group dynamics and Leadership (8+2)
5. **Stress at workplace:** Work Stressors – Prevention and Management of stress – counselling, Importance of Yoga in Stress Management, Balancing work and Life, causes of work stress. **Organizational Change:** Meaning, definition & Nature of Organizational Change, Types of Organizational change, Forces that acts as stimulants to change. Kurt Lewin's- Three step model, How to overcome the Resistance to Change, Methods of Implementing Organizational Change. Relevant case studies on stress management and organizational change (6+2)

**Suggested Text Books:**

1. Organizational Behaviour, Robins.
2. Organizational Behaviour, Nelson & Quick.
3. Organizational Behaviour, Fred Luthans.
4. Organizational Behaviour, Stephen Robins, Timothy Judge, Neharika Vohra.
5. Organizational Behaviour, M N Mishra.
6. Organizational Behaviour, K Ashwathappa

**Suggested Reference Books**

1. Understanding OB, Uday Pareek.
2. Change & Knowledge Management, Janakiram, Ravindra and Shubha Murlidhar.
3. Human Resource Management, Nkomo, CENGAGE Learning

<b>Semester I</b>	<b>103</b>	<b>GC 03 – Economic Analysis For Business Decisions</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Compulsory Generic Core Course</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 103.1	REMEMBERING	DEFINE the key terms in micro-economics.
CO 103.2	UNDERSTANDING	EXPLAIN the key terms in micro-economics, from a managerial perspective.
CO 103.3	APPLYING	IDENTIFY the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making.
CO 103.4	ANALYSING	EXAMINE the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, competition and business cycles.
CO 103.5	EVALUATING	DEVELOP critical thinking based on principles of micro-economics for informed business decision making.
CO 103.6	CREATING	ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions.

1. **Managerial Economics:** Concept of Economy, Economics, Microeconomics, Macroeconomics. Nature and Scope of Managerial Economics, Managerial Economics and decision-making. Concept of Firm, Market, Objectives of Firm: Profit Maximization Model, Economist Theory of the Firm, Cyert and March's Behavior Theory, Marris' Growth Maximisation Model, Baumol's Static and Dynamic Models, Williamson's Managerial Discretionary Theory. **(6+1)**
2. **Utility & Demand Analysis:** Utility – Meaning, Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer's equilibrium - Budget line and Consumer surplus. Demand - Concept of Demand, Types of Demand, Determinants of Demand, Law of Demand, Elasticity of Demand, Exceptions to Law of Demand. Uses of the concept of elasticity. Forecasting: Introduction, Meaning and Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods of Demand Forecasting, Survey Methods, Statistical Methods, Qualitative Methods, Demand Forecasting for a New Products. (Demand Forecasting methods - Conceptual treatment only numericals not expected) **(8+1)**
3. **Supply & Market Equilibrium:** Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance, Market Equilibrium and Changes in Market Equilibrium. Production Analysis: Introduction, Meaning of Production and Production Function, Cost of Production. Cost Analysis: Private costs and Social Costs, Accounting Costs and Economic costs, Short run and Long Run costs, Economies of scale, Cost-Output Relationship - Cost Function, Cost-Output Relationships in the Short Run, and Cost-Output Relationships in the Long Run. **(8+1)**
4. **Revenue Analysis and Pricing Policies:** Introduction, Revenue: Meaning and Types, Relationship between Revenues and Price Elasticity of Demand, Pricing Policies, Objectives of Pricing Policies, Cost plus pricing. Marginal cost pricing. Cyclical pricing. Penetration Pricing. Price Leadership, Price Skimming. Transfer pricing. Price Determination under Perfect Competition- Introduction, Market and Market Structure, Perfect Competition,

Price-Output Determination under Perfect Competition, Short-run Industry Equilibrium under Perfect Competition, Short-run Firm Equilibrium under Perfect Competition, Long-run Industry Equilibrium under Perfect Competition, Long-run Firm Equilibrium under Perfect Competition. Pricing Under Imperfect Competition- Introduction, Monopoly, Price Discrimination under Monopoly, Bilateral Monopoly, Monopolistic Competition, Oligopoly, Collusive Oligopoly and Price Leadership, Pricing Power, Duopoly, Industry Analysis. Profit Policy: Break Even analysis. Profit Forecasting. Need for Government Intervention in Markets. Price Controls. Support Price. Preventions and Control of Monopolies. System of Dual Price. (11+1)

5. **Consumption Function and Investment Function:** Introduction, Consumption Function, Investment Function, Marginal efficiency of capital and business expectations, Multiplier, Accelerator. Business Cycle: Introduction, Meaning and Features, Theories of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions. (7+1)

#### Suggested Text Books:

1. Managerial Economics, Peterson, Lewis, Sudhir Jain, Pearson, Prentice Hall
2. Managerial Economics, D. Salvatore, McGraw Hill, New Delhi.
3. Managerial Economics, Pearson and Lewis, Prentice Hall, New Delhi
4. Managerial Economics, G.S. Gupta, T M H, New Delhi.
5. Managerial Economics, Mote, Paul and Gupta, T M H, New Delhi.

#### Suggested Reference Books:

1. Managerial Economics, Homas and Maurice, Tata McGraw Hill
2. Managerial Economics - Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi.
3. Managerial Economics, Varshney and Maheshwari, Sultan Chand and Sons, New Delhi.
4. Managerial Economics, D.M.Mithani
5. Managerial Economics, Joel Dean, Prentice Hall, USA.
6. Managerial Economics by H L Ahuja, S Chand & Co. New Delhi.

<b>Semester I</b>	<b>104</b>	<b>GC 04 – Basics Of Marketing</b>
<b>3 Credits</b>	<b>LTP: 2:0:2</b>	<b>Compulsory Generic Core Course</b>

#### Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO104.1	REMEMBERING	<b>RECALL</b> and <b>REPRODUCE</b> the various concepts, principles, frameworks and terms related to the function and role of marketing.
CO104.2	UNDERSTANDING	<b>DEMONSTRATE</b> the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors and <b>ILLUSTRATE</b> the role that marketing plays in the 'tool kit' of every organizational leader and manager.
CO104.3	APPLYING	<b>APPLY</b> marketing principles and theories to the demands of marketing function and practice in contemporary real-world scenarios.
CO104.4	ANALYSING	<b>EXAMINE</b> and <b>LIST</b> marketing issues pertaining to segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, marketing mix and Product Life Cycle in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services).
CO104.5	EVALUATING	<b>EXPLAIN</b> the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real world examples.
CO104.6	CREATING	<b>DISCUSS</b> alternative approaches to segmentation, targeting and positioning, the marketing environment, consumer buying behavior, marketing mix and Product Life Cycle in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services.).

1. **Introduction to Marketing:** Evolution of marketing in India from ancient times to the present day. Definition & Functions of Marketing- Scope of Marketing, Core concepts of marketing –Customer Delight, Customer loyalty, Concepts of Markets, Marketing V/S Market, Competition, Key customer markets, Brick & Click Model,

Functions of Marketing Manager, Linkage of Marketing functions with all functions in the organization, Company orientation towards market place: Production - Sales – Product-Marketing – Societal – Relational, Holistic Marketing Orientation, Selling versus marketing, Marketing 1.0 to Marketing 6.0, Concept of Marketing Myopia, Digital Natives, informed Vs Distracted customers, Integrating Traditional Marketing, digital Marketing and Sustainable Marketing, Digital Transformation in Marketing: AI, big data, and machine learning transforming marketing strategies, Customer Experience (CX), Sustainable Marketing (6+6)

2. **Consumer Behavior:** Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, Five steps consumer buyer decision process – Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase behavior. Moment of Truth, Zero Moment of Truth, ZMOT, Moderating effects on consumer behavior, Neuromarketing, Omnichannel Consumer Behaviour, Behavioral Economics. How People buy Online, Adoption process- Awareness to Advocacy –Aware, Appeal, Ask, Act, Advocate (5As) and The O Zone (O3) Own, Outer and Other influence, Show rooming and Web rooming, Consumerization (6+6)
3. **Marketing Environment:** Concept of Environment, Macro Environment & Micro Environment – Components and characteristics, Needs & Trends, Major forces impacting the Macro Environment & Micro Environment, Need for analyzing the Marketing Environment. Analyzing the Political, Economic, Socio-cultural, Technical and Legal Environment. Demographics, Environmental, Social, and Governance (ESG) Factors, Technological Innovations, Regulatory Changes, role of joint families, community networks, and local influencers in marketing, impact of Indian festivals (e.g., Diwali, Holi, Eid) and cultural events (e.g., Kumbh Mela, local fairs) on consumer spending and marketing strategies (6+6)
4. **Segmentation, Target Marketing & Positioning:** Segmentation - Concept, Need & Benefits. Geographic, Demographic, Psychographic, Behavioural bases of segmentation for consumer goods and services. Bases for segmentation for business markets. Levels of segmentation, Criteria for effective segmentation. Market Potential & Market Share. Target Market - Concept of Target Markets and criteria for selection. Segment Marketing, Niche & Local Marketing, Mass marketing, Long Tail Marketing. Positioning - Concept of differentiation & positioning, Value Proposition & Unique Selling Proposition, Influencer Marketing, Forrester's Social Technographics segmentation (6+6)
5. **Marketing Mix:** Origin & Concept of Marketing Mix, 7P's - Product, Price, Place, Promotion, People, Process, Physical evidence. Product Life Cycle: Concept & characteristics of Product Life Cycle (PLC), Relevance of PLC, Types of PLC and Strategies across stages of the PLC. Digital Marketing Mix, Customer Journey Mapping, Service-Dominant Logic, Connected Marketing Mix -four C's (co-creation, currency, communal activation, and Conversation). (6+6)

Note: Real world examples / cases are expected to be analyzed in the class as well as included in the examination

#### **Suggested Text Books:**

1. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson
2. Marketing Management, Rajan Saxena, TMGH
3. Marketing, Lamb Hair Sharma, Mc Daniel, Cengage Learning

#### **Suggested Reference Books:**

1. Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson
2. Marketing Management- Text and Cases, Tapan K Panda, Excel Books
3. Marketing Management, Ramaswamy & Namakumari, Macmillan.
4. Marketing Whitebook
5. "Indian Marketing: Cases and Concepts" by S. Neelamegham
6. "Marketing in India: Text and Cases" by S. Ramesh Kumar

<b>Semester I</b>	<b>105</b>	<b>GC 05 - Business Analytics</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Compulsory Generic Core Course</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 105.1	REMEMBERING	Recall the fundamental concepts and terminologies in business analytics
CO 105.2	UNDERSTANDING	Explain the differences between business analytics and related fields (e.g., business analysis, business intelligence, data science), as well as the ethical considerations and quality of data in business analytics and key applications of business analytics.
CO 105.3	APPLYING	Utilize basic tools of business analytics, such as data exploration and visualization tools, to perform basic exploratory data analysis and data cleaning tasks.
CO 105.4	ANALYSING	Break down business problems into key questions and analyze data to derive meaningful insights for decision-making in various business domains like marketing, finance, HR, operations, health care, and agri-business
CO 105.5	EVALUATING	Assess the effectiveness of different data-driven strategies and analytical techniques in improving business performance across different sectors through case studies
CO 105.6	CREATING	Design and propose data-driven solutions and strategies to address complex business challenges, integrating knowledge from marketing, finance, HR, operations, health care, and agri-business analytics.

- 1. Business Analytics Basics:** Definition of analytics, Evolution of analytics, The Growing Role of Business Analytics, Business analytics vs business analysis, Business intelligence vs Data Science, Data Analyst Vs Business Analyst, Types of Analytics - Descriptive, Diagnostic, Predictive, Prescriptive, Concept of insights. Importance of data in business analytics, Differences between data, information and knowledge, Quality of data, 5Vs of Big Data, Big Data Collection and Ethics, Data sources and collection methods, Data privacy, security, and ethical considerations. (7+2)
- 2. Analytical decision-making:** Analytical decision-making process, characteristics of the analytical decision-making process. Breaking down a business problem into key questions that can be answered through analytics, Characteristics of good questions, Skills of a good business analyst, The Basic Tools of Business Analytics - Data exploration and visualization (using tools like Excel, Tableau, or Power BI), Concept of Statistical analysis and hypothesis testing (Hypothesis testing numerical / tests not expected) Data Visualization: Concept of Data Visualization, Popular Data Visualization tools, Exploratory Data Analysis(EDA), Data Cleaning, Data Inspection. (7+2)
- 3. Business Analytics in Marketing and Finance:** Marketing Analytics, Customer segmentation, targeting, and positioning, Campaign management and ROI measurement, Data-driven marketing strategies. Financial Analytics - Risk management and credit scoring, Financial forecasting and planning, Case studies: Financial performance improvement through analytics (Non-Statistical - Conceptual Treatment only). (7+2)
- 4. Business Analytics in HR and Operations:** HR Analytics, Workforce planning and talent management, Employee engagement and performance measurement, Case studies: Enhancing HR practices with analytics. Operations Analytics - Process optimization and efficiency improvement, Supply chain analytics and logistics management, Case studies: Operational excellence through analytics Non-Statistical - Conceptual Treatment only). (7+2)
- 5. Business Analytics in Health Care and Agri Business:** Health Care Analytics - Patient care optimization and resource management, Predictive analytics for health outcomes, Case studies: Improving health care delivery with analytics. Agri Business Management Analytics - Crop yield prediction and supply chain management, Market analysis and risk management in agriculture, Case studies: Enhancing agricultural productivity with analytics Non-Statistical - Conceptual Treatment only). (7+2)

**Suggested Text Books:**

1. Davenport, T. H., & Harris, J. G. (2007). "Competing on analytics: The new science of winning". Harvard Business School Press.
2. Provost, F., & Fawcett, T. (2013). "Data science for business: What you need to know about data mining and data-analytic thinking". O'Reilly Media.
3. Sharda, R., Delen, D., & Turban, E. (2019). "Business intelligence, analytics, and data science: A managerial perspective" (4th ed.). Pearson.
4. Hastie, T., Tibshirani, R., & Friedman, J. (2009). "The elements of statistical learning: Data mining, inference, and prediction" (2nd ed.). Springer.
5. Knaflitz, C. N. (2015). "Storytelling with data: A data visualization guide for business professionals". Wiley.
6. Pearl, J., & Mackenzie, D. (2018). "The book of why: The new science of cause and effect". Basic Books.
7. Lewis, M. (2016). "Marketing data science: Modeling techniques in predictive analytics with R and Python". Pearson FT Press.
8. Siegel, E. (2016). "Predictive analytics: The power to predict who will click, buy, lie, or die". Wiley.
9. Winston, W. L. (2014). "Marketing analytics: Data-driven techniques with Microsoft Excel". Wiley.
10. Narayanan, A., & Bhattacharya, A. (2023). "Big data in finance: Data analytics in financial services and banking". Wiley.
11. Fitz-enz, J. (2010). "The new HR analytics: Predicting the economic value of your company's human capital investments". AMACOM.
12. Raghupathi, W., & Raghupathi, V. (2014). "Big data analytics in healthcare: Promise and potential". Health Information Science and Systems, 2(1), 1-10.
13. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2007). "Designing and managing the supply chain: Concepts, strategies, and case studies" (3rd ed.). McGraw-Hill/Irwin.

<b>Semester I</b>	<b>106</b>	<b>GC 06 – Decision Science</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Compulsory Generic Core Course</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 106.1	REMEMBERING	DESCRIBE the concepts and models associated with Decision Science.
CO 106.2	UNDERSTANDING	UNDERSTAND the different decision-making tools required to achieve optimization in business processes.
CO 106.3	APPLYING	APPLY appropriate decision-making approach and tools to be used in business environment.
CO 106.4	ANALYSING	ANALYSE real life situation with constraints and examine the problems using different decision-making tools
CO 106.5	EVALUATING	EVALUATE the various facets of a business problem and develop problem solving ability
CO 106.6	CREATING	DISCUSS & propose the various applications of decision tools in the present business scenario.

1. **Introduction:** Importance of Decision Sciences & role of quantitative techniques in decision making. **Linear Programming:** Concept, Formulation & Graphical Solution. Applications related to management functional areas, Formulation of L.P. Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution). (7+2)
2. **Transportation Problems:** Concept, formulation, Basic initial solution using North West Corner rule, Least Cost method & Vogel's Approximation Method (VAM), Optimal solution using Modified Distribution Method (Special cases: balanced, unbalanced, restriction, prohibited routes and maximization). Concept of degeneracy. (7+2)
3. **Assignment Problems:** Concept, Flood's Technique/ Hungarian method, (Special cases: multiple solutions, maximization case, unbalanced case, restrictions on assignment) (7+2)

4. **Decision Theory:** Concept, Decision making under uncertainty (Maximin, Maximax, Minimax regret, Hurwicz & Laplace principles), Decision making under risk (EMV, EVPI) for items with and without salvage value. Game Theory: Concept, two person Zero-Sum games, Maximin Minimax Principle, Games without Saddle point- Mixed strategy, Dominance Rule- Reduction of  $m \times n$  game and solution of  $2 \times 2$ . (7+2)
5. **PERT & CPM:** Concept, Drawing network diagram, identifying critical path, Network calculations- calculating EST, LST, EFT, LFT, Slack, floats. Programme evaluation and review technique (PERT). (7+2)

**Note:**

1. In each unit caselet related to management situation in various functional domains shall be discussed by the subject teacher.
2. Numerical based on functional areas of business are expected on each unit

**Suggested Text Books:**

1. Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill Publications (latest Edition)
2. Operations Research by Hamdy A. Taha, Pearson Publication (latest edition)
3. Operations research by Hira Gupta, S. Chand Publication (latest Edition)
4. Operations Research Theory & Applications by J K Sharma- MacMillan Publishers India Ltd. (latest Edition)
5. Statistical Methods by S.C. Gupta S. Chand Publication (latest edition)
6. Comprehensive Statistical Methods by P.N. Arora, Sumeet Arora, S. Arora S. Chand Publication

**Suggested Reference Books:**

1. Quantitative techniques & statistics By K L Sehgal Himalaya Publications (latest edition)
2. An introduction to management science: Quantitative approach for decision making- Cengage Learning- Anderson (latest edition)
3. Introduction to Operations Research by Billey E. Gillett, TMGH (latest edition)
4. Operations Research by Nita Shah, Ravi Gor, Hardik Soni, PHI (latest Edition).
5. Operations Research by R. Pannerselvam, Prentice Hall India

<b>Semester I</b>	<b>107</b>	<b>GC 07 – Management Fundamentals</b>
<b>2 Credits</b>	<b>LTP: 1:1:1</b>	<b>Compulsory Generic Core Course</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 107.1	REMEMBERING	ENUMERATE various managerial competencies and approaches to management.
CO 107.2	UNDERSTANDING	EXPLAIN the role and need of Planning, Organizing, Decision Making and Controlling.
CO 107.3	APPLYING	MAKE USE OF the principles of goal setting and planning for simple as well as complex tasks and small projects.
CO 107.4	ANALYSING	COMPARE and CONTRAST various organizational structures of variety of business and not-for-profit entities in a real-world context.
CO 107.5	EVALUATING	BUILD a list of the decision-making criteria used by practicing managers, leaders and entrepreneurs in routine and non-routine decision-making situations and EVALUATE and EXPLAIN the same.
CO 107.6	CREATING	FORMULATE and DISCUSS a basic controlling model in a real life business, start-up and not-for-profit organizational context.

1. **Basic Concepts:** Manager, Managing, Workplace, Organization, Management Functions, Mintzberg's Managerial Roles, The Universality of Management, Approaches to Management - Early Management, Classical Approach, Behavioral Approach, Quantitative Approach, Contemporary Approaches. Managerial Competencies: Communication, team work, planning and administrative, strategic and global competencies; Managerial Skills; How Is the Manager's Job Changing? Importance of Customers to the Manager's Job, Importance of Innovation to the Manager's Job, Importance of Sustainability to the Manager's Job. (6)

2. **Planning:** Concept, need, nature, Management By Objectives (MBO) - Process of MBO - Benefits of MBO, Planning and Performance, Goals and Plans, Types of Goals, Types of Plans, Setting Goals and Developing Plans, Approaches to Setting Goals, Developing Plans, Approaches to Planning, Planning Effectively in Dynamic Environments. (6)
3. **Organizing:** Organization, Organizing, Organizational Structures, Principles of Work Specialization, Departmentalization, Chain of Command, Span of Control, Centralization and Decentralization, Formalization. Mechanistic and Organic Structures, Factors Affecting Structural Choice - Strategy, Size, Technology, Environmental Uncertainty. Traditional Organizational Designs - Simple Structure, Functional Structure, Divisional Structure, Matrix Structure, Team Structures, Project Structure, Adaptive Organizations – Boundary less Organization, Virtual Organizations, Learning Organization, Flexi Work, Tele-working, Global Organizations. (6)
4. **Decision Making:** The Decision-Making Process - Identifying a Problem - Identifying Decision Criteria - Allocating Weights to the Criteria - Developing Alternatives - Analyzing Alternatives - Selecting an Alternative - Implementing the Alternative - Evaluating Decision Effectiveness. Making Decisions: Rationality, Bounded Rationality, The Role of Intuition, The Role of Evidence-Based Management. Types of Decisions & Decision-Making Conditions. Decision-Making approaches - Quantitative approach, Environmental Approach, System Approach, Ethical Approach, Intuitive Approach, Case Study Approach Decision-Making Styles - Linear–Nonlinear Thinking Style Profile, Decision-Making Biases and Errors. Effective Decision Making in Today's World - Correctness of decision, Decision environment, Timing of decision, Effective communication of Decision, Participation in decision Making-Implementation of decision. (7)
5. **Controlling:** Controlling, Definition, need and Importance, The Control Process, Managerial Decisions in Controlling, Feed-forward / Concurrent / Feedback Controls. Financial Controls, Information Controls, Benchmarking of Best Practices. (5)

**Suggested Text Books:**

1. Fundamentals of Management by Robbins, S.P. and Decenzo, D.A., Pearson Education Asia, New Delhi.
2. Management, Koontz and Wechrich, TMGH
3. Management, Stoner, et. al., Prentice Hall of India, New Delhi.

**Suggested Reference Books:**

1. Management, Hellregel, Thomson Learning, Bombay
2. Management, Robbins & Coulter, Prentice Hall of India, New Delhi.
3. Management - Text & Cases, Satya Raju, PHI, New Delhi.
4. Management, Richard L. Draft, Thomson South-Western

<b>Semester I</b>	<b>108</b>	<b>GC 08 – Indian Knowledge Systems</b>
<b>2 Credits</b>	<b>LTP: 2:0:0</b>	<b>Compulsory Generic Core Course</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 108.1	REMEMBERING	RECALL key teachings and themes from the Bhagavad Gita, and identify significant events and principles from the life of Shivaji Maharaj.
CO 108.2	UNDERSTANDING	EXPLAIN the role of values, ethics, and spirituality in leadership and organizational culture as taught in the Bhagavad Gita, and summarize Shivaji Maharaj's leadership qualities.
CO 108.3	APPLYING	APPLY principles of self-awareness, self-management, and emotional intelligence from the Bhagavad Gita to real-world leadership scenarios.
CO 108.4	ANALYSING	COMPARE and contrast Indian Knowledge Systems (IKS) with Western Management Theories (WMT), particularly in terms of leadership styles, decision-making frameworks, and ethical considerations
CO 108.5	EVALUATING	EVALUATE the effectiveness of Jugaad innovations in various sectors and assess the impact of family and community roles in Indian business practices
CO 108.6	CREATING	DESIGN strategic leadership plans that integrate the principles of the Bhagavad Gita and Shivaji Maharaj's governance strategies to address contemporary organizational challenges

1. **Leadership and Organizational Behavior from Bhagavad Gita:** Overview of the Bhagavad Gita, Historical and cultural context, Key themes and teachings, Role of values, ethics and spirituality in leadership and organizational culture, Motivation, Self-awareness and self-management principles, Developing resilience and emotional intelligence, Inspiring and motivating teams, Team dynamics and conflict resolution in Indian traditions, Gita-based decision-making frameworks, Conflict resolution strategies, Servant leadership principles, Building high-performance teams, Ethical dilemmas and decision-making, Reflection and personal growth exercises **(5+1)**
2. **Insights and Lessons from the life of Shivaji Maharaj:** Overview of Shivaji Maharaj's life, historical context, Dharma, Raj Dharma, and Artha, Leadership qualities of Shivaji Maharaj - Leadership in adversity, Leadership styles and effectiveness in different contexts, Shivaji Maharaj's strategic vision and planning, Innovative strategies in warfare and governance, Principles of governance in Shivaji's kingdom, Administration structures and decision-making processes, Efficient and ethical governance, Shivaji Maharaj as an entrepreneur and nation-builder, Economic policies and trade strategies, Cultural values in Shivaji's leadership, Balancing tradition with modernity in leadership, Relevance of Shivaji Maharaj's leadership in contemporary management and leadership. **(5+1)**
3. **Comparative Analysis of Indian Knowledge Systems and Western Management Theories:** Overview of IKS: Vedas, Upanishads, Darshanas, Overview of Western management theories (WMT), Philosophical foundations and cultural contexts; Individualism (IKS) vs. Collectivism (WMT), Hierarchical structures (IKS) vs. egalitarianism (WMT), Holistic decision-making (IKS) vs. analytical approaches (WMT), Intuition and gut feelings (IKS) vs. data-driven decision-making (WMT), Work-life balance: Concepts of Karma and Dharma vs. Western work ethic, IKS emphasis on sustainability vs. Western focus on short-term gains, Strategic alignment with societal goals: IKS principles vs. shareholder value maximization in the West, Synergies and integration of IKS and Western management practices. **(5+1)**
4. **Indigenous Management Practices and Frameworks – Jugaad:** Jugaad - Definition and Principles, Key principles of frugal innovation, Historical context and cultural significance in India; The Jugaad Mindset, Characteristics of a Jugaad innovator, Comparison with conventional innovation models, Importance of resourcefulness and creativity, Case Studies of Jugaad Innovation, Analysis of successful Jugaad innovations in India, impact on communities and industries, Sector-Specific Case Studies – Healthcare, Agriculture, Automobiles, Education, etc., Scaling Jugaad Innovations, Sustaining Jugaad Innovations, Frugal innovation in other countries, Emerging trends and technologies in frugal innovation. **(5+1)**
5. **Indigenous Management Practices and Frameworks - The role of family and community in Indian business:** Historical context of family and community roles in Indian business, Joint family systems, Community Networks, Characteristics of family-owned businesses, Leadership styles, Cooperative movements in India, Social enterprises and their impact on local communities, Role of community support in business sustainability, Cultural values and their influence on business ethics, Role of traditional values in contemporary business practices, Ethical decision-making influenced by family and community, Corporate Social Responsibility in the Indian context, Community engagement strategies, Challenges faced by family and community businesses, Succession planning, leadership transition, Conflict resolution, Opportunities for growth and innovation, Adapting traditional practices to modern business environments, Emerging trends and their impact on family and community roles, Technology and globalization's influence on traditional practices. **(5+1)**

#### Suggested Text Books:

1. "The Bhagavad Gita: A New Translation" by Stephen Mitchell
2. "The Essence of the Bhagavad Gita: Explained by Paramhansa Yogananda" by Swami Kriyananda
3. "The Bhagavad Gita: A New Commentary" by Swami Sivananda
4. "Bhagavad Gita: A New Translation" by Swami Satchidananda
5. "The Bhagavad Gita for Executives" by Swami Parthasarathy
6. "Bhagavad Gita: A New Interpretation for Modern Times" by Stephen Cope
7. "Shivaji: The Great Maratha" by Ranjit Desai
8. "Shivaji and His Times" by Jadunath Sarkar
9. "The Life and Times of Shivaji Maharaj" by Kalpana Roy
10. "Chhatrapati Shivaji Maharaj" by A.K. Priolkar
11. "Leadership Lessons from the Life of Shivaji Maharaj" by Shubhada Joshi
12. "Shivaji: Hindu King in Islamic India" by James W. Laine
13. "Management Insights from Indian Spirituality" by A.V. Narasimha Murthy
14. "Western and Indian Management: Exploring Synergies" by Vipin Gupta
15. "Ancient Indian Wisdom for Self-Development" by Pradip N. Khandwalla
16. "Indian Ethos and Values in Management" by Sankar
17. "East Meets West: Asian Management Approaches" by Kimio Kase

18. "Comparative Management: A Cultural Perspective" by Malcolm Warner
19. "Jugaad Innovation: Think Frugal, Be Flexible, Generate Breakthrough Growth" by Navi Radjou, Jaideep Prabhu, and Simone Ahuja
20. "Frugal Innovation: How to Do More with Less" by Navi Radjou and Jaideep Prabhu
21. "Reverse Innovation in Healthcare: How to Make Value-Based Delivery Work" by Vijay Govindarajan and Ravi Ramamurti
22. "The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail" by Clayton Christensen
23. "Frugal Innovation: How to Do More with Less" by Navi Radjou and Jaideep Prabhu
24. "Jugaad: A New Growth Formula for Corporate India" by Sangeeta Talwar
25. "Family Business in India" by R.G. Verma
26. "Business Maharajas" by Gita Piramal
27. "The Indian Family Business Mantra" by D.N. Ghosh
28. "The Spirit of Indian Business" by Elst W. Koenraad
29. "Family Business in India: A Historical and Socio-cultural Perspective" by Dev Nathan
30. "The Indian Family Business" by Frank K. Gunderson and Bruce R. Kunkel
31. "The Tata Group: From Torchbearers to Trailblazers" by Shashank Shah
32. "The Z Factor: My Journey as the Wrong Man at the Right Time" by Subhash Chandra
33. "Dabbawalas: Lessons for Building Lasting Success Based on Values" by Shrinivas Pandit

#### **Indicative Case Studies**

1. Amul: The Cooperative Movement - Focus: Cooperative model, rural empowerment, supply chain management.
2. The Dabbawalas of Mumbai - Focus: Operational excellence, Six Sigma, traditional logistics systems, Supply chain efficiency, customer satisfaction.
3. Fabindia: Crafting Success- Focus: Handicrafts, sustainable sourcing, social entrepreneurship.
4. Tata Group: Pioneering Corporate Social Responsibility- Focus: CSR practices, ethical business, community development.
5. Jaipur Foot: Affordable Prosthetics - Focus: Social innovation, frugal engineering, inclusive growth.
6. Patanjali: Revolutionizing FMCG - Focus: Ayurvedic products, brand positioning, market disruption.
7. SEWA (Self-Employed Women's Association): Empowering Women - Focus: Women empowerment, microfinance, cooperative movement.
8. ITC's e-Choupal: Digitizing Rural India - Focus: E-commerce, rural development, supply chain integration.
9. Lijjat Papad: Women's Cooperative - Focus: Women entrepreneurship, cooperative model, business sustainability.
10. Haldiram's: Traditional Snacks, Modern Business - Focus: Brand evolution, quality management, market expansion.
11. Reliance Jio: Disrupting Telecom - Focus: Market disruption, technology adoption, customer acquisition.
12. Tata Nano: The World's Cheapest Car - Focus: Frugal innovation, product development, market challenges.
13. Biocon: Building a Global Biotech Company - Focus: Research and development, strategic alliances, global expansion.
14. Shahnaz Husain: Globalizing Ayurveda - Focus: Brand building, international marketing, traditional knowledge.
15. Cafe Coffee Day: Creating a Coffee Culture - Focus: Brand positioning, customer experience, market expansion.
16. Mahindra & Mahindra: Driving Innovation - Focus: Product diversification, innovation strategies, global expansion.
17. Godrej: From Locks to Consumer Goods - Focus: Diversification, brand evolution, sustainability practices.
18. Infosys: Leadership and Growth - Focus: Corporate governance, employee empowerment, innovation.
19. Tata Steel: Global Expansion and CSR - Focus: Globalization, corporate social responsibility, sustainable practices.
20. Zomato: Revolutionizing Food Delivery in India - Focus: Technology integration, customer engagement, market expansion.

