Master of Business Administration

ACCOUNTING FOR MANAGEMENT

Course Code: MGT4102   **Credit Units: 03**

Course Objective:
Participants in this course will develop the essential ability of all managers, to use complex accounting information as a platform for decision-making. As the course unfolds, participants will build an increasingly sophisticated level of understanding of the language of accounting and its key concepts. In addition the course develops skills in interpreting earnings statements, balance sheets, and cash flow reports. This ability to analyze financial statements will enable participants to deal more effectively with strategic options for their businesses or business units.

Course Contents:

Module I: Introduction
The Financial Accounting Framework, Accounting Policies, Need of Accounting. Users of Accounting Information, Accounting Cycle, Accounting and Management Control.Balance sheet-Dual Aspect principle, Classification Items of Balance Sheet, Formats of Balance Sheet.Preparation of Balance Sheet. Income Statement- Realization vs. Accrual Principle, Format of Income Statement), Preparation of Income Statement (IAS,GAAP&IFRS) Depreciation Accounting.

Module II: Measuring and Reporting
Measuring and Reporting :Cost of sales and Inventories, Debentures, Investments, Shareholder Equity. Human Resource Accounting-Valuation of Human Resources, Recording and Disclosure in Financial Statements

Module III: Management Accounting
Contrast between Management Accounting and Financial Accounting and Reporting, Types of Management Accounting Information and their uses, General Observation on Management Accounting. Statement of Cash Flows-Profit versus Cash, Purpose and Use of Cash Flow Statement, Format of Cash Flow Statement (AS-3), Preparation of Cash Flow Statement (IAS,GAAP& IFRS).

Module IV: Analyzing and Interpreting Financial Statements
Financial Statement Analysis – Basic Relationship, Overall Measures, Profitability Ratios, Investment Utilization Ratios, Financial Condition Ratios, Making Comparisons.Du-pont analysis.Interpretations of calculated Ratios.

Module V: Cost Accounting: The behavior of cost- Relation of cost to volume, BEP & Profit graph-CVP analysis, Full cost and its uses. Techniques of costing.Standard costing.Strategic planning and budgeting.

Examination Scheme:

Components	Assessment 1 Group Presentation	Assessment 2 In Class Quiz	Class Test/Mid Term Exam	Attendance	External
Weightage (%)	10	5	10	5	70

Core Text Book:
- Anthony, N.R; Hawkings, F. D; Merchant, A.K (2014), Accounting Text and Cases, 13th Edition, Mc Graw Hill.
- Ramachandran, N (2011), Financial Accounting for Management, 3rd Edition, Mc Graw Hill.

References Book:
- Bhattacharya, S.K. and Dearden, J, 3rd Edition, Accounting for Management, Text and Cases, Vikas Publishing house
- Narayanaswamy R (2014), Finanacial Accounting – A Managerial Perspective, 5th Edition, Prentice Hall of India.
- Maheshwari S N; Maheshwari SK and Maheshwari SK, 3rd Edition, A Text Book for Accounting for Management, Vikas Publishing House.
- M.N Arora 10th Edition, A Text Book of Cost and Management Accounting, Vikas Publishing House.

QUANTITATIVE TECHNIQUES IN MANAGEMENT

Course Code: MGT4106   **Credit Units: 03**

Course Objective:
The aim of this course is to develop the understanding of various statistical tools used for decisions making and how each applies to and can be used in the business environment using contemporary software.

Course Contents:
Module I: Introduction
Application of Statistics in Business; Classification of Data; Interpretation of computer output of diagrammatic and graphical presentation of data, measures of central tendency, measures of dispersion and skewness.

Module II: Probability and Probability Distributions
Concepts of Probability, addition theorem, multiplication theorem, Baye's Theorem; continuous and discrete probability distribution:Binomial Probability Distribution, Poisson Probability Distribution and Normal Probability Distribution.