<b>Semester I</b>	<b>109</b>	<b>GE 01 – Consumer Behaviour in Digital Era</b>
<b>2 Credits</b>	<b>LTP: 2:0:0</b>	<b>Generic Elective</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 109.1	REMEMBERING	RECALL the key concepts of e- consumer buying behavior
CO 109.2	UNDERSTANDING	ILLUSTRATE characteristics related with digital buying behavior with respect to B2C and B2B context.
CO 109.3	APPLYING	MAKE USE OF e- consumer buying behaviour information.
CO 109.4	ANALYSING	DISTINGUISH the customer buying roles related to B2B and B2C context in the digital buying environment.
CO 109.5	EVALUATING	DETERMINE appropriate consumer and B2B buying behavior process based on the digital buying segments.
CO 109.6	CREATING	ELABORATE the use of the e- consumer buying insights to meet the digital marketing needs in changing econsumer buying context.

**1. Introduction to Evolution B2C Digital Consumer buying Behavior:** Definition & Concepts- EConsumer, E-Customers, B2C and B2B Buyers. Evolution of Digital Consumer buying behaviour in the B2C context. Consumer in physical, digital buying &Phygital buying. Changing Patterns of Consumer Behavior in the context of the evolving Indian Economy, The Internet, e-commerce, and information technology. Challenges in e- consumer behavior, Current trends in e- marketing in India. Market, Dimensions of Consumerism, Impact of social, cultural, technological, demographic and legal environment on digital consumer buying. Sectorial Teaching reference through Case Studies

**2. B2C Digital Consumer Buying Behaviour:** B2C perspective. - E- Consumer Segmentation, buying Process. E-Consumer buying Models- TAM, UTAUT. E-Consumer digital buying behaviour for products and services, Consumer digital buying behaviour on social media. Different modes/platforms for e- consumer buying process – Web, Mobile, social media. Understanding Role of E- consumer behavior and its impact on digital marketing mix decisions

**3. Characteristics of E- Consumer:** Characteristics & Factors influencing buyer behaviour. Role of changing Beliefs, Values, Lifestyle and e-consumer Persona.E- consumer- buyer generationsGen-X, GenY and GenZ (Digital Natives). Psychological, Sociological Influences, and other related factors. Social Media Influencers: Role of Social Media Influencers decision making.

**4. B2B e-Buying Behaviour:** B2Be-Buyer- Characteristics, Purchase- Demand Patterns and Factors Influencing e-Buyer Behaviour. B2B e-Buyer Decision Process & Roles. Factors driving Transformation from traditional to digital buying. Insights from Sectorial perspectives including inferences drawn from Public and private enterprises. Usage of Case studies to facilitate the understanding of B2B digital buying nuances

**5. Trends in Leveraging e- consumer buying insights:** E- Consumer platforms- Information, feedback mechanisms, Mobile applications and social media. Understanding and Usage of consumer search digital platforms in predicting buying needs and demand. Use of digital consumer community forums by consumers and companies for decision making and companies.

#### **Suggested Text Books**

1. Online Consumer Behaviour- Theory and Research in social media, Advertising and ETail., Angelina Close, Routledge Publications

#### **Suggested Reference Books**

1. Digital Consumers- reshaping Information Profession, David Nicholas, Facet Publications  
 2. How People buy online- The Psychology behind consumer behaviour, Seema Gupta (IIMB), Sage Publications  
 3. Consumer behaviour, A Digital Native, Varsh Jain, JagadishSheth, Pearson Publications, 2019

#### **Suggested Audio Visuals link**

[https://www.youtube.com/channel/UCBDgBiaon\\_9MMMVCumg-vlg](https://www.youtube.com/channel/UCBDgBiaon_9MMMVCumg-vlg)

**Suggested Journals**

1. Journal of Consumer Research
2. Journal of Consumer Psychology
3. Computers in Human Behaviour
4. Journal of Electronic Commerce Research
5. International Journal of Internet Marketing and Advertising
6. International Journal of Electronic marketing and Retailing

<b>Semester I</b>	<b>110</b>	<b>GE 02 – Current Trends in Digital Marketing</b>
<b>2 Credits</b>	<b>LTP: 2:0:0</b>	<b>Generic Elective</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 110.1	REMEMBERING	Identify the current trends in digital marketing
CO 110.2	UNDERSTANDING	To develop an understanding of current Trends in the field of digital marketing
CO 110.3	APPLYING	Determining the nature of current trends in digital marketing
CO 110.4	ANALYSING	Analyze the importance and limitations of current trends of digital marketing
CO 110.5	EVALUATING	Assessing the usage of current trends at various platforms
CO 110.6	CREATING	Modify the current trends in digital marketing for an organization

**1. Introduction to Current Trends:** An Overview on current Trends in Digital Marketing: Emerging Trends – An Indian Perspective. Reasons for Emerging Trends, Challenges for digital marketers in the New Economy – skillsets required in digital marketing industry

**2. Understanding the current Trends in digital marketing:** Meaning, concept, scope and importance of social media, social messaging, visual search, voice search, omnichannel marketing

**3. Social Media Platforms:** Introduction, nature, importance and limitations of social media platforms for content and shopping marketing, social messaging apps, social media stories, conversational marketing, interactive content marketing, influencer marketing.

**4. Web Analytics:** Introduction, nature, importance and limitations of Search Engine Optimization (SEO), artificial intelligence, programmatic ads, web analytics, video marketing, virtual events, email marketing

**5. New Trends in Digital Marketing:** Introduction, nature, importance and limitations of Google ads, featured snippet, Browser Push Notifications, chatbots.

**Suggested Text Books**

1. Fundamentals of Digital Marketing – Puneetsingh Bhatia.
2. Marketing 4.0: Moving from Traditional to Digital – Philip Kotler.
3. The Art of Digital Marketing – Ian Dodson

**Suggested Reference Books**

1. Digital Marketing Handbook: A Guide to Search Engine Optimization – Shivani Karwal
2. Digital Marketing For Dummies - Ryan Deiss & Russ Henneberry
3. The Art of SEO – Eric Enge, Stephan Spencer, Jessie Stricchiola

<b>Semester I</b>	<b>111</b>	<b>GE 03 - Environmental, Social, and Governance (ESG)</b>
<b>2 Credits</b>	<b>LTP: 2:0:0</b>	<b>Generic Elective</b>

**Course Outcomes:** Upon successful completion of the course, learners will be able to:

CO#	Cognitive Abilities	Course Outcomes
CO 111.1	Remembering	Identify key concepts and terminology related to Environmental, Social, and Governance (ESG) principles.
CO 111.2	Understanding	Explain the importance and impact of ESG factors on business and society.
CO 111.3	Applying	Apply ESG criteria in assessing business practices and strategies.
CO 111.4	Analyzing	Analyze the role of ESG in risk management and value creation.
CO 111.5	Evaluating	Evaluate the effectiveness of ESG practices in different industries.
CO 111.6	Creating	Develop strategies to improve ESG performance in organizations.

- 1. Introduction to ESG:** Definition and scope of ESG, Historical development of ESG principles, Importance of ESG in modern business, Key stakeholders and their roles in ESG, Overview of global ESG standards and frameworks (e.g., UN SDGs, GRI, SASB), Case studies on the impact of ESG on business performance. (6)
- 2. Environmental Sustainability:** Environmental issues and challenges, Corporate environmental responsibility, Strategies for reducing environmental impact, Environmental risk management, Sustainability reporting and metrics, Case studies on successful environmental sustainability initiatives. (6)
- 3. Social Responsibility:** Definition and scope of social responsibility, Corporate social responsibility (CSR) practices, Human rights and labor standards, Diversity, equity, and inclusion (DEI) in the workplace, Community engagement and philanthropy, Case studies on effective social responsibility programs (6)
- 4. Governance and Ethical Practices:** Principles of good corporate governance, Board structure and responsibilities, Executive compensation and incentives, Transparency and accountability, Ethical decision-making in business, Case studies on governance failures and successes (6)
- 5. ESG Integration and Reporting:** Integrating ESG into business strategy, ESG risk assessment and management, ESG performance measurement and reporting, Role of technology in ESG data management, Investor perspectives on ESG, Case studies on comprehensive ESG integration (6)

**Suggested Book References:**

- "Sustainable Investing: Revolutions in Theory and Practice" by Cary Krosinsky and Nick Robins
- "Principles for Responsible Investment: An ESG Framework for Decision Making" by Gero Jung
- "Corporate Governance and Ethics: An Aristotelian Perspective" by Alejo G. Sison
- "The Sustainable MBA: A Business Guide to Sustainability" by Giselle Weybrecht
- "Environmental, Social, and Governance (ESG) Investing: A Balanced Analysis of the Theory and Practice of a Sustainable Portfolio" by John Hill

**Online Free Courses and Resources:**

- Coursera - "Introduction to ESG: Environmental, Social and Governance"  
Link: <https://www.coursera.org/learn/esg-investing>
- edX - "Sustainable Development: The Post-Capitalist Order"  
Link: <https://www.edx.org/course/sustainable-development-the-post-capitalist-order>
- FutureLearn - "Sustainable Business: Big Issues, Big Changes"  
Link: <https://www.futurelearn.com/courses/sustainable-business>
- UNPRI - Principles for Responsible Investment Academy  
Link: <https://www.unpri.org/pri-academy>
- GRI - Global Reporting Initiative Training and Resources  
Link: <https://www.globalreporting.org/standards/training-and-resources/>

<b>Semester I</b>	<b>112</b>	<b>GE 04 – Demand Analysis And Forecasting</b>
<b>2 Credits</b>	<b>LTP: 2:0:0</b>	<b>Generic Elective</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 112.1	REMEMBERING	DESCRIBE the key terms associated with demand analysis, demand estimation and demand forecasting.
CO 112.2	UNDERSTANDING	SUMMARIZE the use of demand forecasting in various functions of management.
CO 112.3	APPLYING	IDENTIFY the pros and cons of various forecasting methods
CO 112.4	ANALYSING	DECONSTRUCT a forecast into its various components
CO 112.5	EVALUATING	BUILD a forecast for common products and services using time-series data.

- 1. Demand Analysis:** An Overview, Significance of Demand Analysis and Forecasting, How Predictable Is the Future? Some Causes of Forecast Error, Myths versus Reality of Forecasting, Data Collection, Storage, and Processing Reality, Art-of-Forecasting, Reality of Judgmental Overrides, Reality of Unconstrained Forecasts, Constrained Forecasts, and Plans, Accuracy of Forecast, Short Run Forecast, Long Term Forecast. Applications of Forecasting – Forecasting economic trends, Sales Forecasts, Staffing forecasts, budgeting, revenue and tax planning, cash flows forecasting, raw material planning, inventory planning, etc. **(5+1)**
- 2. Estimation of Demand -** Marketing Research Techniques - Consumer Surveys, Consumer Clinics and Focus Groups, Market Experiments in Test Stores. Statistical Estimation, Variable Identification, Time Series and Cross-Sectional Data Collection, Specification of the Model, Estimation of the Parameters, Interpretation of Regression Statistics. **(5+1)**
- 3. Forecasting Demand:** Overview of Forecasting Methods, Selecting a Forecasting Technique, Purpose of Forecast, Type of Users, Patterns in the Data Series, Lead Time, Minimum Data Requirement, Desired Accuracy, Cost of forecasting, Qualitative Forecasting Techniques - Survey and Opinion Polling Techniques, Delphi Method, Cross Impact Analysis, Historical Analogy. **(5+1)**
- 4. Quantitative Forecasting Methods Using Time Series Data:** Time Series Analysis - Trend Analysis, Cyclical Variations, Seasonal Effects, Random Fluctuations, Smoothing Techniques, Moving Averages, Exponential Smoothing, Single Exponential Smoothing, Holt's Two-Parameter Method, Holt's-Winters' Method, Winters' Additive Seasonality Standard Statistical Error Terms, Specific Measures of Forecast Error, Out-of-Sample Measurement, Forecast Value Added. Barometric Techniques - Leading, Lagging and Coincident Economic Indicators, Diffusion and Composite Indexes, Choose the Appropriate Forecasting Method Use of Software Packages for Forecasting such as EXCEL. **(5+1)**
- 5. New Product Forecasting:** Using Structured Judgment, Differences between Evolutionary and Revolutionary New Products, General Feeling about New Product Forecasting, New Product Forecasting Overview, What Is a Candidate Product? New Product Forecasting Process, Structured Judgment Analysis, Structured Process Steps, Statistical Filter Step, Model Step, Forecast Step. **(5+1)**

**Suggested Text Books:**

1. Demand-Driven Forecasting: A Structured Approach to Forecasting, Charles W. Chase
2. Demand Forecasting for Managers, Stephan Kolassa
3. Forecasting: Principles and Practice, George Athanasopoulos and Rob J. Hyndman

**Suggested Reference Books:**

1. Fundamentals of Demand Planning and Forecasting - Forecasting & Planning, Chaman L. Jain and Jack Malheron

<b>Semester I</b>	<b>113</b>	<b>GE 05- Geopolitics &amp; World Economic Systems</b>
<b>2 Credits</b>	<b>LTP: 2:0:0</b>	<b>Generic Elective</b>

**Course Outcomes: At the end of this course, the learner shall be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 113.1	REMEMBERING	ENUMERATE the various elements of global economic system.
CO 113.2	UNDERSTANDING	EXPLAIN the role of key trade organizations in the global economic system.
CO 113.3	APPLYING	IDENTIFY the crucial elements of international trade laws.
CO 113.4	ANALYSING	ANALYSE the forces that work for and against globalization.
CO 113.5	EVALUATING	ASSESS the impact of the elements of the Global Economic System on the India Economy.

- 1. Introduction to Global Economic & political Systems:** Meaning of Global Economy and its History Structure and Components of Global Economy, Theory of Hegemonic Stability, Differences among National Economies, Market Oriented Capitalism, Developmental Capitalism, Social Market Capitalism, Comparative Analysis, Effects of Globalization on Indian Economy. (6)
- 2. The Trading System:** Debate over Free Trade – Functions of GATT and WTO, The Uruguay Round and World Trade Organization, Trade Blocs – EU, OECD, OPEC, SAARC, ASEAN, NAFTA, Threats to Open Trading System, Developments in International Trade Theory, Bi-lateral, Multilateral Trade Agreements, Impact of Trade wars in liberalized economy. (6)
- 3. International Trade Laws:** International Contracts of Sale of Goods Transactions, International Trade Insurance, Patents, Trademarks, Copyright and Neighboring Rights, Intellectual property Rights, Dispute settlement Procedures under GATT & WTO, Payment systems in International Trade, International Labour Organization and International Labour Laws. (6)
- 4. International Monetary System:** The International Financial System - Reform of International Monetary Affairs - The Bretton Wood System and the International Monetary Fund, Controversy over Regulation of International Finance, Developing Countries' Concerns, Exchange Rate Policy of Developing Economies. (6)
- 5. Contemporary issues and Challenges in Global Economic Environment - Indian perspective:** Globalization and its Advocacy, Globalization and its Impact on India, Fair Globalization and the Need for Policy Framework, Globalization in Reverse Gear-The Threatened Re-emergence of Protectionism. Euro zone Crisis and its impact on India, Issues in Brexit, World recession, inflationary trends, impact of fluctuating prices of crude oil, gold etc. (6)

**Suggested Text Books:**

1. Global Political Economy, Robert Gilpin, Princeton University Press
2. International Trade Law An Interdisciplinary, Raj Bhala, Non-Western Textbook
3. International Trade Law, Indira Carr and Peter Stone
4. Development and Sustainability: India in a Global Perspective edited by Sarmila Banerjee, Anjan Chakrabarty

**Suggested Reference Books:**

1. International Economics, Paul Krugman, Maurice Obstfeld and Marc Melitz, Pearson, Global Edition
2. Globalizing Capital, A history of the International Monetary system, Barry Eichengreen, Princeton University Press.

<b>Semester I</b>	<b>114</b>	<b>GE 06 – Contemporary Frameworks in Management</b>
<b>2 Credits</b>	<b>LTP: 1:1:1</b>	<b>Generic Elective</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 114.1	REMEMBERING	DEFINE Emotional Intelligence (EQ), IDENTIFY the benefits of emotional intelligence and RELATE the 5 Dimensions of Trait EI Model to the practice of emotional intelligence.
CO 114.2	UNDERSTANDING	DESCRIBE how companies achieve transition from being good companies to great companies, and DISCUSS why and how most companies fail to make the transition.
CO 114.3	APPLYING	APPLY the 21 laws that make leadership work successfully to improve your leadership ability and ILLUSTRATE its positive impact on the whole organization.
CO 114.4	ANALYSING	EXAMINE the fundamental causes of organizational politics and team failure.
CO 114.5	EVALUATING	EXPLAIN the approach to being effective in attaining goals by aligning oneself to the "true north" principles based on a universal and timeless character ethic.

- Emotional Intelligence :** What is Emotional Intelligence, Benefits of EI, Understand the difference between Trait EI and Ability EI, 5 Dimensions of Trait EI Model - Self Awareness (SA), Managing Emotions (ME), Motivation (M), Empathy (E), Social Skills (SS) - Self awareness (SA) - Self Awareness, Seeing the other side, Giving in without giving up, Life Positions – you and only you can choose your mindset, Managing Emotions (ME) - Self-Regulation, Managing Emotions, The ‘EQ brain’ and how it works, The science of emotions, Understanding Emotions, Find your self-control, Using Coping Thoughts, Using Relaxation Techniques, Self-Motivation (M) – Optimism, Pessimism, The balance between optimism and pessimism, The power of re-framing, Empathy (E) – Empathy, Barriers to empathy, Developing your empathy, Social Skills (SS) - Social skills, Making an impact, Creating a powerful first impression, Assessing a situation, Being zealous without being offensive, Traits of a person with high social skills. Determine your EQ
- The 7 habits of highly effective people:** Paradigms and principles, Inside-out, The seven habits - an overview - Private victory Habit 1. Be proactive: principles of personal vision, Habit 2. Begin with the end in mind: principles of personal leadership, Habit 3. Put first things first: principles of personal management, Public victory. Paradigms of interdependence. Habit 4. Think win/win: principles of interpersonal leadership, Habit 5: Seek first to understand, then to be understood: principles of empathetic communication, Habit 6. Synergize: principles of creative cooperation, Renewal. Habit 7. Sharpen the sword: principles of balanced self-renewal
- Five dysfunctions of a team:** Absence of trust—unwilling to be vulnerable within the group, Fear of conflict—seeking artificial harmony over constructive passionate debate, Lack of commitment—feigning buy-in for group decisions creates ambiguity throughout the organization, Avoidance of accountability—ducking the responsibility to call peers on counterproductive behavior which sets low standards, Inattention to results—focusing on personal success, status and ego before team success
- The 21 irrefutable laws of leadership:** The law of the lid, The law of influence, The law of process, The law of navigation, The law of addition, The law of solid ground, The law of respect, The law of intuition, The law of magnetism, The law of connection, The law of the inner circle, The law of empowerment, The law of the picture, The law of buy-in, The law of victory, The law of the big mo, The law of priorities, The law of sacrifice, The law of timing, The law of explosive growth, The law of legacy.
- Good to Great:** Level 5 Leadership - Leaders who are humble, but driven to do what's best for the company, First Who, Then What: Get the right people on the bus, then figure out where to go. Find the right people and try them out in different seats on the bus (different positions in the company), Confront the Brutal Facts: The Stockdale paradox, Hedgehog Concept: Three overlapping circles: What lights your fire ("passion")? What could you be best in the world at ("best at")? What makes you money ("driving resource")? Culture of Discipline: Rinsing the cottage cheese, Technology Accelerators: Using technology to accelerate growth, within the three circles of the hedgehog concept, The Flywheel: The additive effect of many small initiatives.

**Suggested Reference Books:**

1. Emotional Intelligence, Daniel Goleman
2. The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, Stephen R. Covey
3. The Five Dysfunctions of a Team: A Leadership Fable, Patrick M. Lencioni
4. The 21 Irrefutable Law of Leadership-John C. Maxwell
5. Good to Great, Jim Collins

<b>Semester I</b>	<b>115</b>	<b>GE 07 – Essentials Of Psychology for Managers</b>
<b>2 Credits</b>	<b>LTP: 1:1:1</b>	<b>Generic Elective</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 115.1	REMEMBERING	DEFINE the basic concepts of psychology.
CO 115.2	UNDERSTANDING	EXPLAIN the sensing and perceiving processes.
CO 115.3	APPLYING	APPLY principles of learning and conditioning to human behavior.
CO 115.4	ANALYSING	ILLUSTRATE the linkages between learning, memory and information processing.
CO 115.5	EVALUATING	EXPLAIN the basic intrapersonal processes that influence social perception.

1. **Basic Concepts:** Introduction to Psychology, Definitions of Psychology, Goals of Psychology, History of Psychology, Modern Psychology, Psychology: Its Grand Issues and Key Perspectives, Psychology - Trends for the New Millennium. Biological Bases of Behavior: Neurons - Building Blocks of the Nervous System, The Nervous System - its Basic Structure and Functions, The Brain and Consciousness – states of consciousness, dreams, hallucinations, The Brain and Human Behavior, Heredity and Behavior - Genetics and Evolutionary Psychology. (6)
2. **Sensation and Perception:** Sensing and perceiving, Sensory Thresholds, Sensory Adaptation, The Senses - Hearing, Vision, Perceptual Processes, Information Processing – Bottom Up Processing, Top Down processing, Bottom Up and Top Down (together) processing, Culture, Experience & Perception, Perceptual Constancy, Perceptual Expectations, Perceptual illusions, Gestalt Theory, Perceptual Development and Learning. (6)
3. **Learning and Conditioning:** A Definition of Learning, Classical Conditioning, Instrumental Conditioning, Classical and Instrumental Conditioning Compared: Biofeedback and Reinforcement, Verbal Learning, Basic Conditioning and Learning Phenomena, Reinforcement, Schedules of reinforcement, role of reinforcement in developing subordinate Social Behavior, Transfer of Training, Learning by Observing Models, Biological Limits. (6)
4. **Memory:** Learning and Memory as Intertwined Processes, Kinds of Information Stored in Memory, Measures of Retention, The Three Components of Memory – Encoding, Storage, Retrieval, Interference Theory, Decay Theory, Information Processing I: Separate-Store Models, Information Processing II: Levels of Processing, Issues in Memory. (6)
5. **Cognition:** Thinking - Mental Imagery, Problem Solving, Decision Making. Concept Formation, Language development. Relationship between language and thinking. **Emotion:** Definition of Emotion, the Physiology of Emotion, Emotional Expression - Verbal & Non Verbal, Labelling Emotions, Theories of Emotion – Common sense theory of emotion, James Lang theory of emotion, Cannon Bard Theory of Emotion, Cognitive Arousal Theory of Emotion (6)

**Suggested Text Books:**

1. Psychology Ciccarelli, S. K & Meyer, G.E Pearson Education Ltd.
2. Introduction to Psychology, Clifford T. Morgan, Richard A King, John R Weisz and John Schopler, Indian Edition

**Suggested Reference Books:**

1. Essentials of understanding psychology, Feldman. S. R, Tata Mc Graw Hill.

SEMESTER II							
	Sem Code	Course Code	Course	Credits	FA	SA	Marks
Mandatory	201	GC – 09	Marketing Management	3	50	50	100
Mandatory	202	GC – 10	Financial Management	3	50	50	100
Mandatory	203	GC – 11	Human Resources Management	3	50	50	100
Mandatory	204	GC – 12	Operations & Supply Chain Management	3	50	50	100
Mandatory	205	GC - 13	Legal Aspects of Business	2	0	50	50
	CORE TOTAL		5	14	200	250	450
Mandatory	206	RM - 01	Business Research Methods	2	-	50	50
Mandatory	207	RM - 02	Desk Research – Digital Marketing	2	50	0	50
Mandatory	208	RM - 03	Field Project – Digital Marketing	4	50	100	150
	RESEARCH TOTAL		3	8	100	150	250
Semester II Generic Electives - Any 2 Courses to be Opted from the respective elective list							
Elective	209	GE 08	Email Marketing	2	50	0	50
Elective	210	GE 09	Influencer Marketing	2	50	0	50
Elective	211	GE 10	Sustainable Development Goals				
Elective	212	GE 11	Selling & Negotiation Skills Lab				
Elective	213	GE 12	Indian Economy				
Elective	214	GE 13	International Business Environment				
Elective	215	GE 14	Business Ethics				
	ELECTIVE TOTAL		2	4	100	0	100
	SEMESTER TOTAL		10	26	400	400	800

## Semester II

<b>Semester II</b>	<b>201</b>	<b>GC 09– Marketing Management</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Compulsory Generic Core Course</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 201.1	REMEMBERING	DESCRIBE the key terms associated with the 4 Ps of marketing and Marketing Planning & Control for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
CO 201.2	UNDERSTANDING	DEMONSTRATE the relevance of marketing mix concepts and Planning & Control frameworks for a real-world marketing offering (commodities, goods, services, e-products/ e-services.)
CO 201.3	APPLYING	APPLY marketing Mix and Planning & Control decisions for a real world marketing offering (commodities, goods, services, e-products/ e-Services.)
CO 201.4	ANALYSING	EXAMINE marketing issues pertaining to Marketing Mix and Marketing Plan in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services)
CO 201.5	EVALUATING	EXPLAIN the interrelationships between various elements of Marketing mix and Planning & Control in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services)
CO 201.6	CREATING	DESIGN a Marketing Mix and Marketing Plan for a real-world marketing offering (commodities, goods, services, e-products/ e-services.)