Module III: Sampling and Sampling Distribution
Sampling: Basic Concept, Types of Sampling, Errors and Precautions in sampling, size of sample, Parameter and Statistic, Sampling Distribution of the mean, Sampling distribution of proportion, Estimation – point estimation, Interval Estimation,

Module IV: Tests of Hypothesis
Null and Alternative hypothesis, One-Tailed and Two-Tailed tests of hypothesis, Type I and Type II error, rejection rule using p – Value and critical value approach. Hypothesis Testing to compare two populations: Test for one sample mean, Test for two population means (Independent Samples), Tests for two population means (Dependent Samples), Tests for two population proportions (Independent Samples), Tests for two population variances (Dependent Samples), F-test, Chi – Square Test

Module V: Forecasting Techniques
Correlation - Karl Person, Spearman's Rank methods, simple linear regression analysis – Estimated regression equation, least squares method, coefficient of determination, interpretation of computer output for Regression, Introduction to time series, trend analysis

Module VI: Introduction to SPSS, performing univariate and bivariate analysis on SPSS
Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:
- Anderson D.R; Sweeny D.J, Williams T.A (2002), Statistics for Business and Economics, Cengage learning.
- KazinierL.J.,& Pohl N.F. (2004), Basic Statistics for Business and Economics, New York: McGraw Hill.
- Levin Richard I. & Rubin David S.(1998), Statistics for Management, Pearson Education India
- Stephen .K.C. (2002), Applied Business Statistics: Text, Problems and Cases. New York: Harper and Row.
- Sharma, J.K. (2007), Business Statistics, Pearson Education India.

Syllabus - Second Semester

BUSINESS RESEARCH METHODS

Course Code: MGT4203   **Credit Units: 02**

Course Objective:
The main objective of the course is to equip the students with the basic understanding of research methodology in changing business scenario. It will also provide them an insight into the application of dynamic analytical tools to face the stormy challenges aimed at fulfilling the purpose of business decision making.

Course Contents:

Module I: Introduction
Meaning of research, importance of scientific research in business decision making, types of research, complete research process, research methodology, criterion for good research, Identification of research problem and formulation of hypothesis, research designs, drafting a research proposal

Module II: Measurement and Data Collection
Primary data, secondary data, design of questionnaire, sampling fundamentals and sample designs, Qualitative and quantitative research, measurement and scaling techniques, measures of central tendency mean, median, mode; measures of dispersion, data processing

Module III: Data Analysis I
Cross tabulation, univariate analysis, bivariate analysis: Correlation, Karl Pearson's coefficient of correlation, Spearman's coefficient of correlation, hypothesis testing, t-test, Z test, F-test, Chi- square test, Analysis of variance, Non-parametric tests: Sign test, Run test, Krushall-Wallis test

Module IV: Data Analysis-II
Simple linear regression: coefficient of determination, significance tests, residual analysis,
Multivariate techniques: multiple linear regression: Multiple coefficient of determination, interpretation of regression coefficients, heteroscedasticity, multicollinearity, outliers, auto regression, factor analysis, cluster analysis (concept)

Module V: Report Writing
Pre-Writing Considerations, structure of research report, common problems encountered while preparing the research report, presentation of research report, ethical issues while preparing a research report

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Case study must be included in the discussion.

Text & References:
- Cooper, R.D., Schindler, S. P. and Sharma, J.K. (2015). Business Research Methods. New Delhi, India: McGraw Hill Education (India) Private Limited

- Zikmund, William C (1997). *Business Research Methods (5th Ed.).* The Dryden Press, Harcourt Brace College Publishers
- Kothari C R, (2014) Research Methodology: Methods & Techniques, Vikas Publishing House Pvt.Ltd
- Levin & Rubin (2004), Statistics for Management, 8th Ed, Prentice Hall of India
- Srivastava, Shenoy and Sharma (2002)., Quantitative Techniques for Business Decisions, 4th Ed , Allied Publishers
- Bajpai, Naval (2013). *Business Research Methods*. Pearson
- Shajahan, S. (2004) , Research Methods for Management 2nd Edition, Jaico Publishers
- Kumar, Ranjit (2005), Research Methodology, Pearson Education

MANAGEMENT SCIENCE

Course Code: MGT4207   **Credit Units: 03**

Course Objective:
The main objective of the course is to provide the students the insight into structures and processes that management science can offer and the enormous practical utility of its various utility. The course is designed to introduce the fundamental tools of management science and their application to real life business problems. It will help students to take well informed decisions in their corporate life.

Course Contents:

Module I: Introduction
Management Science: uses, scope, applications in managerial decision making; assumptions of management science models, decision making environments: decisions under certainty, uncertainty and risk situation; decision tree approach and its applications.

Module II: Linear Programming Problems
Linear Programming Problems: Modeling and Solution Methods- graphical method, simplex methods, problems with maximization and minimization objects, duality and its managerial interpretation;
Sensitivity analysis: meaning, Change in Objective Function Coefficients, Change in Right Hand Side Values, Change in Availability of resources and Addition of a new variable.

Module III: Transportation and Assignment Model
Transportation model: various methods of finding initial basic feasible solution and optimal solution, MODI method, degeneracy, unbalanced problems, prohibited route problems, maximization transportation problems
Assignment Model: Hungarian method for solution, unbalanced assignment problems, restrictions on assignments, travelling salesman problem.

Module IV: Game Theory
Two-Person Zero Sum Games, Pure Strategies: Games with Saddle Point, Mixed Strategies: Games without Saddle Point, Principle of Dominance, and Solution Methods for Games without saddle point – Algebraic Method, Arithmetic Method, Graphical Method.

Module V: Markov Chains
Markov Chains: introduction, characteristics, applications, state and transition probabilities, steady-state probability (equilibrium conditions), absorbing states and other applications of Markov Analysis.

Module VI: Simulation
Simulation: meaning, types of simulation, steps of simulation process, Monte Carlo simulation, applications of simulation

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE

Weightage (%)	5	5	5	5	10	70

Text & References:
- Anderson David R, Sweeny Dennis J, Williams Thomas A (2007), An Introduction to Management Science Quantitative Approaches to Decision Making, Cengage Learning.
- Render Berry, Stair Ralph M., Hanna Michel E.(2008),Quantitative Analysis for Management, Pearson Education
- Sharma J.K. (2010), Operations Research: Theory & Application, Mac Millan India Ltd.
- Taha H.A (1998), Operations Research: An Introduction, Prentice Hall of India.
- Vohra N.D.(1998), Quantitative Techniques in Management, Tata McGraw Hill

BUSINESS ANALYTICS

Course Code: MGT4210   **Credit Units: 02**

Course Objective:
The course provides an introduction to data analytics to be used in business. The students will learn how data analysts describe, predict and make informed business decisions in various business domains like marketing, human resources, finance and operations.The aim of the course is to develop basic data literacy and an analytic mindset in students that will help them to make strategic decisions based on data.

Course Contents:

Module I: Introduction to Business Analytics
Importance and role of data driven decisions. Business Analytics – Definition, Market, Trends; Paradigm Shift from Data to Insight and from Business Intelligence to Business Analytics; Examples and Types of Business Analytics Analysis- Forecasting & Predictive Modeling; Descriptive, Prescriptive and Predictive Analytics. Data Summarization, Data visualization – Various visualization techniques, standardized reporting and Pivot Tables – Using Excel

Module II: Data Mining
Introduction to Data Mining; Crucial processes in data mining; Data Warehousing; Data Mining Techniques and Exploratory Data Analysis; Data Mining Tool – XL Miner.

Module III: Decision Making & Optimization
Decision making under uncertainty – Decision Trees and Risk Profiles; Sensitivity Analysis;
Optimizing complex decisions – Optimization of a large number of decisions while accounting for different kinds of physical and business decisions. Introduction to Optimization Techniques –Linear Programming; Optimization – Use of Excel to solve business problems like marketing mix, capital budgeting and portfolio optimization.

Module IV: Big Data and Introduction to R
Introduction to Big Data, Big Data driven decisions in business organizations – Benefits and Security/Privacy concerns.
Building Business and Economic Models –Tools to leverage data for Prediction purposes; Logistic Regression.
Introduction to Machine Learning; Statistical Learning vs. Machine Learning; Major classes of Learning Algorithms –Supervised Vs Unsupervised Learning.
Introduction to R Programing