- 1. Product:** Meaning, The Role of Product as a market offering, Goods & Services Continuum Classification of Consumer products- convenience, shopping, unsought goods. Classification of industrial products materials and parts, capital items, supplies and services. Product Levels: The Product Hierarchy, Product Systems and Mixes, Product Line Analysis, Product Line Length, the Customer Value Hierarchy. New Product Development - Need, Booz Allen & Hamilton Classification Scheme for New Products, New Product Development Process – Idea Generation to commercialization. Sustainable practices in Product Design, Go-to-market strategy, Branding: Concept, Definition and Commodity vs. Brand, Product Vs Brand, and And Concept of Brand equity. Packaging & Labeling: Meaning & role, Types of Packaging, Sustainable practices in packaging and Labeling, (7 + 2)
- 2. Pricing:** Meaning, The Role of Pricing, Importance and Factors influencing pricing decisions. Setting the Price: Setting pricing objectives, determining demand, estimating costs, analyzing competitors' pricing, Selecting Pricing method, selecting final price. Adapting the Price: Geographical pricing, Price discounts & allowances, Promotional pricing, Differentiated pricing, concept of transfer pricing, Dynamic pricing (surge pricing, auction Pricing), Pricing in online marketing (free, premium, freemium). Token based pricing. Price Change: Initiating & responding to price Changes. Use of Big Data and Generative AI in pricing decisions (7 + 2)
- 3. Place:** Meaning, The Role of Marketing Channels, Channel functions & flows, Channel Levels, Channel Design Decisions - Analyzing customers' desired service output levels, establishing objectives & constraints, Identifying & evaluating major channel alternatives. Channel Options - Introduction to Wholesaling, Retailing, Franchising, Direct marketing, Introduction to Channels in international Market, Online Interaction versus Offline Interaction -Introduction to Omni channel & hybrid channel options, Phygital Channels. Show rooming and Web rooming, Market Logistics Decisions – Order Processing, Warehousing, Customer Fulfilment Center, Dark stores, Inventory, and Logistics. Last-mile logistics, Role of IOT and Block chains in Market Logistics decisions (7 + 2)
- 4. Promotion:** Meaning, The role of marketing communications in marketing effort. Communication Mix Elements, Introduction to Advertising, 5Ms of Advertising, Sales Promotion, Personal Selling, Public Relations, Word of Mouth (WOM), Direct Marketing, Traditional to Digital Promotion =Contextual Marketing, Permission Marketing, Data driven marketing ,Attention, Interest, Desire, Action (AIDA) to 5A (Aware, Appeal, Ask, Act, and Advocate), Concept of Integrated Marketing Communications (IMC), Developing Effective Communication -Communication Process, Steps in developing effective marketing communication - identifying target audience, Determining communication objectives, designing a message, choosing media, Selecting message source,

Collecting feedback. Shaping the overall promotion mix: promotional mix strategy, push-pull strategies. Role of Generative AI in Promotion decisions (7 + 2)

- 5. Product Level Planning:** Preparation & evaluation of a product level marketing plan, Nature & contents of Marketing Plans - Executive Summary, Situation Analysis, Marketing Strategy, Financials, and Control. Marketing Evaluation & Control - Concept, Process & types of control - Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control, Marketing Audit, Impact of Technology on Marketing Planning and Control = Connected Marketing Mix -four C's (co-creation, currency, communal activation, and Conversation). Application of Agile marketing Practices in Marketing Planning and control, Use of Immersive Marketing for Marketing Planning and control decisions. (7 + 2)

**Note:** Real world examples / cases in domestic and international context for commodities, goods, services, e-products/ e-services in terms of Traditional as well as contemporary Marketing Practices are expected to be analyzed in the class as well as included in the Examination.

**Suggested Text Books:**

1. Marketing Management: A South Asian Perspective Kotler, Keller, Koshy & Jha, 14<sup>th</sup> edition, Pearson Education, 2018.
2. Marketing Management, Rajan Saxena, TMGH, 6<sup>th</sup> Edition, 2019
3. Marketing, Lamb Hair Sharma, Mc Daniel, Cengage Learning, 1<sup>st</sup> Edition, 2016
4. Marketing Management - Ramaswamy V. S. & Namakumar S, 4/e, Macmillan Publishers, 2014.
5. Marketing Management - Arun Kumar & Meenakshi N, 2/e, Vikas publications, 2013
6. Marketing Management- Text and Cases, Tapan K Panda, Excel Books, 2008
7. Marketing 4.0: Moving from Traditional to Digital, Philip Kotler, Hermawan Kartajaya, Iwan Seiwan, 2017
8. Marketing 5.0: Technology for Humanity by Philip Kotler, Hermawan Kartajaya, Wiley, 2021
9. Marketing 6.0: The Future Is Immersive : Philip Kotler, Hermawan Kartajaya, 2023

**Suggested References:**

1. Marketing Grewal, Levy, Tata McGraw-Hill, 7<sup>th</sup> Edition, 2021
2. Marketing, Asian Edition, Paul Bainer, Chris Fill, Kelly Page, Oxford University Press, 2013
3. Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson, 13<sup>th</sup> Edition
4. Brand Equity Supplement of the Economic Times
5. Brand Wagon Supplement of the Financial Express
6. Strategist Supplement of Business Standard
7. Marketing White book, latest edition
8. <https://www.togai.com/blog/generative-ai-pricing-strategies/>, accessed on 20<sup>th</sup> June 2024, at 12 .02 am.
9. Generative AI: The Insights You Need from Harvard Business Review (HBR Insights Series), Harvard Business Review, Randy Kaye, et al., on 20<sup>th</sup> June 2024, at 12 .02 am.
10. <https://revenue.com/insights/articles/potential-generative-artificial-intelligence-pricing>, accessed on 20<sup>th</sup> June 2024, at 12 .02 am.
11. <https://www.forbes.com/sites/derekcrucker/2021/06/16/the-evolution-of-marketing-a-candid-conversation-with-the-father-of-modern-marketing/>, accessed on 20<sup>th</sup> June 2024, at 12 .02 am

<b>Semester II</b>	<b>202</b>	<b>GC 10– Financial Management</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Compulsory Generic Core Course</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 202.1	REMEMBERING	DESCRIBE the basic concepts related to Financial Management, Various techniques of Financial Statement Analysis, Working Capital, Capital Structure, Leverages and Capital Budgeting.
CO 202.2	UNDERSTANDING	EXPLAIN in detail all theoretical concepts throughout the syllabus
CO 202.3	APPLYING	PERFORM all the required calculations through relevant numerical problems
CO 202.4	ANALYSING	ANALYZE the situation and <ul style="list-style-type: none"> <li>comment on financial position of the firm</li> <li>estimate working capital required</li> <li>decide ideal capital structure</li> <li>evaluate various project proposals</li> </ul>
CO 202.5	EVALUATING	EVALUATE impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm
CO 202.6	CREATING	CREATE Common Size Comparative Statements, Comparative Financial Statements using Ratio Analysis (Year-wise, Industry – wise), Comparative Proposals using Capital Budgeting Techniques

- 1. Introduction:** Introduction to Finance, Meaning and Definition of Financial Management, Objectives of Financial Management- (Profit Maximization and Wealth Maximization), Modern Approach to Financial Management- (Investment Decision, Financing Decision, Dividend Policy Decision), Finance and its relation with other disciplines, Functions of Finance Manager **(3 + 2)**
- 2. Techniques of Financial Statement Analysis:** Introduction, Objectives of financial statement analysis, various techniques of analysis viz Common Size Statements, Comparative Statements, Trend Analysis, Ratio Analysis **(10 + 2)**
- 3. Working Capital Management:** Meaning of Working Capital, its components & types, Operating Cycle, Factors affecting working capital, Estimation of working capital requirement. (Total Cost Method & Cash Cost Method) **(8 + 2)**
- 4. Capital Structure:** Meaning and Factors affecting Capital Structure, Different sources of finance. Concept and measurement of Cost of Capital (measurement of Specific Cost and WACC), Trading on Equity, Concept of Leverages and its types. **(7 + 2)**
- 5. Capital Budgeting:** Meaning, Definition of Capital Budgeting, Time value of money. Tools of evaluation of the project based on traditional techniques and modern techniques - ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR **(7 + 2)**

**Note:** Numerical Problems will be asked on following topics only—

1. Common Size Statements
2. Comparative Statements
3. Ratio Analysis (Calculation of ratios plus its interpretation)
4. Estimation of working capital requirement (Total Cost Method & Cash Cost Method)
5. Measurement of Specific Cost (Cost of Equity, Preference, Retained Earnings and Debt) and WACC
6. Capital Structure
7. Leverages
8. Capital Budgeting (ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR)

#### **Suggested Books:**

1. Financial Management, Shashi K. Gupta and R.K. Sharma (Kalyani Publication)
2. Basics of Financial Management, V.K. Saxena and C. D. Vashist (Sultan Chand & Sons)
3. Financial Management, A Contemporary Approach, Rajesh Kothari (SAGE)
4. Financial Management, Dr. Mahesh Abale & Dr. Shriprakash Soni (Himalaya Publishing House Pvt. Ltd.)

5. Working Capital Management, Theory and Practice, Dr. P. Periasamy (Himalaya Publishing House)
6. Financial Management, I M Pandey (Vikas Publishing House Pvt. Ltd)
7. Fundamentals of Financial Management, A. P. Rao (Everest Publishing House)
8. Advanced Financial management, N.M. Vechalekar

**Suggested Reference Books:**

1. Financial Management, Rajiv Srivastava and Anil Misra (OXFORD University Press)
2. Financial Management, Ravi Kishore (Taxmann)
3. Financial management, V.K. Bhalla (S. Chand)
4. Financial Management, Jonathan Berk, Peter DeMarzo and Ashok Thampy (Pearson Publication)

**\*\* Note: The Financial Management syllabus focuses on the techniques used for financial decision making at the organisational level. The origin of the same is observed to be seen in the 20<sup>th</sup> century. Hence, the IKS element seems to be difficult to be included in the Financial Management syllabus.**

<b>Semester II</b>	<b>203</b>	<b>GC 11 – Human Resource Management</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Compulsory Generic Core Course</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 203.1	REMEMBERING	DEFINE the role of Human Resource Functions in an Organization
CO 203.2	UNDERSTANDING	UNDERSTAND the emerging trends and practices in HRM.
CO 203.3	APPLYING	UTILIZE the different methods of HRM in an organization
CO 203.4	ANALYSING	EXAMINE the use of different HRM Practices in an organization.
CO 203.5	EVALUATING	ASSESS the outcome of different HRM functions in an organization.
CO 203.6	CREATING	DESIGN the HR manual and compensation policy of the organization

1. **Human Resource Management:** Concept and Challenges - Introduction, Objectives, Scope, Features of HRM, Role of HRM, Importance of HRM, Policies and Practices of HRM, Functions of HRM, Challenges of HRM. (6+2)
2. **Human Resource Planning:** Human Resource Planning: Definition, Objectives, Need and Importance, HRP Process, Barriers to HRP. Job Analysis Process – Contents of Job Description & Job Specification, Job design, Factors affecting Job design, Job enrichment Vs job enlargement. (7+2)
3. **Recruitment and Retention:** Recruitment Introduction, Sources of Recruitment, Difference between recruitment and selection. Applying IKS principles to recruitment, Process- Recruitment and Selection, concept- Induction and Orientation. Career Planning-Process of career planning, Succession Planning- Process of succession planning, Transfer and Promotion. **Retention of Employees:** Importance of retention, strategies of retention. (7+2)
4. **Managing Employee Performance and Training:** Performance Appraisal & Performance Management – Definition, Objectives, Importance, Applying IKS principles to Performance and rewards, Appraisal Process and Appraisal Methods. **Training and Development** - Definition – Scope, Role of Training in an Organizations, Objectives, Applying IKS principles to Training, Training and Development Process, Training Need Assessment, Types of training, Difference between training and development, E-Learning. Benefits of training, Evaluation of Training Effectiveness: Kirkpatrick model. (8+2)
5. **Compensation Management:** Concept, Objectives, Importance of Compensation Management, Process, Current Trends in Compensation. Components of salary. Incentives and Benefits – Financial & Nonfinancial Incentive, Fringe Benefits. Employees Separation - Retirement, Termination, VRS, Suspension. Concept- Grievance and grievance redressal procedure. (7+2)

**Suggested Text Books:**

1. Human Resource Management, Dr. S.S. Khanka, Sultan Chanda, Delhi.
2. Human Resource Management, Deepak Bhattacharya, Sage Publishing Ltd.
3. Human Resource Management, Arun Monppa, Tata McGraw Hill Publishing Company
4. Human Resource Management, Mirza & Zaiyaddin
5. Human Resource Management, Dr. P. C. Pardeshi, Niramli Publication.
6. Human Resource Management, R.S. Dwiwedi, Vikas Publishing House.
7. Human Resource Management, C.B. Mamoria, Himalaya Publishing House
8. Human Resource Management, Gary Dessler Dorling Kindersley Pvt Ltd.

9. Human Resource Management: Text and Cases, K Aswathappa, Tata McGraw Hill Publishing Company.
10. Performance Appraisal and Management, Himalaya Publishing House.

**Suggested Reference Books:**

1. Human Resource Management in Organizations, Izabela Robinson, Jaico Publishing House.
2. Armstrong's Essential Human Resource Management Practice - A guide to people management, Michael Armstrong, Koganpage.
3. Applied Psychology in Human Resource Management, Cascio & Aguins, PHI.

<b>Semester II</b>	<b>204</b>	<b>GC 12 – Operations &amp; Supply Chain Management</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Compulsory Generic Core Course</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 204.1	REMEMBERING	DEFINE basic terms and concepts related to Production, Operations, Services, Supply Chain and Quality Management.
CO 204.2	UNDERSTANDING	EXPLAIN the process characteristics and their linkages with process-product matrix in a real-world context.
CO 204.3	APPLYING	DESCRIBE the various dimensions of production planning and control and their inter-linkages with forecasting.
CO 204.4	ANALYSING	CALCULATE inventory levels and order quantities and MAKE USE OF various inventory classification methods.
CO 204.5	EVALUATING	OUTLINE a typical Supply Chain Model for a product / service and ILLUSTRATE the linkages with Customer Issues, Logistic and Business Issues in a real-world context.
CO 204.6	CREATING	ELABORATE upon different operational issues in manufacturing and services organisations where the decision-making element is emphasized.

- 1. Introduction to Operations and Supply Chain Management:** Definition, Concept, Significance and Functions of Operations and SCM. Evolution from manufacturing to operations management, Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives. **Quality:** Definitions from various Perspectives, Customers view and Manufacturer's view, Concept of Internal Customer, Overview of TQM and LEAN Management, Impact of Global Competition, Technological Change, Ethical and Environmental Issues on Operations and Supply Chain functions. **(7+2)**
- 2. Operations Processes: Process Characteristics in Operations:** Volume Variety and Flow. Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems. **Process Product Matrix:** Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout. **Service System Design Matrix:** Design of Service Systems, Service Blueprinting. **(6+2)**
- 3. Production Planning & Control (PPC):** Role and Functions of PPC **Demand Forecasting:** Forecasting as a Planning Tool, Forecasting Time Horizon, Sources of Data for forecasting, Accuracy of Forecast, Capacity Planning. **Production Planning:** Aggregate production Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP, MRP II. **Production Control:** Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts. **(8+2)**
- 4. Inventory Planning and Control:** Continuous and intermittent demand system, concept of inventory, need for inventory, types of inventory - seasonal, decoupling, and cyclic, pipeline, safety - Implications for Inventory Control Methods. Inventory Costs - Concept and behavior of ordering cost, carrying cost, and shortage cost. **EOQ** - definition, basic EOQ Model, EOQ with discounts. Inventory control - Classification of material - ABC Analysis -VED, HML, FSN, GOLF, SOS. (Numericals expected on Basic EOQ, EOQ with discounts & ABC), Inventory turns ratios, Fixed Order quantity Model - Periodic Review and Re-order Point. **(8+2)**
- 5. Supply Chain Management:** Supply chain concept, Generalized Supply Chain Management Model - Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash-to-Cash Conversion. **Customer Service:** Supply Chain Management and customer service linkages, Availability service reliability perfect order, customer satisfaction. Enablers of SCM - Facilities, Inventory, Transportation, Information, sourcing, Pricing. **(6+2)**

**Suggested Text Books:**

1. Operations Management Theory & Practice, B. Mahadevan, Pearson.
2. Operations Now - Supply Chain Profitability & Performance, Byron J. Finch, McGraw Hill.
3. Production and Operations Management, R B Khanna, PHI, New Delhi.
4. Production & Operations Management, S N Chary, McGraw Hill.
5. Supply Chain Management - Strategy, Planning & Operation, Sunil Chopra, Peter Meindl, D. V. Kalra, Pearson Education.
6. Decoding Success – Indian Business Management Cases -Kelkar Girish, Ed. Kulkarni Abhay, Orange Books

**Suggested Reference Books:**

1. Supply Chain Logistics Management, Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill.
2. Operations Management, William J. Stevenson, TMGH.
3. Operations Management, Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education.
4. Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson.

<b>Semester II</b>	<b>205</b>	<b>GC 13- Legal Aspects Of Business</b>
<b>2 Credits</b>	<b>LTP: 2:0:0</b>	<b>Compulsory Generic Core Course</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 205.1	REMEMBERING	DESCRIBE the key terms involved in each Act.
CO 205.2	UNDERSTANDING	SUMMARIZE the key legal provisions of each Act.
CO 205.3	APPLYING	ILLUSTRATE the use of the Acts in common business situations.
CO 205.4	ANALYSING	OUTLINE the various facets of basic case laws of each Act from a legal and managerial perspective.
CO 205.5	EVALUATING	DEVELOP critical thinking by making judgments related to use of various provisions of the Acts in business situations

1. **The Indian Contract Act 1872:** Meaning and Essentials of contract; Kinds of contract based on validity, formation of contract- law relating to offer and acceptance, consideration, competency to contract, free consent, void agreements, Wagering Agreement and Its Essentials, Exceptions to wager, performance of contracts, Contingent Contract, Quasi Contract, Discharge of contract, Breach of contract-Meaning & remedies; Special contracts-contract of indemnity and guarantee, Contract of Agency - Creation of Agency – Agent and Principal (Relationship/rights). (5+1)
2. **Sale of Goods Act, 1930:** Contract of sale of goods, Sale and agreement to sell, Caveat emptor, Conditions & warranties, Transfer of property or ownership, Performance of the Contract of Sale-delivery of goods by seller and acceptance of delivery of goods and payment for the same by buyer, Unpaid Seller-Rights of unpaid seller, Sale by Auction. (5+1)
3. **The Negotiable Instrument Act, 1881:** Negotiable Instruments – Meaning, Characteristics, Types. Parties, Holder and holder in due course, Negotiation and Types of Endorsements, Dishonor of Negotiable Instrument – Noting and Protest. (5+1)
4. **The Companies (Amendment) Act, 2015:** Company – Definition, Meaning, Features and Types- Private, public, One Person Company, Incorporation of Company – Memorandum of Association (MOA), Articles of Association (AOA), Prospectus, share capital and types of shares & Debentures, buy back of shares, Acceptance of deposits, Appointment of director including woman Director. (5+1)
5. **The Consumer Protection Act, 2019:** Definition of Consumer w.r.t goods & services, Dispute Redressal Forums – District, State & National Forum, Composition, Jurisdiction, Powers, Appellate Authority, Unfair & Restrictive Trade Practices, (5+1)

**Suggested Text books:**

1. Business Legislations for Management, M.C. Kuchhal
2. Elements of Mercantile Law, N. D. Kapoor
3. Business and Corporate Laws, Dr. P.C. Tulsian

**Suggested Reference Books:**

1. Legal Aspects of Business, Ravinder Kumar
2. Business Laws, S. D. Geet
3. Business Laws, S.S. Gulshan
4. Legal Aspects of Business, Akhileshwar Pathak

<b>Semester II</b>	<b>206</b>	<b>RM 01- Business Research Methods</b>
<b>2 Credits</b>	<b>LTP: 1:1:1</b>	<b>Compulsory Generic Core Course</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 206.1	REMEMBERING	DEFINE various concepts & terms associated with scientific business research.
CO 206.2	UNDERSTANDING	EXPLAIN the terms and concepts used in all aspects of scientific business research.
CO 206.3	APPLYING	MAKE USE OF scientific principles of research to SOLVE contemporary business research problems.
CO 206.4	ANALYSING	EXAMINE the various facets of a research problem and ILLUSTRATE the relevant aspects of the research process from a data driven decision perspective.
CO 206.5	EVALUATING	JUDGE the suitability of alternative research designs, sampling designs, data collection instruments and data analysis options in the context of a given real-life business research problem from a data driven decision perspective.
CO 206.6	CREATING	FORMULATE alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems.

**1. Foundations of Research:** Definition of Research, Need of business research, Characteristics of scientific research method, Typical Research applications in business and management. **Questions in Research:** Formulation of Research Problem – Management Question – Research Question – Investigation Question. **The process of business research:** Literature review - Concepts and theories - Research questions - Sampling - Data Collection - Data analysis - Writing up - The iterative nature of business research process, Elements of a Research Proposal. **Practical considerations:** Values – researcher & organization. Ethical principles - Harm to participants, Lack of informed consent, Invasion of privacy, Deception, Reciprocity and trust, Affiliation and conflicts of interest. Legal considerations - Data management, Copyright. (3+6)

**2. Research Design:** Concept, Features of a robust research design. Exploratory, Descriptive, Quasi Experimental, Experimental research designs, Concept of Cause and Effect, Difference between Correlation and causation. Types of Variables – Independent, Dependent, concomitant, mediating, moderating, extraneous variables, Basic knowledge of Treatment & Control group, Case study design. Cross-sectional and Longitudinal designs, Qualitative and Quantitative research approaches, Pros and Cons of various designs, choice of a research design. **Hypothesis:** Definition, research Hypothesis, Statistical hypothesis, Null hypothesis, Alternative Hypothesis, Directional Hypothesis, Non-directional hypothesis. Qualities of a good Hypothesis, Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing - Logic & Importance. (3+6)

**3. Data & Measurement:** Meaning of data, Need for data. **Secondary Data:** Definition, Sources, Characteristics, Advantages and disadvantages over primary data, Quality of secondary data - Sufficiency, adequacy, reliability and consistency. **Primary Data:** Definition, Advantages and disadvantages over secondary data. **Measurement:** Concept of measurement, What is measured? Problems in measurement in management research - Validity and Reliability, Levels of measurement - Nominal, Ordinal, Interval, Ratio. **Attitude Scaling Techniques:** Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking - Concept and Application. **Questionnaire:** Questionnaire Construction - Personal Interviews, Telephonic survey Interviewing, Online questionnaire tools. (3+6)

**4. Sampling: Basic Concepts:** Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame, determining the sample frame, Sampling errors, Non-Sampling errors, Methods to

reduce the errors, Sample Size constraints, Non-Response. **Probability Sample:** Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. **Non-Probability Sample:** Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. **Determining size of the sample:** Practical considerations in sampling and sample size, (sample size determination formulae and numericals not expected) **(3+6)**

**5. Data Analysis & Report Writing: Data Analysis:** Cleaning of Data, Editing, Coding, Tabular representation of data, frequency tables, Univariate analysis - Interpretation of Mean, Median Mode; Standard deviation, Coefficient of Variation. **Graphical Representation of Data:** Appropriate Usage of Bar charts, Pie charts, Line charts, Histograms. **Bivariate Analysis:** Cross tabulations, Bivariate Correlation Analysis - meaning & types of correlation, Karl Person's coefficient of correlation and spearman's rank correlation. Chi-square test including testing hypothesis of association, association of attributes. **Linear Regression Analysis:** Meaning of regression, Purpose and use, Linear regression; Interpretation of regression co-efficient, Applications in business scenarios. **Test of Significance:** Small sample tests: t (Mean, proportion) and F tests, Z test. Non-parametric tests: Binomial test of proportion, Randomness test. Analysis of Variance: One way and two-way Classifications. **Research Reports:** Structure of Research report, Report writing and Presentation. **(3+6)**

**Note:**

1. It is desirable to use MS Excel / SPSS / Systat for delivery of unit 5.
2. For unit 5, Formulae and calculations are not expected. Interpretation of the given data/test outcomes is expected for appropriate managerial decisions / inferences.

**Suggested Text Books:**

1. Business Research Methods, Donald Cooper & Pamela Schindler, TMGH.
2. Business Research Methods, Alan Bryman & Emma Bell, Oxford University Press
3. Research Methods for Social Work, Allen, Earl R. Babbie, Cengage
4. Research Methods in Business Studies: A Practical Guide, Pervez Ghauri, Dr Kjell Gronhaug, FT Prentice Hall

**Suggested Reference Books:**

1. Business Research Methods, William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning
2. Approaches to social research, Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Oxford University Press
3. Research Methods: The Basics, Nicholas S. R. Walliman, Nicholas Walliman, Routledge,
4. Research Methodology In Management, Dr.V.P. Michael

<b>Semester II</b>	<b>207</b>	<b>RM 02- Desk Research – Digital Marketing</b>
<b>2 Credits</b>	<b>LTP: 0:3:1</b>	<b>Subject Core Course – Research (Digital Marketing Specific)</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO207.1	REMEMBERING	DESCRIBE the key historical, organizational, market related, financial, governance, leadership and social responsibility dimensions of a Digital Marketing organization.
CO207.2	UNDERSTANDING	SUMMARIZE the regional, national and global footprint of a Digital Marketing organization.
CO207.3	APPLYING	DEMONSTRATE the use of secondary – offline and online resources to profile a Digital Marketing organization.
CO207.4	ANALYSING	ANALYSE, using tables and charts, the trends in market standing and financial performance of a Digital Marketing organization over the last 5 years.
CO207.5	EVALUATING	COMPOSE a succinct summary of future plans of a Digital Marketing organization the company website, shareholders reports and other information available in the public domain.
CO207.6	CREATING	IMAGINE the key challenges and opportunities for a Digital Marketing organization in the immediate future (1 to 3 years).

**Enterprise History & Background:** Establishment, Original & Current Promoters, Business Group or Business Family to which it belongs, Vision-Mission-Philosophy – Values-Quality Policy, Brief profiles of the Chairman, CEO,

MD, Members of Board of Directors along with their career highlights CSR Initiatives, Technical and other collaborations if any, Recent Mergers and Acquisitions, if any.

**2. Organization :** Organization Structure, Geographical (domestic and global) foot print – at the time of inception and spread over the years, company's current head quarter worldwide as well as head quarter / corporate office in India, Manufacturing /Service locations Indian and major worldwide, Certifications if any - ISO / EMS / FDA / CMMI, etc. Online presence. Initiatives towards gender diversity, Initiatives towards social inclusion, Initiatives towards environment conservation. Current Talent needs. Key highlights of the company's website.

**3. Markets:** Major Customers, customer segments, Products, Product lines, Major Brands, Market Share -nationally, region wise, product wise, Advertising Agency, Advertising Punch Line/Slogan, Logo, Key Alliances in the past 5 years & impact. Mergers & Acquisitions, if any. Technological developments. Disruptive innovations affecting the organization. Labour unrest if any – reasons thereof and impact. Emerging potential competition through first generation entrepreneurs or global / local players.

**4. Financials:** Data to be studied, tabulated, graphically depicted, analyzed and presented for last 5 years for the Revenues, Profitability, Market Capitalization, Segmented Revenues, Auditors. Listing status & Scrip Codes – BSE and NSE, Global Listings on International Stock Markets, Share Price Face Value, Current Market Value, Annual High Low Figures, P/E Ratio, Shareholding Pattern.

**5. Governance:** Philosophy, Action taken by SEBI if any, Involvement in Scams, Insider Trading Issues, Standard & Poor's Corporate Governance Scores, CRISIL Rating. Major Awards and Achievements of the Organization in the last 5 years. Forward looking statements of the top management.

**Note:**

1. Students should work in groups of 3 to 5 each under the guidance of a faculty.
2. Students shall carry out an indepth study of any THREE Organizations of their choice.
3. Organizations selected should demonstrate a variety across sectors, ownerships, size, and other key dimensions.
4. Students shall submit a structured detailed report.

**Suggested Text Books:**

1. No text books are prescribed.
2. The course has to be taught using the company annual reports and other publications, company website, social media feeds, business newspapers and business data bases such as ACE equity, CRISIL database, etc.

<b>Semester II</b>	<b>208</b>	<b>RM 03 - Field Project – Digital Marketing</b>
<b>4 Credits</b>	<b>LTP: 0:0:4</b>	<b>Subject Core Course – Research (Digital Marketing Specific)</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 208.1	REMEMBERING	Recall and list key digital marketing concepts and frameworks relevant to their field project.
CO 208.2	UNDERSTANDING	Demonstrate an understanding of specific digital marketing theories and frameworks in relation to real-world business challenges.
CO 208.3	APPLYING	Apply theoretical knowledge of digital marketing strategies to practical situations and demonstrate a data-driven decision-making approach.
CO 208.4	ANALYSING	Analyze quantitative and qualitative data from digital marketing campaigns to identify patterns, trends, and insights relevant to their specialization.
CO 208.5	EVALUATING	Evaluate the effectiveness of various digital marketing strategies by comparing field project findings with existing literature and industry best practices.
CO 208.6	CREATING	Create a comprehensive digital marketing project report and presentation that integrates findings, analysis, and recommendations, showcasing a professional and results-oriented approach.

**A] Preamble:**

1. To integrate theory and practice by providing students with the opportunity to work on real-world digital marketing challenges.
2. To provide experiential learning opportunities that go beyond traditional textbooks and classroom learning in digital marketing.
3. To provide a platform to explore the functional aspects of digital marketing strategies and tools.
4. To deepen students' understanding of digital marketing concepts and frameworks.
5. To develop an application-oriented approach by bridging the gap between digital marketing theory and practice.
6. To promote the development of critical digital marketing skills, a professional mindset, and a results-oriented approach.
7. To highlight insights from the digital marketing landscape of the geographical region.

**B] Guidelines for the Field Projects**

**B - 1] Nature of the Field Project:**

1. **Field project must be related to Digital Marketing.**
2. Field projects must be done individually. Group projects are not permitted.
3. The project should involve fieldwork related to digital marketing strategies or campaigns; online-only projects are not permitted.
4. Primary data collection is mandatory, focusing on consumer behavior, social media impact, or digital marketing effectiveness.
5. Field projects can be quantitative (e.g., surveys, analytics) or qualitative (e.g., interviews, case studies) in nature, or even use mixed approaches.
6. Field projects can involve surveys, interviews, case studies, visits to companies, or observation studies of digital marketing practices.
7. For surveys, the sample size should be greater than or equal to 100 participants, focusing on consumers or businesses interacting with digital marketing.
8. For in-depth interviews (lasting at least 45-60 minutes), the sample size should be a minimum of 25 participants, such as marketing professionals or target audience members.

Total Hours of Effort Expected: 160 Hours (This can be completed during the semester, including Saturdays, Sundays, public holidays, and winter vacation between Sem-I and Sem-II).

**B - 2] Permissible Partner Organizations:**

Students have the flexibility to conduct their field projects with any of the following organizations:

- a) Companies listed on either NSE or BSE in India /abroad
- b) Unlisted subsidiaries of Listed Companies.
- c) Government / Semi-Government Undertaking / PSU
- d) Government Offices
- e) Consultancy Firms
- f) Start Ups with an existence of 3 years or more and manpower more than 25.
- g) Family managed businesses with an existence of 5 years or more and manpower more than 25.
- h) Cooperative Societies

**NOTE: Students can also carry out the Field Work without being associated to a specific organization.** Such projects may involve **quantitative / qualitative fieldwork** related to

- a) Contemporary issues of businesses
- b) Digital Marketing specific concepts
- c) Local or regional concerns
- d) Matters of national importance.

**B - 3] Linkage with specialization:** The field project topic must be aligned with Digital Marketing. It can address local, national, or global issues relevant to the Digital Marketing, as guided by the faculty guide / mentor.

**B – 4] Selecting a Relevant Topic:** Consider current trends, issues, or challenges within the Digital Marketing across various business (industry) sectors when conducting their project.

**B – 5] Identifying the Scope:** Define the project's scope to ensure it is manageable within the given timeframe and resources. Set realistic expectations regarding the project's depth and breadth.

**B – 6] Project Objectives -** Clearly outline the objectives of your field project.

**B – 7] Project Planning and Proposal:** Students shall define the scope and objectives of the Digital Marketing specific field project, develop a project proposal, and gain approval from the institute.

**B –8] Reporting and Presentation:** Prepare a professional report & presentation that outlines your project, methodology, findings, and recommendations as per the outline given below. Your report should be clear, well-structured, visually appealing & the presentation must be delivered professionally.

**Presentation could be through any of the enlisted formats:** (this is an indicative list and innovative formats if any beyond this list may be adopted) -

1. Traditional Slide Deck Presentation
2. Infographics
3. Video presentation
4. Paper presentation
5. Poster presentation
6. Webinar or online presentation
7. TED-style presentation
8. Storytelling Presentation etc.

**B – 10] Indicative break up of hours (160 hours)**

1. 120 hours - On fieldwork (The field project shall be spread throughout the second semester, can be start immediatly after Sem-I exam Winter vacation)
2. 40 hours – Pre and post-field work including proposal making, analysis, report writing, etc.

### **C] Field Project Proposal Outline**

The Field Project proposal, ranging from three to five pages, outlines the development plan for the project. It includes one or two paragraphs for each of the following components:

1. **Field Project Introduction:** Provide an overview of the project, including its context and scope.
2. **Statement of the Problem:** Clearly define the problem the project aims to address.

3. **Purpose of the Project:** Explain the main objectives and goals of the project.
4. **Significance of the Project:** Discuss the importance and potential impact of the project.
5. **Plan for Developing / Executing the Project:** Describe the approach and steps to be taken in developing / executing the project.
6. **Review of the Literature:** Include an initial literature review of one or two pages.

#### **D] Field Project Report Outline**

The field project report includes the components mentioned below.

1. Title Page
2. Declaration by student
3. Acknowledgement by student
4. Certificate by the Guide on Institutional Letter Head
5. Certificate by the Partner Organization on Letter Head (if applicable)
6. Table of Contents
7. List of Tables (if needed)
8. List of Figures (if needed)
9. Abstract

#### **D – 1 | Chapter I - Introduction:**

1. Statement of the Problem
2. Purpose /Objectives of the Project
3. Theoretical Framework
4. Significance of the Project
5. Definition of Terms (optional)

#### **D-2] Chapter II - Review of the Literature:**

1. Review the existing body of knowledge available on the problem or topic.

#### **D -3 | Chapter III Method:**

1. Describes how the study was completed / conducted, including a specific description of subjects, procedures, equipment, materials, and other information pertinent to the study,

#### **D-4] Chapter IV – Data Collection and Analysis:**

1. Collecting relevant data from primary and secondary sources.
2. Analyzing data using appropriate analytical tools and techniques.

#### **D – 5] Chapter V – Results / Findings & Suggestions:**

1. Identifying key issues, opportunities, trends etc. based on data analysis.
2. Develop / propose feasible solutions or recommendations.
3. Reflect on the experience, lessons learned, and scope for further work / improvement.

#### **D - 6] Annexures**

1. Questionnaires
2. Observation Sheets
3. Field Maps
4. Exhibits
5. Geo Tagged Photos with Sample respondents
6. Any other relevant documents

#### **E] Evaluation Pattern:**

Total Marks: 150

Formative Assessment: 50 Marks

Summative Assessment: 100 Marks

#### **E – 1] Formative Assessment Weightage (50 marks):**

1. Project Proposal - 5 marks

2. Interim Progress review I / Report I - 5 marks
3. Final Project Report - 10 marks
4. Final Presentation (30 marks with break up as indicated below)
  - a) Project Objectives - 5 marks
  - b) Quality of Analysis and Research - 5 marks
  - c) Problem Solving and Decision Making - 5 marks
  - d) Innovation and Impact - 5 marks
  - e) Documentation and Reporting - 5 marks
  - f) Reflection - 5 marks

**E – 2] Summative Assessment Weightage (100 marks):**

1. There shall be a panel of 2 examiners for the Final Viva-Voce
2. University shall nominate External Examiners
3. Director shall nominate Internal Examiner
4. Presentation by each student along with a spiral bound report is mandatory
5. Students will deliver a 15 minutes presentation about their field project.
6. The panel will evaluate the presentation for 50 marks and the viva-voce shall have a weightage of 50 marks.
7. The presentation & the External viva voce shall evaluate the Field Project on:
  - a) Project Objectives
  - b) Quality of Analysis and Research
  - c) Problem Solving and Decision Making
  - d) Innovation and Impact
  - e) Documentation and Reporting
  - f) Reflection

<b>Semester II</b>	<b>209</b>	<b>GE 08 – Email Marketing</b>
<b>2 Credits</b>	<b>LTP: 2:0:0</b>	<b>Generic Elective</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 209.1	REMEMBERING	DESCRIBE the concepts related to email marketing, advanced email marketing, SPAM, landing pages, etc
CO 209.2	UNDERSTANDING	UNDERSTAND the applications and use of email in digital marketing applications
CO 209.3	APPLYING	APPLY AND TEST email marketing concepts to various goals like increasing traffic, getting more leads, increase enrollments, etc.
CO 209.4	ANALYSING	ANALYSE various types of email marketing in order to improve the lead generation for the organization
CO 209.5	EVALUATING	INTERPRET and EXPLAIN the outputs from email marketing
CO 209.6	CREATING	COMPOSE an email with a goal of increasing reach and engagements

**1. Introduction to E-mail Marketing:** Meaning, Importance and reasons for increase in e-mail marketing. Process, Benefits and challenges in using E-mail Marketing; Introduction to Advanced Email Marketing; choosing an email service provider & the prerequisite.

**2. Organizing the Mailing List:** Mailing List elements and concepts. Developing E-mails to Drive Results; Critical Design Factors; Utilize and Optimization of Preheader, Headline, and Call-toAction and Subject Lines. Subscriber List Management Strategies & related Issues.

**3. Email Content:** Composing various types of e-mails, Newsletters and Announcements. Using images & videos. Landing Pages- Meaning, design & Factors to be considered. Development of a Brand Strategy through E-mail Marketing and integration with other digital tools.

**4. Automating Emails and Spam Compliance:** The Demonstrated Value of Automated Emails, Welcome e-mails. Date-Based Triggers, Action and Event Triggers. SPAM Testing and minimizing related complaints, Blacklisting

**5. Analyzing and tracking email marketing:** Recognition and Rewards, Types of Tracking reports, Bounce Rates /Non-bounce rates, Open Rates & Click through rates. Tracking email data, Optimization of Call-to-action and Lead Capture.

**Suggested Text Books**

1. Email Marketing in a Digital World: The Basics and Beyond by Jason Smith
2. Hillstrom's Email Marketing Excellence by Kevin Hillstrom

**Suggested Reference Books**

1. The Rebel's Guide to Email Marketing: Grow Your List, Break the Rules, and Win By DJ Waldow, Jason Falls
2. 300 Email Marketing Tips: Critical Advice and strategy to turn subscribers into buyers and grow a six-figure business by MeeraKothand

<b>Semester II</b>	<b>210</b>	<b>GE 09 – Influencer Marketing</b>
<b>2 Credits</b>	<b>LTP: 2:0:0</b>	<b>Generic Elective</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 210.1	REMEMBERING	Define the fundamental concepts of influencer marketing and explain its evolution from traditional celebrity endorsements to digital influencers
CO 210.2	UNDERSTANDING	Describe the characteristics of various types of influencers (nano, micro, macro, and mega) and demonstrate an understanding of different social media platforms and content formats (stories, reels, blogs, etc.) used in influencer marketing.
CO 210.3	APPLYING	Apply the key steps in planning an influencer marketing campaign, including setting goals, budgeting, selecting influencers, and using metrics such as engagement, reach, and conversions to assess campaign performance.
CO 210.4	ANALYSING	Analyze various influencer marketing strategies and tactics by examining case studies, focusing on brand alignment, campaign reach, and the impact of ethical and legal considerations.
CO 210.5	EVALUATING	Evaluate the effectiveness of influencer marketing campaigns by assessing content alignment with brand identity, audience engagement, and adherence to transparency and authenticity standards.
CO 210.6	CREATING	Design an innovative influencer marketing campaign that incorporates emerging trends, addresses common challenges, and leverages technology to enhance engagement and brand loyalty.

**1. Introduction to Influencer Marketing:** Definition of Influencer Marketing, Importance of Influencer Marketing in Digital Advertising, Evolution of Influencer Marketing: From Celebrity Endorsements to Digital Influencers, Understanding the Basics: Social Media Influencers, Bloggers, Vloggers, and Micro-Influencers, Case Studies: Successful Influencer Marketing Campaigns

**2. Types of Influencers and Platforms:** Types of Influencers: Nano, Micro, Macro, and Mega-Influencers, Social Media Platforms Used in Influencer Marketing: Instagram, YouTube, TikTok, Facebook, Twitter, Platform-Specific Influencer Content Types: Stories, Reels, Long-Form Videos, Blog Posts, Tweets, Comparing Influencer Impact on Different Platforms, Advantages and Disadvantages of Various Influencer Types

**3. Understanding the Influencer Marketing Process:** Steps in Planning an Influencer Marketing Campaign: Goal Setting, Budgeting, Influencer Selection, and Content Planning, Influencer Outreach and Relationship Building, Content Collaboration and Approval Processes, Measurement Metrics for Success: Engagement Rate, Reach, Impressions, and Conversions, Importance of Authenticity and Transparency in Influencer Marketing

**4. Influencer Marketing Strategies and Tactics:** Influencer Campaign Formats: Product Placements, Sponsorships, Giveaways, Discount Codes, and Affiliate Links, Creating Effective Influencer Content: Key Message, Brand Voice, and Visual Appeal, Role of Hashtags, Tags, and Mentions in Boosting Campaign Reach, Case Studies on Strategic Use of Influencer Marketing, Ethical and Legal Considerations: Disclosure Requirements, Brand Safety, and Avoiding Misleading Claims

**5. Challenges, Trends, and Future of Influencer Marketing:** Challenges: Fake Followers, High Costs, Choosing the Right Influencer, Campaign Saturation, Emerging Trends: Live Shopping, Influencer-Owned Brands, AI in Influencer Selection, Virtual Influencers, The Future of Influencer Marketing: Predictions and Innovations, Tips for Building Long-Term Influencer Partnerships, Conclusion: The Role of Influencers in Modern Marketing Ecosystems

**Suggested Books:**

1. Influencer Marketing for Dummies - Kristy Sammis, et al.
2. Influence: Building Your Personal Brand in the Age of Social Media - Brittany Hennessy
3. The Age of Influence: The Power of Influencers to Elevate Your Brand - Neal Schaffer
4. Influencer Marketing Strategy: How to Create Successful Influencer Marketing - Gordon Glenister
5. Influencer: The Science of Influencing People - Tessa Sproule

**Suggested Reference Books:**

1. Digital Marketing: A Practical Approach - Alan Charlesworth
2. Social Media Marketing: A Strategic Approach - Melissa Barker et al.
3. The Psychology of Selling - Brian Tracy
4. Content Rules - Ann Handley & C.C. Chapman

<b>Semester -II</b>	<b>211</b>	<b>GE 10 - Sustainable Development Goals (SDG)</b>
<b>2 Credits</b>	<b>LTP: 2:0:0</b>	<b>Generic Elective</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 211.1	REMEMBERING	Recall the 17 Sustainable Development Goals (SDGs) set by the United Nations.
CO 211.2	UNDERSTANDING	Explain the significance and objectives of each SDG.
CO 211.3	APPLYING	Apply the concepts of sustainable development to real-world scenarios.
CO 211.4	ANALYSING	Analyse the interconnections and interdependencies among different SDGs.
CO 211.5	EVALUATING	Evaluate the progress and challenges in achieving the SDGs at local, national, and global levels.
CO 211.6	CREATING	Develop strategies and action plans to contribute to the achievement of the SDGs.

**Unit 1: Introduction to Sustainable Development Goals:** Overview of the 17 Sustainable Development Goals (SDGs) established by the United Nations in 2015, purpose and significance of the SDGs, global commitment to achieving the SDGs by 2030, historical background leading to the SDGs including the Millennium Development Goals (MDGs), fundamental principles of sustainable development, importance of integrating economic growth, social inclusion, and environmental protection. (6)

**Unit 2: Detailed Study of Selected SDGs:** Focus on specific goals such as No Poverty (SDG 1), Zero Hunger (SDG 2), Good Health and Well-being (SDG 3), and Quality Education (SDG 4), targets and indicators associated with each goal, initiatives and strategies implemented globally and locally, success stories and best practices, challenges and barriers faced, role of governments, NGOs, and other stakeholders. (6)

**Unit 3: Interlinkages and Synergies among SDGs:** Analysis of the interconnections between different SDGs, concept of policy coherence for sustainable development, benefits of integrated approaches, case studies and examples of successful synergies, benefits of coordinated efforts and collaborative actions among various sectors and stakeholders. (6)

**Unit 4: Monitoring and Evaluation of SDGs:** Frameworks and methodologies for monitoring and evaluating progress towards the SDGs, role of data, indicators, and statistical tools, challenges of data collection and reporting, importance of accountability and transparency, role of national and international institutions in monitoring and evaluation. (6)

**Unit 5: Strategies and Action Plans for Achieving SDGs:** Development of practical strategies and action plans, approaches and tools for planning, implementing, and scaling up sustainable development initiatives, focus on innovation, partnership, and community engagement, designing projects and action plans to address specific SDG-related challenges in communities or professional fields. (6)

**Suggested Book References:**

1. "Transforming Our World: The 2030 Agenda for Sustainable Development" by United Nations.
2. "The Age of Sustainable Development" by Jeffrey D. Sachs.
3. "Sustainable Development Goals: Harnessing Business to Achieve the SDGs through Finance, Technology and Law Reform" by Julia Walker, Alma Pekmezovic, and Gordon Walker.

4. "Sustainable Development Goals: Understanding the United Nations' 2030 Agenda for Sustainable Development" by Wendy Steele.

#### Online Free Courses and Resources:

1. Coursera - "The Sustainable Development Goals – A global, transdisciplinary vision for the future"  
<https://www.coursera.org/learn/sustainable-development>
2. edX - "Transforming Our World: Achieving the Sustainable Development Goals"  
<https://www.edx.org/course/transforming-our-world-achieving-the-sustainable-development-goals>
3. United Nations - Sustainable Development Goals Knowledge Platform  
<https://sustainabledevelopment.un.org/sdgs>

<b>Semester -II</b>	<b>212</b>	<b>GE 11 - Selling &amp; Negotiations Skills Lab</b>
<b>2 Credits</b>	<b>LTP: 1:1:1</b>	<b>Generic Elective</b>

#### Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 212.1	REMEMBERING	DESCRIBE the various selling situations and selling types.
CO 212.2	UNDERSTANDING	OUTLINE the pre-sales work to be carried out by a professional salesperson.
CO 212.3	APPLYING	IDENTIFY the key individuals involved in a real-world sales process for a real-world product/ service / e-product / e-service.
CO 212.4	ANALYSING	FORMULATE a sales script for a real-world sales call for a product/ service / e-product / e-service.
CO 212.5	EVALUATING	DECONSTRUCT the pros and cons of sample real world sales calls for a product/ service / e-product / e-service.
CO 212.6	CREATING	DEVELOP a sales proposal for a real-world product/ service / e-product / e-service and for a real-world selling situation.

1. **Basics of Selling:** Importance of Selling, Role in the context of organization – survival and growth. Types of Selling - Different in selling situations, New business versus service selling, Newton's classification of sales types, McMurtry & Arnold's classification of selling types, Consumer indirect selling, Industrial selling, Missionary, Sales Team/group selling Merchandising, Telesales, Franchise selling, International selling. (5)
2. **Pre-Selling Work:** Attributes of a Good Salesperson - Personality & physical characteristics, Enthusiasm, Confidence, Intelligence, Self-worth, Knowledge- product, Competition, organization, market, customer, territory; People Buy From People, Communication skills, Persuasive skills, Personal Diary, Time management, Managing Sales Documents and collaterals management. Fear Factor in Sales. Maximising Productivity in a Sales Role, Meetings and Your Time, The Telephone - Social Media & Online Data Bases as a Sales Tools, Developing Your Script, Mailers, Pre-Call Planning, Generating Appointments. (7)
3. **Selling in Action:** Identifying Key Individuals – Prospecting, Influencers and Decision Makers, Talking to the Right Individuals, Making that Good First Impression, How to Win Friends and Influence People, Dale Carnegies Six Principles of Relationship, What's In It For Me? Honesty and Integrity. (5)
4. **Objection handling:** Analyzing the Reasons for Objections, Seeing What We Can Do, Listen - Probe - Advise (L-P-A), Exercise: Objection Handling, Uncovering Objections, Seven Types of Objections, Turning Objections into Selling Opportunities. Selling Techniques: Cross Selling, Up Selling, Value Added (Suggestive) Selling, Advancing Opportunity, Exceeding Customer Expectations, Giving Recognition. (6)
5. **Sales Conversation, Negotiation & Closure:** Starting a Quality Prospecting Conversation, Listeners Control Conversations, Trial Closing, Creating an Opportunity: Situation vs Problem Questions, Difficulty Questions, Negative and Positive Answer Questions, Directive Questions, Rhetorical Questions. Problems with Positional Bargaining, Opening Up the Negotiation, Approaches to Better Negotiation, You Have Alternatives, Reverse Psychology in Negotiation. Sales Proposals: How to Construct a Sales Proposal, Important Factors to Consider, Putting It All Together. (7)

#### Note:

1. The course should be delivered from a skills building perspective.
2. Principles should be supplemented by live exercises on personal selling

**Suggested Text Books:**

1. Selling & Sales Management, Geoffrey Lancaster & David Jobber, Macmillan India Ltd.
2. Negotiation: Communication for diverse settings, Michael L Spangle and Myra Isenhardt, Sage South Asia Edition.
3. The Sales Bible: The Ultimate Sales Resource, Jeffrey Gitomer, Wiley India
4. How to win friends and influence People, Dale Carnegie
5. The Art of Closing the Sale, Brian Tracy, Pearson Education.

**Suggested Reference Books:**

1. Sales Management, Bill Donaldson, Palgrave Publications
2. You can negotiate anything, Herb Cohen
3. Managing Sales Leads, Crocker and Obermayer, American Marketing Association

<b>Semester II</b>	<b>213</b>	<b>GE 12 – Indian Economy</b>
<b>2 Credits</b>	<b>LTP: 2:0:0</b>	<b>Generic Elective</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 213.1	REMEMBERING	DESCRIBE the present state of Indian Economy and LIST major economic policy issues in the current context.
CO 213.2	UNDERSTANDING	EXPLAIN the economic development strategy since Independence and DISCUSS the priorities in the current context.
CO 213.3	APPLYING	ILLUSTRATE the economic impact of Monetary policy and Fiscal Policy, Economic Reforms, Demographic Transition in India, Changing profile of GDP, Growth and Inequality and Trade Policy in the Indian context.
CO 213.4	ANALYSING	EXAMINE the changing profile of human capital, employment, productivity and ILLUSTRATE the linkages with Soft Infrastructure, growth of Start-ups, GDP composition of India.
CO 213.5	EVALUATING	DETERMINE the key priority areas, across various dimensions, for the Indian Economy in the context of current economic environment.
CO 213.6	CREATING	BUILD a case for co-existence of MNCs, Indian Public Sector, Indian Private Sector, SMEs, MSMEs and Start Ups in the Indian Economy.

1. **Perspective of Indian Economy:** Indian Economy as a Developing Economy, Basic Characteristics Overview of Economic Planning, Role of Monetary policy and Fiscal Policy, Budget terminology, Economic Growth, GDP and GDP Trends, Money Supply & Inflation, Inflation trends, RBI – overview of role and functions, Capital Markets – overview of role and functions, Concept of Poverty, Estimates of Poverty, Poverty Line, Economic Reforms and Reduction of Poverty, Concept of Inclusion, Need of inclusive growth, Financial inclusion. Concept of Hard & Soft Infrastructure. Hard Infrastructure - Transport Infrastructure, Energy Infrastructure, Water management infrastructure, Communication Infrastructure, Solid waste management, Earth monitoring and measuring networks. Soft Infrastructure - Governance Infrastructure, Economic infrastructure, Social infrastructure, Critical Infrastructure, Urban infrastructure, Green infrastructure, Education Infrastructure, Health Infrastructure. (6)
2. **Human Resources and Economic Development :** The Theory of Demographic Transition, Size and Growth Rate of Population in India, Quantitative Population Growth Differentials in Different Countries, The Sex Composition of Population, Age Composition of Population, Density of Population, Urbanization and Economic Growth in India, The Quality of Population, Population Projections (2001-2026), Demographic Dividend. **Human Development in India** - The Concept and Measures of Human Development, Human development Index for Various States in India, National Human Development Report, Changing profile of GDP and employment in India, GDP, Employment and Productivity per Worker in India, Relative Shift in the Shares of NSDP and Employment in Agriculture, Industry and Services in Different States. (6)
3. **Sectoral composition of Indian Economy:** Primary, Secondary, Tertiary Sectors, Issues in Agriculture sector in India, land reforms, Green Revolution and agriculture policies of India, Industrial development, small scale and cottage industries, Industrial Policy, Public sector in India, Services sector in India. Areas of Market Failure and

Need for State Intervention, Redefining the Role of the State, Liberalization, Privatization and Globalization (LPG) Model of Development, Planning commission v/s NITI Aayog, Public Versus Private Sector Debate, Unorganised Sector and India's Informal Economy. (6)

4. **Inequality and Economic Power in India:** FDI, Angel Investors and Start-ups, Unicorns, M&A, Investment Models, Role of State, PPP (Public-Private Partnership), Savings and Investment Trends. Growth of Large Industrial Houses Since Independence, Growth of Monopolies and Concentration of Economic Power in India, Competition Policy and Competition Law, Growth and Inequality, India as an Economic Superpower, Growth of the Indian Middle Class, Indian MNCs : Mergers and Acquisitions, Outsourcing, Nationalism and Globalization, Small-scale and Cottage Enterprises, The Role of Small-scale Industries in Indian Economy, Poverty, Vulnerability and Unorganized Sector Employment-The High Degree of Correlation, Estimate of Organized and Unorganized Workers. (6)
5. **The Foreign Trade of India:** Importance of Foreign Trade for a Developing Economy, Overview of Foreign Trade Since Independence, Composition of India's Foreign Trade, Direction of India's Foreign Trade, India's Balance of Payments on Current Account, Balance of Payments Crisis, Balance of Payments Since the New Economic Reforms of 1991, India's Trade Policy, India's Foreign Trade Policy, An Analysis of Trends in Exports and Imports, Special Economic Zones (SEZs)-An Overview. (6)

#### Suggested Text Books:

1. Indian Economy, Dutt R and Sundharam K. P. M, S. Chand, Delhi
2. Indian Economy, Agarwal A. N., Vikas Publishing House, Delhi
3. Indian Economy, Misra S.K. and Puri V.K., Himalaya Publishing House, New Delhi
4. Business Environment, Bedi S K, Excel Books
5. Economic Reforms in India - A Critique, Dutt Ruddar, S. Chand, New Delhi.

#### Suggested Reference Books:

1. Economic Environment of Business, Adhikary, Sultan Chand and Sons
2. Business, Government and Society, George A and Steiner G A, Macmillan
3. Economic Environment of Business, Ghosh, Vikas
4. Business Environment, Francis Cherunilam, Himalaya Publishing House, Bombay
5. Industrial Economy of India, Kuchhal S.C., Chaitanya Publishing House, Allahabad

<b>Semester II</b>	<b>214</b>	<b>GE 13 – International Business Environment</b>
<b>2 Credits</b>	<b>LTP: 2:0:0</b>	<b>Generic Elective</b>

#### Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 214 .1	Remembering	Recall and Describe the key concepts of international Business Environment
CO 214.2	Understanding	Understand the relevance of Multinational Corporations (MNCs) in global trade
CO 214.3	Applying	Demonstrate the significance of FDI and FPI in respect of developing economy
CO 214.4	Analysing	Analyze the issues related to Labor, Environmental and Global Value chain
CO 214.5	Evaluating	Formulate and discuss the case related to various Agreements under WTO and contemporary global business environment.

1. **Introduction to International Business:** Importance, nature and scope of International business; modes of entry into International Business, internationalization process. Globalization: Meaning, Implications, Globalization as a driver of International Business. The Multinational Corporations (MNCs) – evolution, features and dynamics of the Global Enterprises. Consequences of Economic Globalization, Brexit, Reverse globalization. (5+1)
2. **International Business Environment:** Political Economy of International Business, Economic and Political Systems, Legal Environment, Cultural Environment, Ethics and CSR in International Business. (5+1)

3. **International Financial Environment:** Foreign Investments - Pattern, Structure and effects. Theories of Foreign Direct Investment, Traditional and Modern theories of FDI, Modes of FDI - Greenfield, Brownfield Investments, Mergers and Acquisitions, Motives of FDI, FDI contrasted with FPI. Basics of Forex Market. (5+1)
4. **International Economic Institutions and Agreements:** WTO, IMF, World Bank, UNCTAD Tariff and Non-tariff Barriers. Balance of Payment Account: Concept and significance of balance of payments, Current and capital account components. Introduction to Basic Concept of IFRS. (5+1)
5. **Emerging Issues in International Business Environment:** Growing concern for ecology, Digitalisation; Outsourcing and Global Value chains. Labor and other Environmental Issues, Impact of Pandemic COVID-19 on international trade. (5+1)

**Suggested Text Books:**

1. Global Business Management by Adhikary, Manab, Macmillan Publishers, New Delhi.
2. International Business Environment by Black and Sundaram, Prentice Hall of India, New Delhi
3. Economic Environment Of Business by Gosh, Biswanath, South Asia Book, New Delhi.
4. International Business by Aswathappa Tata Mc Graw Hill publications, New Delhi.
5. International Business by P. Subha Rao

**Suggested Reference Books:**

1. Going International Response Strategies For Indian Sector by Bhattacharya,B, Wheeler Publishing Co, New Delhi.
2. International Economies by D.N. Krithani.
3. International Business by Roger Bennett
4. Business Environment by C.B. Gupta
5. International Business by Francis Cherunillam

<b>Semester II</b>	<b>215</b>	<b>GE 14 – Business Ethics</b>
<b>2 Credits</b>	<b>LTP: 2:0:0</b>	<b>Generic Elective</b>

**On successful completion of the course the learner will be able to**

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 215.1	REMEMBERING	Recall the fundamental concepts and principles of business ethics.
CO 215.2	UNDERSTANDING	Explain the importance of ethical behavior in business and its impact on stakeholders.
CO 215.3	APPLYING	Apply ethical theories and frameworks to real-world business situations.
CO 215.4	ANALYSING	Analyse ethical dilemmas and conflicts of interest in business practices.
CO 215.5	EVALUATING	Evaluate the role of corporate governance and corporate social responsibility in promoting ethical business practices.
CO 215.6	CREATING	Develop strategies to foster an ethical culture within an organization.

- 1. Introduction to Business Ethics:** Definition and scope of business ethics, importance of ethics in business, historical development of business ethics, key ethical theories and philosophies (utilitarianism, deontology, virtue ethics), distinction between ethics, morals, and values, relevance of ethics in contemporary business environments.
- 2. Ethical Decision Making in Business:** Frameworks for ethical decision making, stages of moral development (Kohlberg's theory), factors influencing ethical decision making (individual, organizational, societal), tools and techniques for ethical analysis, role of ethical leadership, ethical issues in various business functions (marketing, finance, HR, operations).
- 3. Corporate Governance and Corporate Social Responsibility (CSR):** Concepts and principles of corporate governance, role of boards of directors and executives, importance of transparency and accountability, codes of conduct and ethical guidelines, definition and significance of CSR, approaches to CSR (philanthropy, sustainability, shared value), impact of CSR on business performance and society.
- 4. Ethical Issues in Global Business:** Cross-cultural ethical issues and challenges, ethical implications of globalization, international business ethics standards (e.g., UN Global Compact, OECD Guidelines), ethical practices in international trade and investment, role of multinational corporations in promoting ethical practices, case studies of global business ethics issues.
- 5. Promoting Ethical Culture in Organizations:** Strategies for fostering an ethical culture, role of ethical training and development, importance of ethical codes and policies, whistleblowing and protection for whistleblowers, methods for monitoring and enforcing ethical standards, case studies of organizations with strong ethical cultures, benefits of maintaining high ethical standards.

#### **Suggested Book References:**

1. "Business Ethics: Concepts and Cases" by Manuel G. Velasquez.
2. "Business Ethics: A Textbook with Cases" by William H. Shaw.
3. "The Essentials of Business Ethics" by Denis Collins.
4. "Corporate Governance and Business Ethics" by Alexander Brink.

#### **Online Free Courses and Resources:**

1. Coursera - "Business Ethics for the Real World"  
<https://www.coursera.org/learn/business-ethics>
2. edX - "Corporate Social Responsibility (CSR): A Strategic Approach"  
<https://www.edx.org/course/corporate-social-responsibility-csr-a-strategic-approach>
3. MIT OpenCourseWare - "Business Ethics"  
<https://ocw.mit.edu/courses/sloan-school-of-management/15-270-ethical-practice-professionalism-social-responsibility-in-business-spring-2010/index.htm>

**Savitribai Phule Pune University, Pune**

**Curriculum 2024 Pattern**  
**Master of Business Administration**  
**(MBA) – Digital Marketing 2<sup>nd</sup> Year**

*Applicable to*

The students who have completed MBA – Digital Marketing  
first year 2024 NEP pattern (54 Credits)

**or**

PG Diploma in Management (56 Credits)  
as per MBA - DM NEP 2024 pattern

**OR**

Direct Second Year Lateral Entry  
after Four Years of Graduation

**With effect from Academic AY 2025 - 26**

**Course Structure****SEMESTER III**

Type	Sem Code	Course Code	Course	Credits	FA	SA	Marks
Mandatory	301	GC – 14	Strategic Management	3	50	50	100
Mandatory	302	SC - 01	Fundamentals of Digital Marketing	3	50	50	100
<b>CORE TOTAL</b>			<b>2</b>	<b>6</b>	<b>100</b>	<b>100</b>	<b>200</b>
Mandatory	303	OJT (SC)	On the Job Training	8	100	100	200
<b>SIP TOTAL</b>			<b>1</b>	<b>8</b>	<b>100</b>	<b>100</b>	<b>200</b>
<b>Semester III Specialization Electives - Any 4 Courses to be Opted from the respective elective list</b>							
Elective	304	SE 01	Digital Marketing Research	3	50	50	100
Elective	305	SE 02	Digital Marketing Channels	3	50	50	100
Elective	306	SE 03	Search Engine Marketing	3	50	50	100
Elective	307	SE 04	Search Engine Optimization	3	50	50	100
Elective	308	SE 05	Cases in Digital Marketing - I	3	50	50	100
Elective	309	SE 06	Content Marketing	3	50	50	100
Elective	310	SE 07	Start-ups and Digital Business Management	3	50	50	100
Elective	311	SE 08	E-Customer Relationship Management	3	50	50	100
<b>ELECTIVE TOTAL</b>			<b>4</b>	<b>12</b>	<b>200</b>	<b>200</b>	<b>400</b>
<b>SEMESTER TOTAL</b>			<b>7</b>	<b>26</b>	<b>400</b>	<b>400</b>	<b>800</b>
<b>SEMESTER IV</b>							
Type	Sem Code	Course Code	Course	Credits	FA	SA	Marks
Mandatory	401	GC – 15	Entrepreneurship, Innovation and Design Thinking	3	50	50	100
Mandatory	402	GC - 16	Enterprise Performance Management	2	0	50	50
Mandatory	403	SC - 02	Social Media Marketing	3	50	50	100
<b>CORE TOTAL</b>			<b>3</b>	<b>8</b>	<b>100</b>	<b>150</b>	<b>250</b>
Mandatory	404	RP	Research Project	6	100	50	150
<b>RESEARCH PROJECT TOTAL</b>			<b>1</b>	<b>6</b>	<b>100</b>	<b>50</b>	<b>150</b>
<b>Semester IV Specialization Electives - Any 4 Courses to be Opted from the following list</b>							
Elective	405	SE 09	Mobile Marketing	3	50	50	100
Elective	406	SE 10	Affiliate Marketing	3	50	50	100
Elective	407	SE 11	Marketing 5.0	3	50	50	100
Elective	408	SE 12	Digital Analytics	3	50	50	100
Elective	409	SE 13	Cases in Digital Marketing - II	3	50	50	100
Elective	410	SE 14	Building Digital Brands	3	50	50	100
Elective	411	SE 15	Website Design and Development	3	50	50	100
Elective	412	SE 16	Marketing Strategy in Digital Age	3	50	50	100
<b>ELECTIVE TOTAL</b>			<b>4</b>	<b>12</b>	<b>200</b>	<b>200</b>	<b>400</b>
<b>SEMESTER TOTAL</b>			<b>8</b>	<b>26</b>	<b>400</b>	<b>400</b>	<b>800</b>
<b>MBA-DM 2<sup>nd</sup> Year Lateral Entry</b>			<b>15</b>	<b>54</b>	<b>800</b>	<b>800</b>	<b>1600</b>
<b>2 Years MBA – DM PROGRAMME TOTAL</b>			<b>35</b>	<b>104</b>	<b>1600</b>	<b>1600</b>	<b>3200</b>

<b>DIGITAL MARKETING</b>							
<b>Specialization Core Courses</b>							
<b>Sem Code</b>	<b>Course Code</b>	<b>Course</b>	<b>Semester</b>	<b>Credits</b>	<b>FA</b>	<b>SA</b>	<b>Total Marks</b>
302	SC DM- 01	Fundamentals of Digital Marketing	III	3	50	50	100
403	SC DM- 02	Social Media Marketing	IV	3	50	50	100
				<b>6</b>	<b>100</b>	<b>100</b>	<b>200</b>
<b>Specialization Elective Courses - Semester III (Any 4 to be opted for)</b>							
304	SE DM- 01	Digital Marketing Research	III	3	50	50	100
305	SE DM- 02	Digital Marketing Channels	III	3	50	50	100
306	SE DM- 03	Search Engine Marketing	III	3	50	50	100
307	SE DM- 04	Search Engine Optimization	III	3	50	50	100
308	SE DM- 05	Cases in Digital Marketing - I	III	3	50	50	100
309	SE DM- 06	Content Marketing	III	3	50	50	100
310	SE DM- 07	Start-ups and Digital Business Management	III	3	50	50	100
311	SE DM- 08	E-Customer Relationship Management	III	3	50	50	100
				<b>12</b>	<b>200</b>	<b>200</b>	<b>400</b>
<b>Specialization Elective Courses - Semester IV (Any 4 to be opted for)</b>							
405	SE DM- 09	Mobile Marketing	IV	3	50	50	100
406	SE DM- 10	Affiliate Marketing	IV	3	50	50	100
407	SE DM- 11	Marketing 5.0	IV	3	50	50	100
408	SE DM- 12	Digital Analytics	IV	3	50	50	100
409	SE DM- 13	Cases in Digital Marketing - II	IV	3	50	50	100
410	SE DM- 14	Building Digital Brands	IV	3	50	50	100
411	SE DM- 15	Website Design and Development	IV	3	50	50	100
412	SE DM- 16	Marketing Strategy in Digital Age	IV	3	50	50	100
				<b>12</b>	<b>200</b>	<b>200</b>	<b>400</b>
				<b>30</b>	<b>500</b>	<b>500</b>	<b>1000</b>

<b>Semester III</b>	<b>301</b>	<b>GC - 14 – Strategic Management</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Generic Core</b>

**On successful completion of the course the learner will be able to**

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 301.1	REMEMBERING	DESCRIBE the basic terms and concepts in Strategic Management
CO 301.2	UNDERSTANDING	EXPLAIN the various facets of Strategic Management in a real-world context
CO 301.3	APPLYING	DESCRIBE the trade-offs within and across strategy formulation, implementation, appraisal.
CO 301.4	ANALYSING	INTEGRATE the aspects of various functional areas of management to develop a strategic perspective.
CO 301.5	EVALUATING	EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.
CO 301.6	CREATING	DEVELOP the capability to view the firm in its totality in the context of its environment.

**1. Understanding Strategy:** Concept of strategy, Levels of Strategy - Corporate, Business and Functional. Strategic Management - Meaning and Characteristics. Distinction between strategy and tactics, Strategic Management Process, Stakeholders in business, Roles of stakeholder in strategic management. Strategic Intent – Meaning, Hierarchy, Attributes, Concept of Vision & Mission - Process of envisioning, Difference between vision & mission. Characteristics of good mission statements. Business definition using Abell's three dimensions. Objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA). Components of a strategic plan, Analyzing Company's External Environment: Environmental appraisal, Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP). Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers. (7+2)

**2. Analyzing Company's Internal Environment-** Resource based view of a firm. Analyzing Company's Resources and Competitive Position - meaning, types & sources of competitive advantage, competitive parity & competitive disadvantage. VRIO Framework, Core Competence, characteristics of core competencies, Distinctive competitiveness. Benchmarking as a method of comparative analysis. Value Chain Analysis Using Porter's Model: primary & secondary activities. Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging – concentrating, accumulating, complementing, conserving, recovering. Portfolio Analysis: Business Portfolio Analysis – BCG Matrix – GE 9 Cell Model. (7+2)

**3. Generic Competitive Strategies-** Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy. Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies. (7+2)

**4. Strategy Implementation-** Barriers to implementation of strategy, Mintzberg's 5 Ps – Deliberate & Emergent Strategies. Mc Kinsey's 7s Framework. Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment, Business Continuity Planning. Changing Structures & Processes: Reengineering & strategy implementation – Principles of Reengineering. Corporate Culture: Building Learning organizations, promoting participation through technique of Management by Objectives (MBO). Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy – Concept of Balanced scorecard for strategy evaluation. (7+2)

**5. Blue Ocean Strategy-** Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvas & Value Curves, Four Action framework. Business Models: Meaning & components of business models, new business models for Internet Economy– E-Commerce Business Models and Strategies – Internet Strategies for Traditional Business –Virtual Value Chain. Sustainability & Strategic Management: Startups - growth and reasons for decline. Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits. (7+2)

**Suggested Books:**

1. Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw-Hill
2. Strategic Management by Ireland, Hoskisson & Hitt, Indian Edition, Cengage Learning
3. Crafting and Executing Strategy- The Quest for Competitive Advantage by Thompson, Strickland, Gamble & Jain, Tata McGraw-Hill
4. Concepts in Strategic Management & Business Policy by Thomas L. Wheelen & J. David Hunger, Pearson

**Suggested Reference Books:**

1. Strategic Management by Dr. Yogeshwari L. Giri
2. Competitive Strategy: Techniques for Analyzing Industries and Competitors by Michael E. Porter, First Free Press Edition
3. Competing for the Future by Gary Hamel & C.K. Prahalad,
4. Blue Ocean Strategy by Kim & Mauborgne

<b>Semester III</b>	<b>302</b>	<b>SC DM - 01 – Fundamentals of Digital Marketing</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Subject Core</b>

**On successful completion of the course the learner will be able to**

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 302.1	REMEMBERING	RECALL the key concepts of e- consumer buying behavior.
CO 302.2	UNDERSTANDING	EXPLAIN the applications of Digital Marketing, Mobile, Marketing, Affiliate Marketing, Video Marketing, Email, Marketing in multiple business domains and scenarios
CO 302.3	APPLYING	DEVELOP a thought process to harness the power of Digital Marketing to improve the website or business
CO 302.4	ANALYSING	ANALYSE Digital Marketing tools
CO 302.5	EVALUATING	SELECT the right method for Digital Marketing in business
CO 302.6	CREATING	COMBINE various tools and methods for business domains and scenarios.

**1. Introduction:** Meaning & Process of Marketing-Digital Marketing. Visibility Meaning, Types. Visitors' Engagement- Meaning, importance & Examples. Bringing Targeted Traffic- Inbound and outbound marketing. Converting Traffic into Leads, Types of Conversion & Conversion Process tools. Role of Digital Marketing in increase in sales, competitive analysis (7+1)

**2. Digital Marketing vs Traditional Marketing:** Difference- Traditional marketing and Digital marketing. Benefits and challenges. Tools for effective Digital Marketing. (6+1)

**3. Website Planning, Search Engine Marketing (SEM) & Search Engine Optimization (SEO):** Brand awareness, credibility and delivery among consumers through internet. Understanding domain names & extensions. Different types of websites based on functionality, purpose planning & conceptualizing. SEM in digital marketing - Need & Types. Introduction to SEO-Benefits and Challenges. Difference between SEO and SEM. (9+1)

**4. Email Marketing, Mobile Marketing, Affiliate Marketing:** Email marketing Meaning, Basics, Types and benefits. Mobile Marketing-Definition & Types. Introduction to Affiliate Marketing- Need & Skills required. (7+1)

**5. Video Marketing, Blogging and Vlogging:** Introduction to Video Marketing, Types, Strategy, Need, Benefits and Challenges. Blogs- Meaning, Importance, Issues and Challenges. Case studies on digital marketing. (5 cases) (10+2)

**Suggested Book References:**

1. Fundamentals of Digital Marketing – Puneet Bhatia
2. Digital Marketing: From Fundamentals to Future Swamithan T N, Karthik Kumar

<b>Semester III</b>	<b>303</b>	<b>OJT (SC) – On the Job Training</b>
<b>8 Credits</b>	<b>LTP: 0:2:14</b>	<b>Subject Core</b>

**On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 301.1	REMEMBERING	IDENTIFY and DESCRIBE the fundamental aspects of the organization and industry where the OJT is conducted, including the company's profile, core business activities, and organizational structure.
CO 301.2	UNDERSTANDING	EXPLAIN the relevance and application of theoretical concepts learned in the classroom to real-world business practices observed during the OJT
CO 301.3	APPLYING	UTILIZE relevant theoretical knowledge and technical skills in real-world tasks and projects during the OJT in a professional setting
CO 301.4	ANALYSING	EXAMINE and break down the problems or tasks undertaken during the OJT, identifying the key issues, underlying causes, and possible solutions
CO 301.5	EVALUATING	ASSESS the effectiveness of the strategies and solutions implemented during the OJT, from the standpoint of utility to the host organization, the feedback from the industry mentor.
CO 301.6	CREATING	DEVELOP a comprehensive OJT report and presentation that integrates the learning experiences, data collected, analysis, and outcomes of the project, demonstrating a clear connection between academic knowledge and practical application.

#### **A] Preamble:**

On Job Training (OJT) is an integral component of the MBA program that provides students with a unique opportunity to bridge the gap between theoretical knowledge gained in the classroom and practical application in a real-world environment. This training aims to equip students with both technical and non-technical skills that are essential for success in the industry.

**Each student shall undertake an On-the-Job Training (OJT) at the end of Second Semester and complete the same before the commencement of the Third Semester.**

#### **B] Guidelines for the On-Job Training (OJT)**

##### **B - 1] Nature of the OJT:**

1. The On-the-Job Training (OJT) program shall be of 12 weeks (3 months).
2. 8 weeks of training in the organization (industry / bank etc.) with 30 hours of work per week.
3. 4 Weeks of pre and post training work including proposal making, analysis, report preparation and etc.
4. OJT must be conducted outside the academic institution to expose students to real-world work environments.
5. OJT must be related to the intended specialization of the student.
6. OJT must be done individually. Group projects are not permitted.
7. OJT may involve actual tasks relevant to the area of specialization of the student and as per the demands of the industry / organization where the student is carrying out the OJT.
8. OJT should involve fieldwork / desk work in the organisation; online OJT is not permitted.
9. Primary data collection is mandatory for Research based OJT.
10. Research based OJT can be quantitative / qualitative in nature or even use mixed approaches.
11. Research based OJT can involve surveys, interviews, case studies or observation studies.
12. It is mandatory for the student to seek advance written approval from the faculty mentor and the Director of the Institute about the type of work and organization before commencing the OJT.

**B-2] Permissible Partner Organizations:** Students have the flexibility to conduct the OJT with any of the following organizations:

1. Companies listed on either NSE or BSE in India /abroad
2. Unlisted subsidiaries of Listed Companies.
3. Government / Semi-Government Undertaking / PSU

4. Government Offices
5. Start Ups with an existence of 3 years or more and/or manpower more than 10.
6. Family managed businesses with an existence of 10 years or more and manpower more than 100.
7. Large Cooperative Societies / NGOs with an existence of 5 years or more operating in areas such as agriculture, food processing, health care, retail, banking, etc.

**B-3] OJT mentors:**

- a) Each student shall be assigned two mentors i. a faculty mentor from the institution ii. an industry mentor from the host organization where the student undertakes the OJT.
- b) Industry Mentor Role: The industry mentor plays a crucial role in guiding the student during the internship. They ensure that the intern fulfils the requirements of the organization and successfully meets the demands of the assigned project. Through their expertise and experience, industry mentors provide valuable insights into real-world practices and industry expectations.
- c) Faculty Mentor Role: The faculty mentor serves as the overall coordinator of the OJT program of the assigned / allotted students. They oversee the entire internship process and evaluate the quality of the OJT in a consistent manner across all the assigned students. The faculty mentor ensures that the OJT aligns with the MBA program's objectives and provides valuable learning opportunities. They also facilitate communication between the institution, industry mentor, and student to ensure a fruitful OJT experience.

**B-4] Submission of documentation for OJT:**

- a) OJT Progress diary: Each student shall maintain an OJT Progress Diary detailing the work carried out and the progress achieved on a daily basis. Daily entry can be of 3- 4 sentences giving a very brief account of the learning/activities/ tasks / interaction taken place. The faculty mentor will be monitoring the entries in the diary regularly. The student shall submit the duly signed and stamped OJT Progress Diary along with the OJT Report. Soft copy diaries (with time stamp) are also permitted.
- b) Formal Evaluation from the industry mentor: The students shall also seek a formal evaluation cum feedback of their OJT from the industry mentor. The formal evaluation cum feedback by the industry mentor shall comment on the nature and quantum of work undertaken by the student, the effectiveness and overall professionalism. The learning outcomes of the OJT and utility of the OJT to the host organization must be specifically highlighted in the formal evaluation cum feedback by the industry mentor. The OJT evaluation sheet duly signed and stamped by the industry mentor shall be included in the final OJT report.
- c) OJT report: A student is expected to make a report based on the OJT he or she has done in an organization. The student shall submit TWO hard copies & soft copy of the OJT report to the institute. One hard copy of the OJT report is to be returned to the student by the Institute after the External Viva-Voce. In the interest of environmental considerations, students are encouraged to print their OJT reports on both faces of the paper. Spiral bound copies may be accepted.

**B-5] OJT report should contain the following:**

The OJT report should be well documented and supported by –

1. Institute's Certificate
2. Certificate by the Company
3. Formal feedback from the company guide
4. Executive Summary
5. Organization profile
6. Outline of the problem/task undertaken
7. Research methodology & data analysis (in case of research projects only)
8. Relevant activity charts, tables, graphs, diagrams, pictures, screenshots, AV material, etc.
9. Learning of the student through the OJT
10. Consideration to factors such as environment, safety, ethics, cost, professional (national & international) standards
11. Contribution to the host organization
12. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)

**B-6] Interaction between mentors:**

It is suggested that a meet-up involving the intern, industry mentor, and the faculty mentor should be done as a midterm review to ensure the smooth conduct of the OJT. The meeting can preferably be online to save time and resources. The meeting ensures the synergy between all stakeholders of the OJT. A typical meeting can be of around 15 minutes where at the initial stage the intern briefs about the work and interaction goes for about 10 minutes. This can be

followed by the interaction of the mentors in the absence of the intern. This ensures that issues between the intern and the organization, if any, are resolved amicably.

**B-7] OJT workload for the faculty:**

Every student is provided with a faculty member as a mentor. So, a faculty mentor will have a few students under him/her. A faculty mentor is the overall in-charge of the OJT of the allocated students. He/she constantly monitors the progress of the OJT by regularly overseeing the diary, interacting with the industry mentor, and guiding on the report writing etc.

**B-8] Evaluation Pattern:**

Total Marks: 200

Formative Assessment: 100 Marks

Summative Assessment: 100 Marks

**1] Formative Assessment Weightage (100 marks):**

1. Executive Summary - 05 marks
2. Organization profile - 05 marks
3. Outline of the problem/task undertaken - 10 marks
4. Research methodology & data analysis (in case of research projects only) - 10 marks OR Relevant activity charts, tables, graphs, diagrams, pictures, screenshots, AV material, etc. - 10 marks
5. Learning of the student through the OJT - 10 marks
6. Consideration to factors such as environment, safety, ethics, cost, professional (national & international) standards - 10 marks
7. Contribution to the host organization - 10 marks
8. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.) - 10 marks
9. Formal feedback from the company guide - 05 marks
10. Regularity of interaction with the faculty mentor - 05 marks
11. Overall quality of the OJT report - 05 marks
12. Internal Viva-Voce - 15 marks 2]

**Summative Assessment Weightage (100 marks):**

1. There shall be a panel of 2 examiners for the Final Viva-Voce
2. University shall nominate External Examiners
3. Director shall nominate Internal Examiners
4. Presentation by each student along with a spiral bound report is mandatory
5. Students will deliver a presentation of 15 minutes about their OJT project.
6. Weightages for summative assessment shall be as follows
  - a) Presentation – 20 marks
  - b) Viva-Voce – 30 marks
  - c) Report – 30 marks
  - d) Ability to connect with the theoretical & conceptual frame work – 20 marks

**The Internal & the External viva-voce shall evaluate the candidate based on:**

1. Adequacy of work undertaken by the student
2. Application of concepts learned in Sem I and II
3. Understanding of the organization and business environment
4. Analytical capabilities
5. Technical Writing & Documentation Skills
6. Outcome of the project – sense of purpose
7. Utility of the project to the organization
8. Variety and relevance of learning experience

**Presentation could be through any of the enlisted formats** (this is an indicative list and innovative formats if any beyond this list may be adopted) –

1. Traditional Slide Deck Presentation
2. Infographics
3. Video presentation
4. Paper presentation

5. Poster presentation
6. Webinar or online presentation
7. TED-style presentation
8. Storytelling Presentation etc.

SPPU MBA-DM 2024 NEP Syllabus

<b>Semester III</b>	<b>304</b>	<b>SE DM - 01 – Digital Marketing Research</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Subject Elective</b>

**On successful completion of the course the learner will be able to**

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 304.1	REMEMBERING	DEFINE the key concepts in Digital Marketing Research.
CO 304.2	UNDERSTANDING	DIFFERENTIATE between Qualitative and Quantitative Research
CO 304.3	APPLYING	IDENTIFY various tools for carrying out digital marketing research
CO 304.4	ANALYSING	STRUCTURE online surveys for various platforms
CO 304.5	EVALUATING	REVIEW best practices in market research that uses the internet
CO 304.6	CREATING	PLAN digital marketing research for businesses

**1. Introduction to Digital Marketing Research:** : Definitions - Marketing Research, Digital Marketing Research, Scope and Limitations of Digital Marketing Research, Role of Information in Marketing Decisions, Value and Cost of Information, Marketing Information System and Marketing Research, Marketing Decision Support System, Opportunities and threats in Digital Marketing Research, Relationship between Marketing Research & Marketing, Evaluating utility of Marketing Research, Ethics in Online Marketing Research, Recent Trends in Marketing Research, Marketing Research Industry in India (7+1)

**2. Online Qualitative Survey Research - I:** Qualitative Vs Quantitative research, Advantages of quantitative research through online platforms, Online survey process, Designing online surveys - Defining the terms used in online surveys, The self - completion paradigm, The overall structure of the questionnaire, The first and last pages, Improving the survey experience, Using multimedia and its implications, Accessible surveys, Surveys for online access panels, surveys for client databases, Quality and ethical issues in survey design, Running an online survey (7+2)

**3. Qualitative Research:** Overview of online qualitative research, Online focus groups - Running an online focus group, Choosing an online focus group solution, The arguments for and against online focus groups, Resources for online focus groups, Bulletin board groups and parallel IDIs (in-depth interviews) and Other online qualitative methods - Email groups, Depth interviews via the internet, Viewing focus groups remotely, Virtual words and virtual qualitative, Qualitative explication of online quantitative studies (7+2)

**4. Social Media & Website Research:** Participatory blogs as research tools, Online research communities, Blog and buzz mining, Other social media topics - Community - enabled panels, Ethnographical research and social media, Researcher - to - researcher networking, Ethical and quality issues, Website Research - Types of website research projects, Popup surveys, Website metrics and analytics, Website reviews, Accompanied surfing and observational research (7+2)

**5. Case Study Analysis using Software:** Analyzing & solving case studies using R, SPSS, Systat, etc. Students can be asked to collect data through field work or hypothetical data can be used. On small data sets can be given or pilot data can be collected and analyzed applying techniques like ANOVA, Simple correlation and regression, Discriminant analysis Logistic regression for classification and prediction, cluster analysis for market segmentation, factor analysis for data reduction, Multidimensional scaling for brand positioning, Conjoint analysis for product design. (8+2)

#### **Suggested Text Books:**

1. The Handbook of Online and Social Media Research - Tools and Techniques for Market Researchers - Ray Poynter - Wiley Publication - United Kingdom
2. Marketing Research - An Applied Orientation, Malhotra and Dash, Pearson Education.
3. The Handbook of Online Marketing Research – Knowing your customer using the Net – Joshua Grossnickle and Oliver Raskin - McGraw-Hill Education - 2000
4. Data Analysis in Management with SPSS Software- J.P. Verma – Springer - 2019
5. Marketing Research: Text and Cases – Rajendra Nargundkar - McGraw Hill Education - (4<sup>th</sup> edition) 2019

#### **Suggested Reference Books:**

1. Marketing Research: An Applied Orientation - Naresh K. Malhotra- Pearson- 7th Edition,
2. Marketing Research Kit for Dummies - Michael R. Hyman and Jeremy J. Sierra - Wiley Publishing, Inc., Indianapolis, Indiana

#### **Suggested Journals**

1. Journal of Digital & Social Media Marketing

**Suggested Swayam Course**

1. Digital Marketing Research: take precise marketing decisions – Udemy
2. An Introduction to Online Quantitative Market Research – Udemy

**Suggested videos for reference**

1. Digital Marketing Research Fundamentals Webinar -  
<https://www.youtube.com/watch?v=wr5b3klh2cw>
2. Digital Market Research: Must Know Strategies For 2020 -  
<https://www.youtube.com/watch?v=3DkYWfXiL0s>

SPPU MBA-DM 2024 NEP Syllabus

<b>Semester III</b>	<b>305</b>	<b>SE DM - 02 – Digital Marketing Channels</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Subject Elective</b>

**On successful completion of the course the learner will be able to**

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 305.1	REMEMBERING	DEFINE / describe key terms associated with marketing channels, digital marketing channels, channel relationships, Omni-channels
CO 305.2	UNDERSTANDING	IDENTIFY the digital marketing channels of product & service companies
CO 305.3	APPLYING	DEMONSTRATE an understanding of various channel options for a real-world marketing offering (commodities, goods, services, e-products/ e-services.)
CO 305.4	ANALYSING	ANALYZE the channel structure & channel management issues
CO 305.5	EVALUATING	EXPLAIN Omni-channel strategies of real-world marketing offering (commodities, goods, services, eproducts/ e-services.)
CO 305.6	CREATING	DESIGN the digital marketing channels for real world marketing offering (commodities, goods, services, eproducts/ e-services.)

**1. Channel Basics:** The Importance of Marketing Channel Strategies, key Channel functions, changing channel landscape, Digital channels- websites, email, mobile, mobile app, blogs, paid searches, review sites, social channels, Auditing Marketing Channels (7+2)

**2. Power of Channels:** - Power as a tool, Sources of channel power, dependence- inter dependence, power-based influence strategies, Omni channel ecosystem & power. (6+1)

**3. Digital Channel Relationships:** Why Do Relationships Matter in Marketing Channels? Upstream, downstream channel relationship, building channel commitment, channel trust & channel relationship cycle, Value added functions of channels members (7+2)

**4. Channel Management:** transactional intermediaries & infomediaries, Channel cooperation, nature & type of conflicts, unwanted channels- gray markets, the intermediationdisintermediation- re-intermediation cycle. (7+2)

**5. Omni Channel. Strategy:** Omni-channels, Distinction Between Multi-Channel and Omni-Channel Marketing Strategies for product & service companies, cross channel shopping, altered shopping norms, Key Challenges of the Omni-Channel Approach, The Four Pillars of an Omni-Channel Strategy (9+2)

**Suggested Reference Books:**

1. Marketing Channel Strategy- An Omni-Channel Approach by Robert W. Palmatier, Eugene Sivadas, Louis W. Stern, and Adel I. El-Ansary, Routledge Publication, 9th edition
2. Marketing Channels: A management view by Bert Rosenbloom, Thomson publication, 8<sup>th</sup> edition.
3. E-business: Organizational & technical foundations by Michael Papazoglou & Pieter Ribbers, Wiley Publication

<b>Semester III</b>	<b>306</b>	<b>SE DM - 03 – Search Engine Marketing</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Subject Elective</b>

**On successful completion of the course the learner will be able to**

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 306.1	REMEMBERING	DEFINE key concepts of Search Engine Marketing (SEM) and Search Engine Optimization (SEO).
CO 306.2	UNDERSTANDING	DIFFERENTIATE between On-page SEO, Off-page SEO, and Technical SEO techniques.
CO 306.3	APPLYING	IDENTIFY essential SEO and SEM tools for digital marketing analysis and campaign management.
CO 306.4	ANALYSING	ANALYSE the impact of inbound marketing strategies and web analytics on digital marketing performance.
CO 306.5	EVALUATING	REVIEW search engine advertising strategies and campaign management techniques.
CO 306.6	CREATING	DESIGN a comprehensive SEM campaign using industry tools and performance monitoring techniques.

**1. Introduction to SEM and SEO:** Overview of Search Engine Marketing (SEM) and Search Engine Optimization (SEO), Understanding Google Search, Comparison between SEO and SEM, Key Terminologies, Search Engine Results Page (SERP), Organic vs. Paid Reach, Google Display Network (GDN), Web and Mobile Marketing Perspective, Key Models in Digital Marketing, Key Terms. (4+2)

**2. SEO Strategies and Tools:** Role of SEO in Digital Marketing, Features and Significance of SEO, Understanding SEO Techniques: On-page SEO, Off-page SEO, Technical SEO, Key SEO Tools and Applications: Google Domain, Google My Business, Google Search Console, Google Trends, Google Tag Manager, SEMrush, Domain Authority Score, Google Analytics & Google Marketing Platform, WordStream Advisor, Key Terms. (4+2)

**3. Inbound Marketing and Web Analytics:** Essentials of an Effective Inbound Strategy, Optimizing Websites for Search Engines, Converting Visitors into Leads & Sales, Creating Purpose-driven Content, Key Performance Indicators (KPIs) in Web Analytics, Website Traffic Measurement Metrics, Types of Web Analytics: Social Media Web Analytics, Mobile Web Analytics, Conversion Web Analytics, Key Terms. (4+2)

**4. Search Engine Advertising and Campaign Management:** Understanding Ad Placement, Understanding Ad Rank, Working of Google Ads, Enhancing Google Ad Campaigns with Keywords, Goal Setting, Target Audience Selection, Creating Campaign Message, Budget Setting & Cost Estimation, Launching, Monitoring & Evaluating Campaign Performance, Key Terms. (5+1)

**5. SEM Tools & Performance Monitoring:** Overview of Key SEM Tools: Microsoft Bing Ads, Google SEM Tools (Google AdSense, Google AdMob, Google for Retail, Google Digital Garage, Google Shopping Campaign, WordStream), Essentials of SEM Budget Formulation, Cost Estimation, Cost Elements, Performance Metrics (PPC, CPA, CTR, KPI, CPI, CTA, CPC, Bounce Rate, Exit Rate), Usage of Google Analytics, Creating Ad Campaign Roadmap/Plan through Google SEM Tools, Introduction to Key Display Advertising Types: Banner Ads, Image Ads, Video Ads, Rich Media Ads, Understanding Display Plan Process, Key Terms. (5+1)

#### **Suggested Reference Books:**

1. Chaffey, D., & Smith, P. R. (2022). Digital marketing excellence: Planning, optimizing and integrating online marketing. Routledge.
2. Clarke, A. (2020). SEO 2020: Learn search engine optimization with smart internet marketing strategies. CreateSpace Independent Publishing Platform.
3. Fishkin, R., & England, T. (2015). The art of SEO: Mastering search engine optimization. O'Reilly Media.
4. Moran, M., & Hunt, B. (2014). Search engine marketing, Inc.: Driving search traffic to your company's website. Pearson Education.
5. Scott, D. M. (2022). The new rules of marketing and PR: How to use content marketing, podcasting, social media, AI, live video, and newsjacking to reach buyers directly. Wiley.

<b>Semester III</b>	<b>307</b>	<b>SE DM - 04 – Search Engine Optimization</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Subject Elective</b>

**On successful completion of the course the learner will be able to**

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 307.1	REMEMBERING	DEFINE key concepts, terminologies, and importance of Search Engine Optimization (SEO) in digital marketing.
CO 307.2	UNDERSTANDING	EXPLAIN various SEO strategies, including On-page, Off-page, and Technical SEO techniques.
CO 307.3	APPLYING	UTILIZE SEO tools such as Google Search Console, Google Analytics, SEMrush, and Ahrefs for website analysis.
CO 307.4	ANALYSING	ANALYSE the role of content strategy, user experience (UX), and ethical link-building in SEO performance.
CO 307.5	EVALUATING	EVALUATE SEO performance metrics, algorithm updates, and the impact of emerging technologies like AI and Voice Search.
CO 307.6	CREATING	DEVELOP an SEO strategy incorporating keyword optimization, link-building techniques, and performance monitoring tools.

**1. Introduction to SEO:** Overview of Search Engine Optimization (SEO), Understanding Google Search, Key SEO Terminologies, Search Engine Results Page (SERP), Organic vs. Paid Reach, Web and Mobile SEO Perspectives, Importance of SEO in Digital Marketing, Key SEO Models, Key Terms. (4+2)

**2. SEO Strategies and Techniques:** Role of SEO in Digital Marketing, Features and Significance of SEO, On-page SEO (Keyword Research, Meta Tags, URL Structure, Internal Linking), Off-page SEO (Backlinking, Social Signals, Guest Posting), Technical SEO (Site Speed, Mobile Optimization, Structured Data), Key Terms. (4+2)

**3. SEO Tools and Analytics:** Understanding and Application of SEO Tools: Google Search Console, Google Analytics, Google Trends, Google Tag Manager, SEMrush, Moz, Ahrefs, Domain Authority Score, Screaming Frog, Website Traffic Analysis, Key Performance Indicators (KPIs) for SEO, Key Terms. (4+2)

**4. Content Strategy and Link Building:** Essentials of an Effective SEO Content Strategy, Creating High-Quality SEO Content, Keyword Optimization, Importance of User Experience (UX) in SEO, Link Building Strategies (Internal and External), Ethical SEO Practices, Key Terms.

**5. Monitoring SEO Performance and Future Trends:** Measuring SEO Success with Analytics, Understanding Algorithm Updates, SEO Budget Planning, Performance Metrics (CTR, Bounce Rate, Conversion Rate, Page Authority), SEO for Emerging Technologies (Voice Search, AI, Video SEO), Future of SEO, Key Terms. (5+1)

#### **Suggested Reference Books:**

1. Clarke, A. (2020). SEO 2020: Learn search engine optimization with smart internet marketing strategies. CreateSpace Independent Publishing Platform.
2. Ledford, J. L. (2015). Search Engine Optimization (SEO) Secrets. Wiley.
3. Fishkin, R., & England, T. (2015). The Art of SEO: Mastering Search Engine Optimization (3rd ed.). O'Reilly Media.
4. Enge, E., Spencer, S., Stricchiola, J., & Fishkin, R. (2015). The Art of SEO: Mastering Search Engine Optimization (3rd ed.). O'Reilly Media.
5. Kent, P. (2020). SEO for Dummies (7th ed.). For Dummies

<b>Semester III</b>	<b>308</b>	<b>SE DM - 05 – Cases in Digital Marketing - I</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Subject Elective</b>

**On successful completion of the course the learner will be able to**

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 308.1	REMEMBERING	DEFINE the key concepts in Digital Marketing Management.
CO 308.2	UNDERSTANDING	Discuss between various digital marketing strategies.
CO 308.3	APPLYING	IDENTIFY the strategies of digital marketing & other dimensions
CO 308.4	ANALYSING	Analyze customer enhancement using CRM
CO 308.5	EVALUATING	Summarize sectorial cases and assess the performance.
CO 308.6	CREATING	Creating environment using role-play for B2B and B2C cases

**1. Digital Marketing Orientation with Sectorial Perspective and Functional Perspective:** Indian and Global perspective, Context Setting for cases in digital marketing, role of cases. Note: Usage of Teaching Case resources, articles, Interview, Caselets, current digital marketing situation/ problem of a company to be used as Opportunity as Teaching Case for discussion and analysis by the students for learning and assessment Suggested Case Focus- Current FMCG brands using digital marketing strategies or other relevant brands suitable for the target student audience. (4+2)

**2. Social Media Marketing Cases:** Cases depicting social media campaigns making and analysis situations Suggested Case Focus- Facebook marketing by key brands, WhatsApp marketing by local brands, LinkedIn Marketing by B2B organizations and other relevant cases suitable for the target student audience (4+2)

**3. Digital Marketing Campaign:** Understanding through Case situations with all the other possible dimensions of digital marketing perspective woven cases. Suggested Case Focus- Digital marketing campaigns by key product brands, service brands, entertainment brands, select government or public sector organizations and other relevant cases suitable for the target student audience (4+2)

**4. E-CRM:** Focus Areas such as handling consumer complaints, building relationships through digital Communities, digital customer collaboration for Cocreation Suggested Case Focus- Focus on key product and service companies famous for E- CRM, relevant to the target student audience (4+2)

**5. Sectoral Cases using Roleplay- Suggested:** B2B and B2C Case Focus-B2C Focus on E-Retailing, Hospitality, Medtech, Fintech. FMCG and other emerging sectors B2B Focus on Manufacturing and Services. Government Enterprises Cases Along with Focus on these sectoral areas, other relevant sectors can be brought in for teaching through cases suitable to the target student audience. (4+2)

#### **Suggested Reference Books / Resources for Cases:**

1. Indian Case Collection Centres from IIMs
2. ET Cases
3. Ivey Cases
4. The Case Centre
5. Harvard Cases

#### **Suggested Text Books**

1. Digital Marketing- Cases From India, Rajendra Nargundkar, Notion Press.
2. Digital Marketing Strategy- Text and Cases, Glen Urban, Pearson Prentice Hall

#### **Suggested Audio Visuals link**

1. [https://www.youtube.com/watch?v=v\\_ui6VNaaXE](https://www.youtube.com/watch?v=v_ui6VNaaXE) , UBER Case study
2. <https://www.youtube.com/watch?v=kF9eMMzILus>, HUL Mobile Marketing Case Study of “KANKHAJURA TESAN”, targeted at media deprived rural segments.
3. [https://www.youtube.com/watch?v=1N5DZS7BmDI&list=PLAFVCXsJ5pfhIBIt1Fa8s1xukHeWiW1\\_F](https://www.youtube.com/watch?v=1N5DZS7BmDI&list=PLAFVCXsJ5pfhIBIt1Fa8s1xukHeWiW1_F) BOAT, Brand digital marketing case study in India.

<b>Semester III</b>	<b>309</b>	<b>SE DM - 06 – Content Marketing</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Subject Elective</b>

**On successful completion of the course the learner will be able to**

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 309.1	REMEMBERING	DEFINE the key concepts in Content Marketing
CO 309.2	UNDERSTANDING	UNDERSTAND AND DIFFERENTIATE the strategies of content marketing.
CO 309.3	APPLYING	ARTICULATE the value in content marketing strategies
CO 309.4	ANALYSING	CATEGORIZE content marketing strategies and tools
CO 309.5	EVALUATING	MODIFY the content marketing strategies of an organization for achieving the better results.
CO 309.6	CREATING	CRAFT a content marketing strategy of an organization

**1. Introduction to Content Marketing:** Definition, history, devolution, objectives, importance, role of content marketing in businesses. Challenges and opportunities. (5+1)

**2. Tools of Content Marketing:** Blogs, branch guide/folder, Social media, Case study, Webinars, Video publications, articles, Newsletters, Mobile Apps, Info-graphic, e-book, Whitepapers, podcasts, audio publications, websites and E-mails. Merits and challenges in using these tools. Content marketing and online marketing, influencer marketing. (5+1)

**3. Content Marketing Strategy:** Definition, objectives, strategic plan, Analysis of Business and understanding customers. Content marketing mix, timelines, budget and optimizing and content. Role of SEO in content marketing. (5+1)

**4. Content Management:** Definition, Phases, CMS, Distribution of Content. Strategies in content distribution - guest blogging, repurposing and republishing. Importance of content Management. Metrics to monitor content. (5+1)

**5. Cases in Content Marketing:** Content Strategies used in sectors like Automobile, Services, FMCG, Pharmaceuticals, Airline, Future Trends in Content Marketing. (5+1)

#### **Suggested Textbooks**

1. Content Marketing Fundamentals-Sean R.Mitchell, Create space Independent Pub(15 November 2014)
2. Managing Content Marketing: The Real-World Guide for Creating Passionate Subscribers to Your Brand-Robert RoseandJoePulizzi, CMIBooks, Division of Z Squared Media, LLC (29 August 2011)
3. The Big book of content Marketing-Andreas Ramos, andreas com (28 May 2013)

#### **Suggested Reference Books**

1. Content Rules: How to Create Killer Blogs, Podcasts, Videos, eBooks, Webinars, (and More) That Engage Customers and Ignite Your Business by Ann Handley C.C. Chapman
2. Content Machine: Use Content Marketing to Build a 7-Figure Business with Zero Advertising by Dan Norris and Neil Patel
3. The Content Code: Six Essential Strategies to Ignite Your Content, Your Marketing, and Your Business by Mark Schaefer
4. Digital Marketing MBA: Guiding Principles for Researching, Planning, and Managing a Marketing Strategy to Transform Your Business-David J Bradley, The Bradly BusinessGroup.2019
5. Social Media Marketing & Branding-The Micro MBA-Ankit Srivastava, BPBPublications,1stEdition,2018
6. This is Marketing-Seth Godin, Portfolio Penguin(27November2018)
7. Getting Digital Marketing Right-David J Bradley, Create space Independent Publishing Platform (22 January 2015)

#### **Suggested Audio Visuals link**

1. Libert, K. (n.d.). 10 case studies that show the real impact of content marketing. Retrieved from <https://blog.frac.tl/10-content-marketing-case-studies>

<b>Semester III</b>	<b>310</b>	<b>SE DM - 07 – Startups and Digital Business Management</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Subject Elective</b>

**On successful completion of the course the learner will be able to**

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 310.1	REMEMBERING	Describe the concepts & practices that take the startups & small-scale business to next levels.
CO 310.2	UNDERSTANDING	Summarize how small business can do more with less
CO 310.3	APPLYING	APPLY marketing principles and theories to the demands of startups & small-scale businesses
CO 310.4	ANALYSING	Examine the digital marketing strategies of small-scale businesses & startups
CO 310.5	EVALUATING	Explain the digital integration for the small-scale businesses & startups
CO 310.6	CREATING	Design the digital marketing plan for the real world commodities, goods, services, e-products/ e-services of small scale businesses & startups

**1. Smart Steps You Can't Skip:** The changing marketing Megaphone, your brand blue-print, your story in three parts, brand voice, visuals for your story, Map Your Marketing: smart goals, cautionary tales, six common business objectives (5+1)

**2. Digital Compass:** How to use your compass, what works best when, Do More with Less: Create a Question Engine, listening first, the power of questions, how questions fuel content, how questions spark conversations, turning a fear into opportunity, listening & responding, getting your team engaged. (5+1)

**3. Embrace Your People Power:** Time - the real people problem, talent- social media unicorns don't exist, terror-living the digital chaos, dividing & conquering, internal & external scrappy staffing, your most valuable resource (5+1)

**4. Connect the Digital Dots:** Obsess over digital integration, why email marketing still matters, integrating with social media & content marketing, paid media, owned media, organic search & optimization, earned media, the sum of touchpoints (5+1)

**5. Simplify the Long Haul:** The top problems complicating content, four content creation hacks that belong in every marketer's toolbox, when it comes to good content, less is more, complicated social situations, focusing on the right people, most important step to simplifying your social media marketing, measure what matters, putting it together-connecting the rest of your marketing. (5+1)

#### **Suggested Reference Books**

1. GET SCRAPPY Smarter Digital Marketing for Businesses Big and Small by NICK WESTERGAARD, American Marketing Association (AMACOM)
2. Web Marketing for Small Businesses 7 Steps to Explosive Business Growth by Stephanie Diamond, Sourcebooks Inc.
3. Digital Marketing All-in-One for Dummies by Stephanie Diamond, Published by: John Wiley & Sons, Inc

<b>Semester III</b>	<b>311</b>	<b>SE DM - 08 – E – Customer Relationship Management</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Subject Elective</b>

**On successful completion of the course the learner will be able to**

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 311.1	REMEMBERING	DEFINE and DESCRIBE basic concepts and significance of e-CRM & Digital Marketing
CO 311.2	UNDERSTANDING	UNDERSTAND and EXPLAIN key concepts and theories associated with e-CRM
CO 311.3	APPLYING	APPLY and ILLUSTRATE principles, theories and models of e-CRM and its relevance to CRM Sustainability for Industries
CO 311.4	ANALYSING	ANALYZE implementation of e-CRM in achieving business sustenance & goals
CO 311.5	EVALUATING	EVALUATE effectiveness of e-CRM strategies and its impact on the relationship management with clients
CO 311.6	CREATING	DEVELOP e-CRM Strategies & Policies to create sustainable practices at Organization

**1. E-CRM: Concept & Fundamentals:** e-CRM: Concept, Definition, Significance & Need, e-CRM: Emerging Relationship Management practice, Link between e-CRM & Digital Marketing, Building sustainable Brands through Electronic Relationship Management, Technologies of E-CRM, Electronic Point of Sales (ePOS), eCRM as a strategic marketing tool, CRM Fundamentals: Strategic CRM, Operational CRM, Analytical CRM, Collaborative CRM, and Models of CRM. (6+1)

**2. Sustainable e-CRM:** Concept of Sustainable e-CRM, e-CRM contributing to Organizational Sustainability, related Theories of CRM & Sustainability, Sustainable Development and e-CRM, Marketing Sustainability through e-CRM, Sustainable e-CRM Practices, (4+1)

**3. E-CRM & its Implementation:** e-CRM – Implementation, e-CRM implementations at Services Marketing, e-CRM implementation at Hospitality Services, Manufacturing, Trading Businesses; e-Customer Relationship Management in Banking and Financial Services Marketing; e-CRM in Insurance Sector; e-CRM Implementation: Performance Evaluation (5+1)

**4. Cases Studies related to e-CRM:** Cases on Emerging trends in CRM, Social CRM, e-CRM, Role of Social media in e-CRM, Mobile CRM, Sustainable practices in the Organizations towards implementing e-CRM and maintaining e-CRM, Cases on Effective & Established e-CRM practices in Hospitality Sector, Telecom, Retail Sector, Manufacturing Sector, Banks & Insurances, Aviation Industry. (5+1)

**5. Developing E-CRM: Challenges & Influencing Factors:** Developing e-CRM strategies & policies, e-CRM: Challenges in formulating & implementing, Sustainable CRM Processes; e-CRM dilemma: Transactional Vs. Relationship Marketing, e-CRM: Influencing Factors; Data warehousing, Data integration, Data mining and Privacy issues (5+1)

**Suggested Text Books: -**

1. J N Sheth, AtulParvatiyar, G. Shainesh, 2001, Customer Relationship Management, Tata McGraw Hill
2. Alok Kumar Rai, 2013, Customer Relationship Management: Concepts and Cases, Second Edition, PHI learning Pvt Ltd, New Delhi
3. Max Fatouretchi, 2019, The Art of CRM: Proven strategies for modern customer relationship management, Packt Publishing
4. Danny Condecido, 2019, Digital CRM - Customer Relationship Management: Winning in the Age of Savvy Customers, Write Editions

**Suggested Reference Books: -**

1. Brown, Stanley A, 2001, Customer Relationship Management, John Wiley& Sons
2. Francis Buttle& Stan Maklan, 2015, Customer Relationship Management- Concepts and Technologies, Third Edition, Publisher: Routledge
3. Parekh, L., 2021, Cracking the CRM Code, notionpress.com

<b>Semester IV</b>	<b>401</b>	<b>GC - 15 – Entrepreneurship, Innovation and Design Thinking</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Generic Core</b>

**On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 401.1	REMEMBERING	DESCRIBE the fundamentals of entrepreneurship, innovation and design thinking.
CO 401.2	UNDERSTANDING	DESCRIBE the fundamentals of entrepreneurship, innovation and design thinking.
CO 401.3	APPLYING	APPLY the Design Thinking process to real-world challenges.
CO 401.4	ANALYSING	IDENTIFY business opportunities and create viable business models
CO 401.5	EVALUATING	EVALUATE entrepreneurial ideas and innovation strategies using design thinking principles and business model frameworks to determine their feasibility, viability, and desirability in real-world contexts.
CO 401.6	CREATING	Develop entrepreneurial mindsets and skills and Pitch ideas effectively to stakeholders or investors

**1 Entrepreneurship & Innovation** – Definition, Objective and Features; Entrepreneurship; Difference between Entrepreneurship and Traditional Businesses; Entrepreneurs and Intrapreneurs; Corporate Entrepreneurship, Technological Entrepreneurship, Life Cycle of Startup, Focus on Valley of Death, Why Startups Fail? Innovation: Culture of innovation - process and Types of innovation – Continuous and Disruptive, Radical Innovation, Challenges in innovation, Agile/Lean Innovation, Steps of Innovation Management, Idea Management System, Divergent V/s Convergent Thinking, Design Thinking and Entrepreneurship Creating Value through Innovation. Management of Innovation, Types of IPR (7 + 2)

**2. Entrepreneurial Theories and Entrepreneurial Environment, Entrepreneurial Development-** Theories of Entrepreneurship; Successful Entrepreneurs and Their Traits; Types of Entrepreneurs; Entrepreneurial Environment PESTEL and Their Effects; Business Environment Analysis, Business Planning; Mid-career Dilemmas; Entrepreneurial Growth and Competitive Advantage; Changing Role of Entrepreneurs. Women Entrepreneurs, Entrepreneurship Development Institute; Entrepreneurship Development Programs (7 + 2)

**3. Design Thinking** – Introduction, Definitions and Meaning; Design Thinking – as an Art and Science; Stages of Design Thinking – Empathise, Define, Ideate, Prototype and Test; Entrepreneurship Design Thinking, Need of Design and Design Thinking Writing the Problem Statement; Understanding Stakeholders and Users; Personas, Empathy Maps; Current Scenarios to identify pain points; Ideation and Storyboarding; Deriving Goals from Ideas; Future Scenarios and Moments of Max Impact; Prototyping (7 + 2)

**4. Design Thinking in Start-Up** – 5 stages integration Empathise–Listening to People involved and the End User Problems Realisation, Understanding User Needs: User Research Techniques, Observation, Interviewing, Surveys, Persona Mapping; Define– Identifying User Problems, Problem Statement Formulation, Reframing Problems; Ideate – Generating Ideas, Brainstorming Techniques, Mind Mapping, Scenarios - Finding the solutions most effectively; Prototype – Making the samples to Launch, Different Types of Prototypes, Testing and Iterating; Test – Evaluating offerings, Usability Testing, User Feedback. Design thinking with AI (7 + 2)

**5. Opportunity Recognition & Business Models-** Model of opportunity recognition (Corbett, 2005), Identifying opportunities through Design Thinking, Market research basics, Value Proposition Canvas, Business Model Canvas (BMC), Minimum Viable Product (MVP): Lean Startup & Validation- Lean Startup methodology (Eric Ries), Build-Measure-Learn cycle, Customer validation, Metrics and KPIs, Agile iteration. Teamwork and Collaboration. Business Model Failure: Reasons and Remedies. Sustainability Innovation and Entrepreneurship. Emerging technologies such as artificial intelligence, augmented reality, virtual reality . (7 + 2)

#### **Suggested Books:**

1. 8 Steps to Innovation: Going from Jugaad to Excellence – Rishikesha T. Krishnan and Vinay Dabholkar
2. Innovation and Entrepreneurship - Peter Drucker
3. Entrepreneurship: Business and Management – Dr. R.C. Bhatia, Sultan Chand & Sons, 2020
4. Entrepreneurship - Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Sabyasachi Sinha. 11th Edition
5. The Lean Startup – Eric Ries
6. Creative Confidence – Tom Kelley & David Kelley

**Suggested Reference Books:**

1. Ten Types of Innovation – Larry Keeley, Helen Walters, Ryan Pikkell & Brian Quinn
2. Design Thinking for Strategic Innovation – Idris Mootee
3. Start with Why – Simon Sinek
4. Business Model Generation – Alexander Osterwalder & Yves Pigneur
5. The Startup Owner's Manual – Steve Blank & Bob Dorf
6. Design a Better Business – Patrick Van Der Pijl, Justin Lokitz & Lisa Kay Solomon

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<b>Semester IV</b>	<b>402</b>	<b>GC - 16 – Enterprise Performance Management</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Generic Core</b>

**On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 402.1	REMEMBERING	Enumerate the different parameters & facets of management control of an enterprise.
CO 402.2	UNDERSTANDING	Illustrate the various techniques of enterprise performance management for varied sectors.
CO 402.3	APPLYING	Determine the applicability of various tools and metrics as a performance evaluation & management tools.
CO 402.4	ANALYSING	Analyse the key financial & non-financial attributes to evaluate enterprise performance.
CO 402.5	EVALUATING	Formulate the various parameters to evaluate enterprise performance effectively through implementation of strategy.

**1. Performance Management:** Concept, Need, Linkages with Strategic Planning, Management Control and Operational Control. Performance Evaluation Parameters: Financial – Responsibility Accounting –Concept of Responsibility Centers, Revenue Centre, Expense Centre - Engineered and Discretionary costs – Committed costs, Profit Centre, Investment Centers. ROI, ROA, MVA, EVA – DuPont analysis. (Numerical Not expected – Interpretation only) Limitations of Financial Measures. (8+1)

**2. Performance Evaluation Parameters:** Non-Financial Performance measures – Balanced Scorecard, Malcolm Baldrige Framework. Measuring SBU Level Performance: Concept, Need, and Linkages with Enterprise Performance Management – Goal Congruence. Transfer Pricing – Objective, Concept, and Methods – Cost based, Market price based & Negotiated, Applicability of Transfer Pricing. (Numerical / Case is expected) (7+1)

**3. Capital Expenditure Control:** Concept, Need, Process of Capital Budgeting, Types of capital expenditure decisions – pre-sanction, operational and post-sanction control of capital expenditure. Tools & Techniques of Capital Expenditure Control: Performance Index, Technical Performance Measurement, Post completion audit. Performance Evaluation Parameters for Projects: Project Control Process: Setting base line plan, Measuring progress and performance, comparing plan against action, Taking action, Schedule variance (time overruns), Project Cost Variance (cost overruns). (8+2)

**4. Performance Evaluation Parameters for Banks:** Customer Base, NPAs, Deposits, ROI, Financial Inclusion, Spread, Credit Appraisal, Investments. Performance Evaluation Parameters for Retail: ABC analysis, Sell Through Analysis, Multiple Attribute Method, Gross Margin Return on Investment (GMROI), GMROI as Gross Margin/Average Inventory at Cost, Performance Evaluation Parameters for Non-Profit: Features of Non-profit organizations, fund accounting, governance, product pricing, strategic planning & budget preparations, social audit. (8+2)

**5. Performance Evaluation Parameters for E-Commerce:** Features of E commerce, Need of evaluation, Metrics for performance evaluation: Business metrics, Traffic metrics, Conversion matrix & Audience involvement metrics. Various KPI used by E Commerce industry : Website traffic , referral traffic, conversion rate optimization, bounce rate of website, repeat visit, cart abandon rate, cost per conversion, average order value, revenue on advertising spend, customer life time value, net promoter score, churn rate. Audit Function as a Performance Measurement Tool: Financial Audit, Internal Audit, Cost Audit, Management Audit – Principles and Objectives (Audit Reports / Formats are expected to be discussed in the class from a performance measurement perspective). (9+1)

**Suggested Text Books:**

1. Management Control System by Robert Anthony & Vijay Govindrajana, Tata McGraw Hill Publishing Co. Ltd.
2. Management Control in Non Profit Organizations by Robert Anthony & David Young, McGraw Hill International Publication
3. Retailing Management by Swapna Pradhan, TMGH

**Suggested Reference Books:**

1. Project Management by K.Nagarajan, New Age International Publications
2. Principles and Practices of Auditing by Ravindar Kumar & Virendar Sharma, PHI.
3. Principles and Practices of Banking by Indian Institute of Banking & Finance, MacMillan India Ltd.
4. Financial Management by Prasanna Chandra, TMGH
5. E business: A Canadian perspective for a Networked World , Gerald Trites, J. Efrim Boritz Pearson

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<b>Semester IV</b>	<b>403</b>	<b>SC - 02 – Social Media Marketing</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Subject Core</b>

**On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 403.1	REMEMBERING	RECALL the key concepts, terminology, and historical evolution of social media platforms and marketing.
CO 403.2	UNDERSTANDING	EXPLAIN the strategic role of social media in digital marketing and customer engagement.
CO 403.3	APPLYING	APPLY social media tools and techniques to create content and manage brand presence across platforms.
CO 403.4	ANALYSING	ANALYSE audience behavior, campaign performance, and platform analytics to optimize social strategies.
CO 403.5	EVALUATING	EVALUATE the effectiveness and ROI of various social media campaigns using KPIs and analytics tools.
CO 403.6	CREATING	DESIGN comprehensive social media marketing strategies and campaigns aligned with business objectives.

**1. Foundation of Social Media Marketing:** Social media marketing – Definition and scope, evolution of social media, difference between traditional and digital marketing, earned-owned-paid media model, overview of platforms – Facebook, Instagram, LinkedIn, Twitter/X, YouTube, Pinterest, Snapchat, WhatsApp, Reddit, key terminologies – reach, impressions, engagement, CTR, CPC, conversion rate, algorithms and personalization, user behavior on social media, ethics and legal issues in SMM, data privacy, fake news, copyright laws, AI in social media

**Practicals:**

Create a brand/business profile on two platforms, comparative analysis of brand presence across platforms

**2. Social Media Content Strategy and Creation:** Types of content – text, image, video, reels, stories, live sessions, content planning – daily, weekly, monthly calendars, storytelling in branding, tone of voice and platform adaptation, caption writing, call-to-action (CTA) techniques, design tools – Canva, Adobe Spark, CapCut, Lumen5, meme marketing, trendjacking, use of hashtags, UGC – user generated content, influencer marketing – identification, outreach, collaboration, measurement, content scheduling tools – Buffer, Later, Meta Business Suite

**Practicals:**

Develop a 7-day content calendar, create 3 social media posts using design tools

**3. Paid Advertising and Campaign Management:** Paid vs organic strategies, advertising objectives – awareness, engagement, conversions, Facebook Ads Manager, Instagram Ads, LinkedIn Ads, YouTube Promotions, ad formats – image, video, carousel, story, lead generation, audience targeting – demographic, interest, behavioral, custom and lookalike audiences, budgeting and bidding strategies, daily vs lifetime budgets, A/B testing, ad copy and creative design, remarketing, Facebook Pixel, conversion tracking

**Practicals:**

Simulate a Facebook ad campaign, conduct mock A/B testing on two ad creatives

**4. Analytics, Monitoring, and Social Listening:** Importance of analytics, key performance indicators – engagement rate, CTR, CPC, CAC, ROI, native analytics tools – Meta Insights, Instagram Analytics, LinkedIn Analytics, YouTube Studio, third-party tools – Hootsuite, Sprout Social, Buffer, Google Analytics, UTM parameters, traffic attribution models, social listening tools, sentiment analysis, reputation management, crisis communication, preparing performance reports

**Practicals:**

Analyze performance metrics of a brand page, prepare a performance dashboard and insights report

**5. Strategic Integration, Trends, and Campaign Development:** Campaign design and planning, social media in customer journey, integrated platform strategies, brand positioning through social media, cross-platform campaign alignment, case studies – successful and failed campaigns, influencer strategy planning, future trends – ephemeral content, AR/VR, social commerce, personalization, NFTs, Metaverse, ethics in emerging tech, campaign goal-setting, KPIs, ROI measurement, content mix design

**Practicals:**

Design and present an integrated social media campaign, case analysis and campaign redesign for a failed campaign

**Suggested Books:**

1. *Social Media Marketing: A Strategic Approach* – Melissa Barker et al.
2. *Jab, Jab, Jab, Right Hook* – Gary Vaynerchuk
3. *Contagious: Why Things Catch On* – Jonah Berger
4. *Influence: The Psychology of Persuasion* – Robert B. Cialdini
5. *The Art of Social Media* – Guy Kawasaki & Peg Fitzpatrick
6. *Made to Stick* – Chip & Dan Heath

**Suggested Reference Books:**

1. *One Million Followers* – Brendan Kane
2. *Digital Marketing For Dummies* – Ryan Deiss & Russ Henneberry
3. *Hooked* – Nir Eyal
4. *Trust Me, I'm Lying* – Ryan Holiday
5. *Killer Facebook Ads* – Marty Weintraub
6. *The YouTube Formula* – Derral Eves

<b>Semester IV</b>	<b>404</b>	<b>RP – Research Project</b>
<b>6 Credits</b>	<b>LTP: 0:2:10</b>	<b>Subject Core Course – Specialization Specific</b>

**On successful completion of the course the learner will be able to**

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 404.1	REMEMBERING	Carry out a substantial research-based project
CO 404.2	UNDERSTANDING	Demonstrate capacity to improve student achievement, engagement and retention
CO 404.3	APPLYING	An understanding of the ethical issues associated with practitioner research
CO 404.4	ANALYSING	Applying domain knowledge and foundational research skills to address a research problem
CO 404.5	EVALUATING	Analyse data and synthesize research findings.
CO 404.6	CREATING	Report research findings in written and verbal forms and use research findings to advance education theory and practice.

**A] Preamble:**

A research project is a systematic and organized endeavour undertaken to investigate a specific topic, question, or problem in order to gain new insights, knowledge, or understanding. The objective of the research project is to further develop the student's ability to carry out and contribute to business research. The student should demonstrate, through his/her thesis and orally, an ability to plan, conduct, and present a scientific investigation of relevance to the subject of Business Administration and the student's chosen Master's program. A further aim is to develop skills for the critical examination of investigations and research reports and to provide the student with the opportunity for a deeper level of theoretical study within a chosen area. These projects involve a structured process of inquiry, data collection, analysis, and interpretation to arrive at meaningful conclusions.

**Learning Objectives**

1. Understand the purpose and significance of research in business management.
2. Develop skills in research methodology, data analysis, and interpretation.
3. Learn to conduct a thorough literature review and critically evaluate existing research.
4. Learn to formulate a clear research question and develop a compelling research proposal.
5. Master the art of writing a well-structured and coherent dissertation.
6. Gain confidence in presenting research findings to an academic audience.

**B - 1] Conducting research projects can offer benefit and advantages to the students:**

1. **Intellectual Growth:** Engaging in research projects allows students to explore and develop their intellectual curiosity. It encourages critical thinking, problem-solving skills, and the ability to analyse complex issues.
2. **Skill Development:** Research projects help students develop a variety of skills such as information gathering, data analysis, literature review, writing, presentation, and time management. These skills are valuable both academically and in future careers.
3. **Deepened Understanding:** Research enables students to delve deeply into a specific topic, gaining a more comprehensive understanding of it beyond what's covered in regular coursework.
4. **Independent Learning:** Research projects encourage self-directed learning. Students learn how to set their own goals, manage their time, and work independently, fostering a sense of responsibility and initiative.
5. **Problem Solving:** Through research, students confront real-world problems and work towards finding innovative solutions. This experience prepares them to tackle challenges in various aspects of their lives.
6. **Personal Growth:** Research projects can boost students' confidence as they overcome obstacles, contribute to knowledge, and present their findings to peers and professors. This can positively impact their self-esteem and personal growth.
7. **Networking:** Engaging in research projects often involves collaboration with professors, peers, and sometimes professionals in the field. This can lead to valuable networking opportunities and connections that might be beneficial for future academic or career pursuits.
8. **Enhanced Resume/CV:** Having research experience on a resume can make students stand out to potential employers or graduate programs. It demonstrates their commitment to learning and their ability to handle complex tasks.
9. **Contribution to Knowledge:** Even in the early stages of their academic careers, students can contribute to the existing body of knowledge. Their research findings might lead to new insights or perspectives in their chosen field.

- 10. Preparation for undertaking Research:** For students considering post graduate, engaging in research during their postgraduate years can provide a taste of the kind of work they might encounter at the next academic level PhD.
- 11. Career Exploration:** Research projects can help students explore potential career paths within their field of study. They might discover specific areas they are particularly passionate about.
- 12. Personal Interest Pursuit:** Research projects often allow students to delve into topics that deeply interest them, providing a fulfilling and enjoyable learning experience.
- 13. Exposure to Research Methods:** Students gain exposure to various research methodologies, which can be beneficial not only in academia but also in fields where data analysis and evidence-based decision-making are crucial.
- 14. Critical Evaluation:** Research requires students to evaluate existing literature, sources, and information critically. This skill helps them become more discerning consumers of information. Long-Term Impact: Some research projects can have lasting impacts beyond the academic realm, contributing to policy changes, technological advancements, or improvements in various industries.

## B-2] About Research Project

In Semester IV the student shall work under the supervision of the faculty and carry out a Research Project and submit a structured report in TWO hard bound copies (Blackbook) & one soft copy (PDF). In the interest of environmental considerations, students are encouraged to print their Research Project reports on both faces of the paper. The student is required to conduct advanced research on a topic related to one (or more) of contemporary issues in management. The topic is chosen in consultation with the student's supervisor. The student will prepare and present a detailed research proposal prior to starting the work. It is mandatory for the student to seek advanced written approval for Research Report Proposal from the faculty Supervisor and the Director of the Institute about the topic before commencing the Research Project work. A Research Project outlining the entire problem, including a survey of literature and the various results obtained along with their solutions, is expected to be produced. The student must submit the completed Research Project and make an oral presentation of the same. Through the Research Project, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area. The completion of the Research Project / project shall be certified by the Faculty Supervisor, HOD & approved by the Director of the Institute.

- 1) All sheets are to be A4 size.
- 2) The Text in all the chapters shall be in Times New Roman 12 Font, Regular, justified with line spacing of 1.15.
- 3) The margins shall be as follows: Top & Bottom: 0.8 inches; Left: 1 inch, Right: 0.5 inches
- 4) One extra line spacing should be left in between paragraphs.
- 5) All Chapter headings are to be centred in the Font Times New Roman 14 size Bold.
- 6) All headings of section shall be in Times New Roman 12 Bold
- 7) All sub-section headings shall be in Times New Roman , size, 12, Bold, Italic.
- 8) All minor sub-section headings shall be in Times New Roman , size, 12, Regular.
- 9) It is advised that the sections and sub- sections are to be limited to 3rd level
  - a. Zero Level - Chapter Headings
  - b. First Level - Main sections in each chapter : to be numbered as 1.1, 1.2, 2.1, 3.1 etc.
  - c. Second level - Sub- sections in each section : to be numbered as 1.1.1, 1.2.2, 2.1.3, 3.2.1 etc.
  - d. Third level - Minor sub-sections ie., sections in sub-sections. : to be numbered as 1.1.1.1, 1.2.2.1, 2.1.3.2, 3.2.1.4 etc. - to be avoided to the extent possible.
- 10) All the references / Bibliography are to be listed at the end, arranged in the chronological order and are to be numbered 1, 2, 3.....etc.
- 11) The reference No. should be given as superscript in the report where ever they appear.
- 12) All the figures are to be numbered as Fig. 1.1, Fig. 2.3 etc indicating the chapter No and the sl. No. of the figure in that chapter. The title of the figure should at the bottom of the figure and should be numbered as shown below. Fig. 1.1 Study Area Fig. 2.1 Definition Sketch Fig. 3.2 Experimental Setup etc.
- 13) All the figures are to be preferably placed at the end of each chapter. Alternatively, they can be placed after the page where they are first referred. Uniformity should be maintained and under no circumstances these two alternatives indicated should be mixed.

### Research projects may include:

- Developing a research question or statement
- Finding and evaluating sources → Conducting research
- Writing a report etc

### Students can do-

- Survey based research.
- Secondary data analysis such as decision analysis, cost effectiveness analysis or Meta-analysis.
- Observation based/Interview based research.

Each student must work under the supervision of a faculty mentor. Depending on the area of research interest or the research topic.

### **B-3] Research Project Process**

#### **I. SELECTION OF THE RESEARCH TOPIC:**

The first major challenge in conducting research

1. The easiest way is working with a faculty mentor who is active in research and may have defined one or more researchable questions.
2. Consulting with leading faculty in your area of interest and asking for advice on researchable topics is another avenue for research ideas.
3. Developing research ideas from loose ends discovered during: a) desk research/FP/SIP/OJT, b) literature review c) reviewing journal article(s), and d) discussions, critique of research articles in journal club, could be an interesting, and a rewarding experience.

#### **II. DEVELOPING THE RESEARCH PROPOSAL:**

A research proposal helps to develop research idea into a valid, scientific research project. A general outline of the elements of a Research Proposal is presented. Although the Research Project Outline provides a description of all the elements of a research project, students are required to complete the writing up of the Methodology section before beginning the project implementation. Writing of the research proposal has a twofold purpose:

1. it provides the researcher, with the blueprint for implementing the project, and
2. it has to be submitted to the research supervisor, HOD and Director of the Institute) for securing approval.

#### **III. PROJECT IMPLEMENTATION**

In order to conduct a valid, scientific study, it is important that student rigorously follow the study design outlined in your research proposal and approved by the research supervisor. To ensure timely completion of the project, it is important to stay within the framework discussed in the Timeline.

#### **IV. WRITE-UP OF PROJECT RESULTS AND DISCUSSION**

This should follow directly from your research proposal. The research project outline provides a 'how to' write-up of the results and discussion sections.

#### **V. RESEARCH PRESENTATION**

Once the research project is complete, student have to make a public oral presentation to present the work.

### **B-4] OUTLINE OF A RESEARCH PROJECT**

#### **I. TITLE PAGE (Page 1, DO NOT NUMBER)**

- Study Title
- Names of the Supervisor (faculty mentor)
- Discipline
- Name of the Institute
- Date: month and year proposal prepared/submitted

#### **II. SUMMARY (Page2, 1-2 pages; DO NOT NUMBER)**

The summary should be brief and include: 1) a few sentences introducing the topic of current study (could include a couple of references); 2) statement of the problem; 3) a brief description of the methodology to be used including duration of study, subject selection criteria, tests to be performed, and/or data to be collected; 4) significance and implications of the study (why is it important to do the study, and what are the benefits: fill in gap in knowledge; develop further understanding of a clinical situation; modify current approach to treatment; cost-benefit analysis etc.).

#### **III. INTRODUCTION (Page 3; up to 2 – 3 pages)**

This section consists of an overview of the research question and some indication of the study's worth and the contribution it is apt to make to the field of study. It should include the rationale for the research project.

**IV. REVIEW OF THE LITERATURE** (Page 4; up to 4 –6 pages; a minimum of 10 references required). Use references to establish the link between the proposed study and previous work done on the topic, lay the groundwork for the proposed study, and demonstrate why it is important and timely. The literature review is not just a compilation of facts, but a coherent argument that leads to the description of the proposed study.

**V. PROBLEM STATEMENT & RESEARCH HYPOTHESES** (up to 1/2-1 page)

The problem statement describes the problem posed by the proposed study and specifies it in the form of Research Hypotheses. The research hypotheses should flow logically from the discussion presented in the Review of Literature and the Statement of the Problem. The hypotheses should be very specific in presenting what aspects of the research topic will be studied, and how. The hypotheses (If any) should be optimally clear, concise, meaningful, and typically written in the present tense. One recommended statement of the criteria for a good hypothesis is that is: a) be free of ambiguity, b) express the relationship between two variables or concepts, and c) imply an empirical test. AVOID having more than one hypothesis embedded in a single, complex statement. A conceptual model represents a visual depiction of the relationship between all the variables in your study. It is a good place to start when planning your research project, and also helps in developing your hypotheses.

**VI. RESEARCH METHODOLOGY** (up to 2-3 pages)

1. Study Duration: Describe the time frame during for which data will be collected (retrospective study; chart reviews), or intervention administered (prospective study; etc). If any
2. Subject Selection: Of particular importance in this section are: a) the sampling procedure to be used – random, stratified, convenience, b) the source of the subjects, c) the criteria for selection – clearly state inclusion/exclusion d) the rationale for determining sample size – use power test to determine sample size for significance; realistic estimates of crossovers, dropouts must be used in calculating sample size
3. Instrumentation or Measures: This section lists all the variables (intervention as well as outcome variables) you would be examining in your study, and describes what particular measures, or forms, or data collection sheets you will be using to measure the variables.
4. Procedures: This section provides a detailed description of the exact steps to be taken to conduct your research. This includes the procedure used to contact subjects, obtaining Informed Consent, and collecting the data.
5. Data Analysis: In this section describe the statistical tests that will be used to address the research hypotheses. Although intimidating, this section forces you to think how you will analyze (or have it analyzed) at the time the proposal is generated rather than after the data are collected. This way, you can avoid wasting time collecting data that are not analysable because they are not in the collected in the correct format.
6. Study Limitations: Describe the shortcomings and weakness of your study most likely to impact the internal validity of your study.

**VII. RESULTS**

In this section, you present your findings as clearly as possible. The Results section contains JUST THE FACTS: tables, figures, transcript summaries, and your description of what is noteworthy and important about these. Begin with a description of the sample. Simple demographics can be presented in tabular form. Follow with presenting your findings in terms of the research questions/hypotheses tested.

**VIII. DISCUSSION**

This section typically contains:

- An overview of significant findings
- A consideration of the finding in light of previous research
- A careful examination of findings that fail to support your hypotheses
- Limitations of the study that may affect the generalizability of the results
- Recommendations for further research
- Implications of study for professional practice

**IX. REFERENCES**

Students must cite all studies referred to in the proposal, using the APA citation method

**B-5] Evaluation Pattern:**

Total Marks: 150

Formative Assessment: 50 Marks

Summative Assessment: 50 Marks

**1] Formative Assessment Weightage 50 marks**

1. Project Proposal
2. Three Progress Reports
3. Final Research Project Report
4. Pre- submission Presentation
  - a) Research Project Objectives, Research Question and Hypotheses
  - b) Introduction and literature Review
  - c) Methodology
  - d) Quality of Analysis and Research, discussion and findings
  - e) Documentation and Reporting
  - f) References g) Reflection

**2] Summative Assessment Weightage 50 marks**

1. There shall be a panel of 2 examiners for the Final Viva-Voce
2. University shall nominate External Examiners
3. Director shall nominate Internal Examiners
4. Presentation by each student along with a spiral bound report is mandatory
5. Students will deliver a presentation of 15 minutes about their OJT project.
6. Weightages for summative assessment shall be as follows
  - a) Presentation – 05 marks
  - b) Viva-Voce – 20 marks
  - c) Report – 15 marks
  - d) Ability to connect with the theoretical & conceptual frame work – 10 marks

**The Internal & the External viva-voce shall evaluate the candidate based on:**

1. Adequacy of work undertaken by the student
2. Application of concepts learned in Sem I, II and III
3. Analytical capabilities
4. Technical Writing & Documentation Skills
5. Outcome of the project – sense of purpose
6. Utility of the project to the organization
7. Variety and relevance of learning experience

**Presentation could be through any of the enlisted formats** (this is an indicative list and innovative formats if any beyond this list may be adopted) –

1. Traditional Slide Deck Presentation
2. Infographics
3. Video presentation
4. Paper presentation
5. Poster presentation
6. Webinar or online presentation
7. TED-style presentation
8. Storytelling Presentation etc.

<b>Semester IV</b>	<b>405DM</b>	<b>SE DM 09 – Mobile Marketing</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Specialization Elective Courses</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO405DM.1	REMEMBERING	DEFINE the key concepts in Mobile Marketing.
CO405DM.2	UNDERSTANDING	EXPLAIN the scope, importance and applications of Mobile Marketing.
CO405DM.3	APPLYING	ILLUSTRATE the Mobile Marketing strategies to be implemented by businesses.
CO405DM.4	ANALYSING	ANALYZE the mobile commerce sector in India and the strengths, weaknesses, opportunities and threats in Mobile Marketing.
CO405DM.5	EVALUATING	EVALUATE various Mobile Marketing Applications and Major security and privacy issues in Mobile Marketing.
CO405DM.6	CREATING	Design various Mobile Marketing plans and campaigns.

- 1. Introduction to Mobile Marketing:** History, Definition, Scope, and Importance of Mobile marketing. Mobile Commerce - Definition, History, Scope, Characteristics, Applications, attributes, and benefits of M-commerce. Growth and Future Prospects of M-Commerce. (4+1)
- 2. Mobile Applications:** Mobile apps - Meaning, types & Importance. Mobile Gaming concept, Scenario in India, and Future scope of online gaming. Text Message Marketing, Mobile advertising - Concept, types, advantages and limitations, Features of a good Mobile Marketing programme. (6+1)
- 3. Mobile Payments and Mobile Entertainment:** Mobile payments - Mobile wallets, mobile browser payments, in-app mobile payments, mobile or wireless credit card transfers. Mobile Payment Models, Mobile Payment Service Providers. Mobile entertainment - Definition, Indian Scenario, OTT platforms, Mobile TV and Live TV, Mobile music. Mobile banking - Features, types, and benefits. Mobile FinTech. (6+1)
- 4. Mobile Marketing Strategies:** Mobile marketing vs. traditional marketing, Integration of traditional marketing with mobile marketing campaigns. Mobile marketing campaign - Planning, Implementation, and Optimization. Mobile engagement. (6+1)
- 5. Privacy and Security in Mobile Marketing:** Major concerns/issues related to privacy and security in mobile marketing. Challenges and Best Practices in Mobile Marketing. Future scope for mobile marketing. (3+1)

#### **Suggested Text Books**

1. Social Media and Mobile Marketing, Puneet Singh Bhatia, Wiley, New Delhi.
2. A Beginners Guide to Mobile Marketing, Molly Garriss and Karen Mishra, Business Expert press, New York.

#### **Suggested Reference Books**

1. Digital Marketing 2.0, RushenChahal, Prof. JayantaChakraborti, Himalaya Publication, India.
2. Go Mobile, Jeanne Hopkins, JamieTurner, Wiley Publications, New Jersey.

#### **Suggested Audio Visuals link:**

1. <https://www.mdgadvertising.com/marketing-insights/7-mobile-marketing-trends-to-watch-in-2020/>
2. <https://www.martechadvisor.com/articles/mobile-marketing/top-mobile-marketing-apps-of-2019/>
3. <https://www.linkedin.com/pulse/mobile-marketing-relevant-india-monica-samuel>
4. [http://www.digitaltrainingacademy.com/casestudies/2015/03/mobile\\_marketing\\_case\\_study\\_unilever\\_hindustan\\_creates\\_mobile\\_radio\\_station\\_connect\\_to\\_customers.php](http://www.digitaltrainingacademy.com/casestudies/2015/03/mobile_marketing_case_study_unilever_hindustan_creates_mobile_radio_station_connect_to_customers.php)

<b>Semester IV</b>	<b>406DM</b>	<b>SE DM 10 – Mobile Marketing</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Specialization Elective Courses</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO406DM.1	REMEMBERING	DEFINE the key concepts in Affiliate Marketing.
CO406DM.2	UNDERSTANDING	DIFFERENTIATE between various Affiliate Marketing Platforms and their effective use.
CO406DM.3	APPLYING	IDENTIFY the factors to be consider while setting Affiliate Marketing Program
CO406DM.4	ANALYSING	CATEGORIZE the program promotion and content pages as per customers requirement.
CO406DM.5	EVALUATING	MODIFY the affiliate strategies of promotion of Affiliate program for an organization for achieving the strategic vision.
CO406DM.6	CREATING	SOLVE the relevant problems by developing an Affiliate Marketing Program.

- Fundamentals of Affiliate Marketing** – History of Affiliate Marketing, Definition and working of affiliate marketing, parties involved in Affiliate Marketing, Pros and Cons of Affiliate Marketing, Compensation methods. The basis of Affiliate Marketing, How Affiliate Marketing works, Affiliate Program payment methods, Cookies and Affiliates, Tiered Affiliate Marketing, Cross-selling and upselling, Multi-tier marketing and commissions, List of affiliate marketing software. (4+2)
- Affiliate Marketing Platforms** – Affiliate Marketing Platforms, Affiliate marketing with Commission Junction, Affiliate Marketing with different platforms, for example: Affiliate Marketing with LinkShare, Affiliate Marketing with Amazon Associates, Affiliate Marketing with FlexOffers, Affiliate Marketing with ClickBank, Affiliate Marketing with Commission Soup, Affiliate Marketing with Local Affiliate Programs, etc. (4+2)
- Setting Up an Affiliate Marketing Program** – Signing up as an Affiliate, Logging into your affiliate account, Integrating Affiliate Links into your websites, Monitoring affiliate performance and tracking sales, How to attract affiliates, Hosting and implementing an affiliate program, Growing your Affiliate Numbers, Setting up an affiliate program, Affiliate network service agreement, Data feeds and customer returns, Merchants/publisher management, Setting up Affiliate Marketing software, Affiliate program promotion and content pages, Screening affiliates, Combating affiliate fraud. (4+2)
- Advanced Affiliate Strategies** – Affiliate Links and how to deal with them, Promoting your affiliate program, Overcoming the challenges of affiliate marketing, Performing market analysis and market research, Market Strategies Establishment, Affiliate Marketing and organic Search Optimization, An SEO's Perspective for Affiliate Marketing. (4+2)
- Building Traffic and Scaling** – Meaning & Definition of traffic scaling, Process of content scaling, Methods of content scaling, Advantages and disadvantages of content scaling, Introduction to organic traffic, Scaling

#### **Suggested Text Books**

- Affiliate Marketing: The Beginner's Step by Step Guide to Making Money Online with Affiliate Marketing – by Kevin Ulaner
- Affiliate Marketing – by Ted Sudol, Paul Mladjenovic

#### **Suggested Reference Books**

- The Complete Guide to Affiliate Marketing on the Web – by Bruce C. Brown
- Affiliate Marketing: Build Your Own Successful Affiliate Marketing Business from Zero to 6 Figures – by Jonathan S. Walker

### **Suggested Audio-Visuals Link**

1. <https://www.youtube.com/playlist?list=PLifnQOsGyOSTYxFVLLZQo0MPEP2e5dh1Q>
2. <https://www.youtube.com/watch?v=b6aIBbTTDIM>
3. <https://youtu.be/G6DmDqYLWL8>

### **Suggested Journals**

1. Journal of Digital and Social Media Marketing – Henry Stewart Publications
2. Journal of Marketing – Sage Publication

### **Suggested Online Courses**

1. <https://www.locationrebel.com/how-to-start-affiliate-marketing/>
2. <https://www.udemy.com/course/clickbank-affiliate-marketing-success/>
3. <https://www.udemy.com/course/seo-complete-guide-to-building-amazon-affiliate-sites/>
4. <https://www.udemy.com/course/sell-t-shirts-with-teespring-beginner/>

<b>Semester IV</b>	<b>407DM</b>	<b>SE DM 11 – Marketing 5.0</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Specialization Elective Courses</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO407DM.1	REMEMBERING	DEFINE the key concepts in Marketing 5.0.
CO407DM.2	UNDERSTANDING	UNDERSTAND various technology, challenges faced by Marketers, Application of technology, sustainability development goals New Customer Experience(CX), New Tactics Leveraging Marketing Technology
CO407DM.3	APPLYING	IDENTIFY the components of Marketing5.0
CO407DM.4	ANALYSING	OUTLINE challenges faced by Marketers in digital world and ANALYSE new tactics for leveraging Marketing technology
CO407DM.5	EVALUATING	EXAMINE how companies can unleash power of Advanced Technologies in their Marketing strategies
CO407DM.6	CREATING	DEVELOP A strategy based on human centricity of Marketing and technology empowerment of Marketing 5.0,for real world product/service/e-product/eservice

- 1. Introduction to Marketing 5.0:** Journey from Marketing 4.0 to Marketing 5.0, Components of Marketing 5.0, Technology for Humanity, Challenges faced by Marketers in the Digital World, Generation Gap, The Five Generations, Marketing to Baby Boomers, X, Y, Z, and Alpha, Generations and Use of Technology, Prosperity Polarization – Market Polarization Across Categories, Corporate Activism, Importance of Inclusivity, Importance of Sustainability, Creating Inclusivity and Sustainability for Society. (7+2)
- 2. Digital Ready Organization:** Impact of Covid-19 and Digitalization, Opportunities and Challenges of Digitalization, Technology Aspects, Preparing for a Digital-Ready Organization, Moving from Physical to Digital Channels, Digital Capabilities, Digital Readiness Assessment, Digital Leadership, Digital Divide, Human-Like Technologies, Enablers of Technology, Bionics. (6+2)
- 3. Leveraging Marketing Technology:** Customer Experience in the Digital World, 5As Customer Path, Human and Machine in New Customer Experience (CX), Finding the Right Balance Between Technology and Humans to Improve Customer Experience, Different Trends Shaping Customer Experience (CX), Data-Driven Marketing, The Segments of One, Setup of Data-Driven Marketing, Building a Data Ecosystem. (6+2)
- 4. Predictive and Contextual Marketing:** Introduction, How Predictive Marketing Works, Applications of Predictive Marketing, Building Predictive Marketing Models, Anticipating Market Demand with Proactive Action, Introduction to Contextual Marketing, Triggers and Responses in Contextual Marketing, Building Smart Infrastructure, Three Levels of Personalized Experience, Making Personalized Sense-and-Respond Experience. (8+2)
- 5. Augmented and Agile Marketing:** Introduction to Augmented Marketing, Building a Tiered Customer Interface, Digital Tools, Delivering Tech-Empowered Human Interaction, Examples of Augmented Marketing, Virtual and Augmented Reality Marketing, Introduction to Agile Marketing, Need for Agile Marketing, Executing Operations at Pace and Scale, Index, Blockchain. (8+2)

### **Suggested Textbooks**

- Marketing 5.0: Technology for Humanity* – Philip Kotler, Hermawan Kartajaya, and Iwan Setiawan, John Wiley & Sons, Inc., Hoboken, New Jersey.
- Predictive Marketing: Easy Ways Every Marketer Can Use Customer Analytics and Big Data* – Omer Artun, Dominique Levin.
- Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die* (2nd Edition) – Eric Siegel, Wiley; 2nd edition (January 12, 2016).
- Customer Experience 3.0: High-Profit Strategies in the Age of Techno-Service* – John A. Goodman, AMACOM; Special edition (September 16, 2014).

5. *The Context Marketing Revolution: How to Motivate Buyers in the Age of Infinite Media* – Mathew Sweezy, Harvard Business Review Press (March 24, 2020); Penguin Random House.
6. *Marketing New Realities: An Introduction to Virtual Reality & Augmented Reality Marketing, Branding, & Communications* – Cathy Hackl, Samantha G. Wolfe, Meraki Press (October 28, 2017).
7. *The Six Disciplines of Agile Marketing: Proven Practices for More Effective Marketing and Better Business Results* – Jim Ewel, Wiley; 1st edition (October 13, 2020).

### Suggested Reference Books

1. *Marketing to Gen Z: The Rules for Reaching This Vast—and Very Different—Generation of Influencers* – Jeff Fromm, Angie Read, AMACOM; Special edition (March 6, 2018).
2. *Digital Channels: A Complete Guide* – Gerardus Blokdyk, 5 Star Cooks (October 13, 2018).
3. *The Ten Principles Behind Great Customer Experiences (Financial Times Series)* – Matt Watkinson, Paperback, Pearson Education (June 19, 2020).
4. *Foundations of Predictive Analytics* – James Wu and Stephen Coggeshall.

### Suggested Audio-Visual Links

1. Introduction to Marketing 5.0: Technology for Humanity with Iwan Setiawan  
<https://www.youtube.com/watch?v=JbzTDtlhpnU>
2. Marketing 5.0 Book Review  
<https://www.youtube.com/watch?v=jwUobgplGqk>
3. Agile Marketing  
[https://www.youtube.com/watch?v=tav4S1lKA\\_g](https://www.youtube.com/watch?v=tav4S1lKA_g)
4. AR vs. VR: What Are Virtual and Augmented Realities?  
<https://www.youtube.com/watch?v=ZFTgGi06vbM>
5. What is Contextual Marketing? Benefits of Contextual Marketing  
<https://www.youtube.com/watch?v=1obcLCB5WTU>
6. Marketing Trends Podcast – Erik Newton  
<https://marketingtrends.com/episodes/erik-newton/>
7. Irish Tech News Podcast: The Evolution of Marketing with Philip Kotler  
<https://anchor.fm/irish-tech-news/episodes/The-evolution-of-marketing-with-industrylegend-Philip-Kotler--author-most-recently-of-Marketing-5-0-e1219ih>

### Suggested Journals

1. Forbes: 5 Predictions for Customer Experience in 2020  
<https://www.forbes.com/sites/blakemorgan/2019/12/17/5-predictions-for-customer-experience-in-2020/?sh=26ed6f962ec7>
2. PwC: The Future of Customer Experience  
<https://www.pwc.com/us/en/services/consulting/library/consumer-intelligence-series/future-of-customer-experience.html>

<b>Semester IV</b>	<b>408DM</b>	<b>SE DM 12 – Digital Analytics</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Specialization Elective Courses</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO408DM.1	REMEMBERING	DEFINE the key fundamental terms in Digital Analytics
CO408DM.2	UNDERSTANDING	DEMONSTRATE the use of analytics in Audience Analysis and Digital Influence.
CO408DM.3	APPLYING	USE key performance indicators to derive insights from the data
CO408DM.4	ANALYSING	DISCOVER high-value insights via Dashboards and Reports
CO408DM.5	EVALUATING	SELECT an appropriate Digital Analytics tool for your organization
CO408DM.6	CREATING	FORMULATE the right analytics driven strategy for digital marketing

**1. Synergetic Digital Ecosystem:** Evolution of the Digital Ecosystem, Data Growth Trends, Digital Media Types—Paid Media & Owned Media, Competitive Intelligence, Clickstream (Web Analytics), Conversion Analytics, Segmentation, Visual & Social Media Reporting, User Experience Feedback, Real-Time Site Analytics, AI-Powered Analytics, Predictive Insights, and Personalization in Digital Marketing. (6+1)

**2. Digital Analytics Concepts:** Applying a Measurement Framework, Determining Your Owned and Earned Social Metrics—Owned Social Metrics & Earned Social Media Metrics, Demystifying Web Data, Digital Advertising Concepts, Searching—Paid Search & Organic Searches, Aligning Digital and Traditional Analytics—Primary Research, Traditional & Traditional CRM Data, The Reporting Timeline, The Reporting Template, Integration of Big Data with Digital Analytics and Cross-Channel Measurement Strategies. (6+1)

**3. Digital Analysis—Audience Analysis and Digital Influence:** Understanding Audience Analysis, Digital Strategy Development, Content Strategy Development, Engagement Strategy, Search Engine Optimization, Content Optimization, User Experience Design, Audience Segmentation, Audience Analysis Tool Types, Additional Audience Analysis Techniques, Conversation Typing, Event Triggers, Reality of Digital Influence, Tipping Point Phenomenon and Community Rule Phenomenon, Tools of the Trade, Sentiment Analysis, AI-Powered Chatbots, and Predictive Audience Targeting. (6+1)

**4. Analytics Tools:** Evaluating New Marketing Technologies, Organizing Your Marketing Technology Stack, Identifying Critical Marketing Technology Solutions, Build or Buy Decision, Identifying and Selecting an Analytics Tool, Succeeding with Tool Deployment, Business Concerns—Maintenance, Emerging Technologies like Blockchain in Digital Analytics and AI-Driven Insights Tools. (6+1)

**5. Reporting Data and Key Performance Indicators:** The Five Elements of Excellent Reporting—RASTA, Difference Between Reporting and Dashboarding, Five Elements of Excellent Dashboarding—LIVES, Key Performance Indicators (KPIs), KPIs: Averages, Percentages, Rates/Ratios, Per X, and Derivatives, Real-Time Versus Timely Data, Automated Data Reporting, AI-Driven Performance Analysis, and Data Storytelling for Decision-Making. (6+1)

#### **Suggested Reference Books**

1. Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World, Second edition by Chuck Hemann, Ken Burbary, Publisher: Que
2. Digital Analytics Primer by Judah Phillips Publisher: Pearson

<b>Semester IV</b>	<b>409DM</b>	<b>SE DM 13 – Cases in Digital Marketing - II</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Specialization Elective Courses</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO409DM.1	REMEMBERING	IDENTIFY advanced concepts and frameworks in Digital Analytics
CO409DM.2	UNDERSTANDING	ILLUSTRATE the impact of predictive analytics and AI in digital marketing decisions
CO409DM.3	APPLYING	IMPLEMENT advanced attribution models to measure digital campaign effectiveness
CO409DM.4	ANALYSING	INTERPRET customer journey data using multi-channel analytics
CO409DM.5	EVALUATING	ASSESS the effectiveness of different digital analytics tools for strategic decision-making
CO409DM.6	CREATING	DESIGN a data-driven optimization strategy for digital marketing campaigns

- Advanced Digital Marketing Orientation & Strategy:** Expanding the understanding of digital marketing with an advanced integration of sectorial and functional perspectives, this unit focuses on digital transformation frameworks, data-driven strategy formulation, and the synthesis of global best practices with local market nuances.  
*Note: Utilization of interactive teaching cases, multimedia interviews, and in-depth caselets that highlight real-world digital transformation challenges and opportunities for analysis and discussion.*  
**Suggested Case Focus:** Advanced digital strategies employed by tech giants, multinational FMCG brands, and innovative startups demonstrating cutting-edge digital transformation. (4+2)
- Advanced Social Media & Influencer Marketing Cases:** Delving deeper into the dynamics of social media, this unit examines sophisticated social media campaigns, influencer collaborations, crisis management, and the effective use of emerging platforms such as TikTok and Clubhouse.  
**Suggested Case Focus** – Case studies on influencer-driven campaigns, integrated social media strategies of global brands, and analyses of cross-platform digital engagements that resonate with diverse target audiences. (4+2)
- Integrated Digital Campaigns & Omnichannel Marketing Cases:** This unit explores comprehensive digital marketing campaigns that weave together multiple channels—social media, mobile, email, content, SEO/SEM—to deliver a unified brand message. Emphasis is placed on data integration, personalized customer journeys, and the orchestration of omnichannel strategies.  
**Suggested Case Focus** – In-depth analyses of omnichannel marketing initiatives in retail, hospitality, entertainment, and public sector organizations that successfully blend traditional and digital touchpoints. (4+2)
- Advanced E-CRM & Customer Engagement Cases:** Focusing on evolving digital customer relationship management, this unit addresses advanced aspects of managing consumer interactions including personalized engagement, AI-driven insights, loyalty programs, and seamless omnichannel service experiences.  
**Suggested Case Focus** – Cases featuring leading companies renowned for innovative e-CRM practices, digital loyalty strategies, and integrated customer engagement solutions across various platforms. (4+2)
- Sectoral Digital Marketing Cases with Role Play & Emerging Technologies:** Combining role play with practical case analysis, this unit covers sector-specific digital marketing challenges in industries such as fintech, medtech, e-retailing, and more. It integrates emerging technologies like AR/VR, IoT, and AI to simulate strategic decision-making in dynamic market environments.  
**Suggested Case Focus** – B2B and B2C cases drawn from sectors including healthcare, manufacturing, government enterprises, and emerging markets, designed to engage students in hands-on simulations of digital marketing strategies using the latest technological advancements. (4+2)

#### **Suggested Text Books**

- Digital Marketing- Cases From India, RajendraNargundkar, Notion Press.
- Digital Marketing Strategy- Text and Cases, Glen Urban, Pearson Prentice Hall

**Suggested references Books/Resources for Cases:**

1. Indian Case Collection Centres from IIMs
2. ET Cases
3. Ivey Cases
4. The Case Centre
5. Harvard Cases

SPPU MBA-DM 2024 NEP Syllabus

<b>Semester IV</b>	<b>410DM</b>	<b>SE DM 14 – Building Digital Brands</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Specialization Elective Courses</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO410DM.1	REMEMBERING	DEFINE the key concepts in Digital Branding
CO410DM.2	UNDERSTANDING	ESSENTIAL COMPONENTS AND DIFFERENTIATION between Digital Branding and marketing & Relationship
CO410DM.3	APPLYING	IDENTIFY the sources as well applications of Digital Branding and marketing in market and organization/s and usability of it in practical way as well growth and to make a way towards future growth.
CO410DM.4	ANALYSING	CATEGORIZE a service/s in Digital marketing, Branding and growth in it.
CO410DM.5	EVALUATING	MODIFY the Service, marketing branding, strategies, planning, innovative things of an organization for achieving the strategic service vision.
CO410DM.6	CREATING	SOLVE the relevant SEO, SEM like concepts and its relationship with Marketing & Branding.

**1. Introduction to Digital Brands:** Meaning, concept, definition, role, and significance of digital brands in modern marketing. Characteristics, integration, accessibility & connectivity aspects in digital brands. (4+2)

**2. Components of Digital Brands:** Logo, website, brand messaging, SEO, social media, online advertising, content marketing, influencer marketing, key benefits. (4+2)

**3. Applications of Digital Branding:** Digital branding in the virtual world, interfaces with automation, social media, online content marketing, and influencer marketing. (4+2)

**4. Technology and Digital Branding:** Application of advanced technological components in digital branding. Pink Cow concept, technological tools for effective digital branding, examples of digital branding. (4+2)

**5. Digital Branding Trends for the Future:** Essential elements for making digital brands work. Relationship of digital brands with SEO & SEM. (4+2)

#### **Suggested Textbooks**

1. Seobook53
2. Branding 101

#### **Suggested Reference Books**

1. *Understanding Digital Marketing* – Teresa Pineiro-Otero and Xabier Martinez-Rolan
2. *Understanding Digital Marketing* – Damian Ryan, Calvin Jones
3. *Netmark's 2016 Guide to the 6 Fundamentals of Digital Marketing*

#### **Suggested Audio-Visual Links**

1. <https://digitalfireflymarketing.com/wp-content/uploads/2017/02/Big-Book-of-Digital-Marketing.pdf>
2. <https://www.7boats.com/academy/wp-content/uploads/2016/10/50-shades-of-digital-marketing.pdf>
3. <http://www.gbv.de/dms/zbw/865712123.pdf>
4. <https://webmarketingacademy.in/wp-content/uploads/2015/09/A-Step-By-Step-Guide-to-Modern-Digital-Marketing.pdf>
5. <https://www.lyfemarketing.com/blog/wp-content/uploads/2017/12/Digital-Marketing-StrategyBook.pdf>
6. <https://vula.uct.ac.za/access/content/group/95dfae58-9991-4317-8a1de2d58f80b3a3/Published%20OER%20UCT%20Resources/Internet%20Marketing%20textbook.pdf>
7. <https://namp.americansforthearts.org/sites/default/files/Netmarks-2016-Guide-to-DigitalMarketing.pdf>

<b>Semester IV</b>	<b>411DM</b>	<b>SE DM 15 – Website Design and Development</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Specialization Elective Courses</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO411DM.1	REMEMBERING	DEFINE the key concepts used in website designing and development
CO411DM.2	UNDERSTANDING	DEMONSTRATE the basics of website planning and Development.
CO411DM.3	APPLYING	CONSTRUCT an Individual website or Business website using WordPress or any other suitable website development platforms
CO411DM.4	ANALYSING	CLASSIFY types of websites and their significance
CO411DM.5	EVALUATING	ASSESS the performance of your website by taking a call to action.
CO411DM.6	CREATING	GENERATE Plan to Publish your website.

**1. Website Planning & Development: Types of Websites (Part1):** Website-Definition, Types and understanding how it works. Types of the websites, Performance-based: Static, Dynamic, Mobile, and Responsive website. Purpose Based Websites: Personal, Business, e-Commerce, Info websites. Phases of website development: Prerequisites, Defining the website objective, Understanding Target Audience, and Selection of Keywords. Number of Website Pages and Website Blueprint. (3+2)

**2. Website Planning & Development, Keywords Selection Process (Part2):**Keywords: Definition, Significance, Types of keywords- Primary, Sub-Primary Keywords, Secondary & SubSecondary Keywords. Sources of Keywords-Business, Customers, Competitors. Keyword Suggestion tools. (3+2)

**3. Understanding Domain Name and Web Hosting:** Domain Name-Definition, Types& Process of Buying. Choosing the right Domain name, Understanding and Registration. Definition of Web Hosting, Process and Registering domain name with a hosting provider. Changing of Domain Name Servers. (3+2)

**4. Building Websites Using WordPress / blog (This process can be also be taught on other platforms of website development):** Creating a WordPress Site (Installing WordPress), Logging into the WordPress Admin & General Site Settings, Enabling Writing Posts & Formatting Texts, Publishing a Post (Making it Live) Adding read more link to a Post, Creating Links (Hyperlinks), Adding Image & Managing Media Library, Adding an Image Gallery, Adding Video. Making & Publishing Pages, Menus, Installing Themes, Customizing theme appearance, Changing the template Layout for a Page or a Post. (6+2)

**5. Using WordPress Plug-ins:** Understanding WordPress- Themes, Plug-ins, adding sliders, pages, Using Under construction mode website, Making website effective by Inserts- Logo, Icon Box, Image & text and Video elements. Creation of Contact forms. Linkages, Essential Add-ons, Making changes for responsive view Security Policy. (5+2)

#### **Suggested Text Books**

1. Hour Word Press 2020, by Dr.Andy Williams
2. Absolute Beginners Guide To Building Word Press Sites: A Visual Step By Step Guide To Learn Word Press Web design, by Emmanuel Arom

#### **Suggested Reference Books**

1. Word Press in easy steps: Web development for beginners. by DarrylBartlett. (17th March 2015).
2. Word Press For Beginners: A Visual Guide to Building Your Word Press Site, by Nathan George. (27th March 2017)
3. WordPress for Dummies (9th Edition) by Lisa Sbin-Wilson (6th January 2021)

**Suggested Audio Visuals**

<https://www.youtube.com/watch?v=8AZ8GqW5iak>

[https://www.youtube.com/watch?v=B4MXA\\_yj8oI](https://www.youtube.com/watch?v=B4MXA_yj8oI)

<https://www.youtube.com/watch?v=2aHVtWKPVXE>

**Suggested Online**

<https://www.udemy.com/course/wordpress-for-beginnerscourse/Course>

<https://www.udemy.com/course/wordpress-website-design-in-2021-forbeginners/>

<https://www.udemy.com/course/website-designing-through-wordpress-digitalmarketing/>

<https://www.udemy.com/course/wordpress-for-beginners-create-a-website-blogstep-by-step/>

SPPU MBA-DM 2024 NEP Syllabus

<b>Semester IV</b>	<b>412DM</b>	<b>SE DM 16 – Marketing Strategy in Digital Age</b>
<b>3 Credits</b>	<b>LTP: 2:1:1</b>	<b>Specialization Elective Courses</b>

**Course Outcomes: On successful completion of the course the learner will be able to**

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO408DM.1	REMEMBERING	DEFINE the key concepts and terms associated with marketing strategy in digital age.
CO408DM.2	UNDERSTANDING	EXPLAIN the terms and concepts used in all aspects of formulating and executing marketing strategy in digital age.
CO408DM.3	APPLYING	MAKE USE OF scientific process of marketing strategy formulation in digital age.
CO408DM.4	ANALYSING	EXAMINE the various facets of a digital marketing environment and ILLUSTRATE the relevant aspects of the strategic marketing process in the context of digital age.
CO408DM.5	EVALUATING	JUDGE the suitability of alternative digital marketing strategies in the context of a given digital marketing environment from a data driven decision perspective.
CO408DM.6	CREATING	FORMULATE digital marketing strategies in the context of digital marketing environment.

**1. Overview of Marketing Strategy in Digital Age:** Concept and Significance of Marketing Strategy; Process of Formulating and Implementing Marketing Strategy – Market Opportunity Analysis, Setting Marketing Objectives, Formulation, Implementation and Control of Marketing Strategy; Evolution of Marketing: From Marketing 1.0 to Marketing 5.0; Process of Formulating and Implementing Marketing Strategy in Digital Age – Situation Analysis, Setting Digital Marketing Objectives, Formulation, Implementation and Control for Digital Marketing Strategy; Introduction to 4R Framework – Recognize, Reach, Relationship and Return. (5+1)

**2. Situation Analysis and Setting of Digital Marketing Objectives:** Analysis of Digital Marketing Environment: Online Macro Environment – Technological, Economic, Political, Legal, Social & Cultural etc., Online Micro Environment – Digital Consumer Behavior, Digital Profiling and Recognition of Consumers, Customer Journey Map, Competitor Analysis, Intermediary Analysis; Role and Tools of Digital Marketing Research; Internal Audit for Digital Marketing, Resource Analysis, Stage Models for Digital Marketing Capability, SWOC Analysis, Setting of Digital Marketing Objectives – Online Revenue Contribution, Setting SMART Objectives, Frameworks of Objective Setting. (5+1)

**3. Formulation of Digital Marketing Strategy:** Market and Product Development Strategies, Business and Revenue Models Strategies, Segmentation, Targeting and Positioning Strategies in Digital Age, Product Strategy, Customer Service Strategy, Digital Branding Strategy, Pricing Strategy, Communications Strategy, Distribution Strategy, Methods of Delivery of Digital Information, Coverage and Reach of Digital Information, From Owned Media, Paid Media and Earned Media to Mixture, Customer Engagement Strategy, Social Media Strategy, e-CRM Strategy. (6+1)

**4. Implementation of Digital Marketing Strategy:** Delivering the Online Customer Experience – Website Design and Development, Designing the User Experience, Development and Testing of Content; Campaign Planning Process for Digital Media – Goal Setting and Tracking, Campaign Insight, Segmentation and Targeting, Offer and Message Development, Budgeting and Selecting Digital Media Mix, Integration into Overall Media Plan. (5+1)

**5. Organization and Control of Digital Marketing Strategy:** Organizational Platform for Digital Marketing – Organizational Structures in Digital Age, Journey of Marketing Organizations, Principles of New Marketing Organizations, Organizational Capabilities (7S Framework) and Governance, Reorganizing Marketing Structures; Management and Measurement of Digital Marketing Performance – Creating Performance Management System, Methods of Realizing Returns in Digital Marketing, Digital Marketing Performance Metrics Framework, Role of Digital Analytics, Tools and Techniques for Collecting Metrics and Summarizing Results. (4+1)

### **Suggested Text Books**

1. Digital Marketing: Strategy, Implementation and Practice by Dave Caffey, Fiona Ellis-Chadwick, Pearson Education Ltd., UK, Sixth Edition.
2. Marketing Strategy in the Digital Age: Applying Kotler's Strategies to Digital Marketing by Milton Kotler, Tiger Cao, Sam Wang, CollenQiao, World Scientific Publishing Co. Ltd., Singapore.

### **Suggested Reference Books**

1. Strategic Marketing for the Digital Age by Bill Bishop, NTC Publishing Group, US.
2. Digital Marketing Strategy by Simon Kingsnorth, Kogan Page Ltd., UK.
3. Digital Marketing Strategy- Text and Cases, Glen Urban, Pearson, UK.

### **Suggested Audio Visuals link**

- a. <https://www.mygreatlearning.com/blog/digital-marketing-strategies/>
- 2) <https://www.youtube.com/watch?v=gkbCju3ejCw>
- 3) <https://www.youtube.com/watch?v=sDoFp1vi4nY>
- 4) <https://www.youtube.com/watch?v=wZZnxXyES80>
- 5) <https://www.youtube.com/watch?v=04eQCRypXeE>
- 6) <https://www.youtube.com/watch?v=QMFC1NW8hxx>

### **Suggested Journals**

1. International Journal of Internet Marketing and Advertising – Inderscience Publishers.
2. Journal of Digital & Social Media Marketing – Henrystewart Publications.
3. Journal of Innovations in Digital Marketing – Luminous Insights.
4. International Journal of Online Marketing – IGI Global
5. Journal of Integrated Marketing Communications and Digital Marketing – MAT Journals.

### **Suggested Online Certification Courses**

1. <https://www.coursera.org/specializations/digital-marketing-strategy-planning>
2. <https://www.coursera.org/learn/digital-strategy-business-opportunity>
3. <https://www.udemy.com/course/digital-marketing-strategy-from-scratch-course/>
4. <https://www.udemy.com/course/digital-marketing-management/>
5. <https://www.naukri.com/learning/pg-program-in-strategic-digital-marketing-course-grlel8>
6. <https://www.naukri.com/learning/iim-indore-certificate-programme-in-digital-marketing-strategycourse-titsl73>