Module V: Simulation using R and Excel
Hands on Regression using R;Introduction to Simulation; Applications of Simulation and Building a Simulation Model. (Using Excel and R)
Capstone Project.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Aczel, D.A., Sounderpandian, J., Saravanan, P. and Joshi, R. (2012). *Complete Business Statistics (7thed.).* New Delhi, India: McGraw Hill Education (India) Private Limited
- Cooper, R.D., Schindler, S. P. and Sharma, J.K. (2015). Business Research Methods. New Delhi, India: McGraw Hill Education (India) Private Limited
- Gujrati, Damodar N and Sangeetha (2011). *Basic Econometrics (4th Ed.).* New Delhi, India: McGraw Hill Education (India) Private Limited
- Beri, C. (2016). *Business Statistics.* New Delhi, India: McGraw Hill Education (India) Private Limited
- Kothari, C.R. (2009). *Research Methodology: Methods and Techniques (2nd revised ed.).* New Delhi, India: New Age International Publisher
- Sharma, J.K. (2013). *Operation Research: Theory and Applications (5thed.).* New Delhi, India: Macmillan Publishers India limited
- Albright and Winston. Business Analytics: Data Analysis and Decision Making, 5th Edition.
- Stephen Powell and Ken Baker., "The Art of Modeling with Spreadsheet"
- Data, data everywhere, "Special report on managing information,Economist", February 27th, 2010.
- Liberatore and Luo, "The Analytics Movement, Interfaces, Articles inAdvance", pp. 1–12, 2010.
- "Using R for Data Analysis and Graphics". Introduction, Code andCommentary,

EXCEL FOR MANAGERS

Course Code: MGT4211   **Credit Units: 01**

Course Objective:
Microsoft Excel is a very popular business productivity application for the management and manipulation of data. With the right training and understanding of Excel, businesses and individual users can unlock the world of opportunities that this powerful business application offers.This course will provide all the tools necessary to create and use basic and advanced spreadsheets. After completion of this course, students will be able to learn the various methods for entering and editing data and also learn the various ways to write simple formulas.

Course Contents:
Module-I: Getting Started with Excel
Introduction to Spreadsheets: Launching Excel, entering data in spreadsheet, widening rows and columns, applying basic formatting in spreadsheet, saving work in excel. Entering Data into cells:Using autofill, sort & filter feature, creating lists, inserting & deleting rows and columns. Wrapping & merging text and cells,

Module-II: Basics in excel
Protecting & sharing workbooks, freeze panes, understanding normal, page layout and page break preview in excel. Setting the page orientation and print area.Adding hyperlinks to cells, inserting images, objects, equations and symbols.

Module-III: Charts & Formulas in Excel
Understanding Charts: Inserting bar charts, pie charts, column charts and line charts in spreadsheets, formatting and resizing the chart. Using Basic functions- average, sum, min, max, product etc. date functions, time functions. Math Operators in Excel, combining mathematical operators.

Module-IV: Functions in Excel
Logical- using IF, AND, OR, NOT, TRUE, FALSE Functions. Textual- using TRIM, UPPER, LOWER, REPLACE Functions.Import data into excel, Look up functions with index and match. Rounding, sum product, conditional counts and conditional sums, Filtering data, pivot table, pivot charts, conditional formatting.

Module-V: Financial and Statistical Functions in Excel
Financial functions: Time value of money- Present value, Future value, PMT with beginning date, PMT with ending date, NPV, Goal seek, Scenario Manager, IRR. Statistical functions: Max, Min, Average, Large, Rank, Small, Var, Std Dev.

Examination Scheme:

Components	Written Test	Practical	V/P	File/Assignment	Attendance
Weightage (%)	20	30	30	15	5

Suggested Readings & Textbooks
- Business Analysis with Microsoft Excel by Conrad George Carlberg,, Que Publishing, second edition, ISBN 0974415626.
- Excel 2013 for Dummies by Greg Harvey, John Wiley & Sons   , 2012, ISBN 9781118559703

Web Resources
- https://spreadsheeto.com/
- https://www.tutorialspoint.com/excel/

SPECIALISATION - FINANCE & ACCOUNTING
CORPORATE FINANCIAL REPORTING & ANALYSIS

Course Code: FIN4201   **Credit Units: 03**

Course Objective:
The International Financial Reporting Standards (IFRS) issued by International Accounting Standards Board (IASB) are gaining recognition as Global Reporting Standards. While appreciating the emerging diversities and complexities in the world of accounting and the need for knowledge of IFRS in relation to the convergence of the Indian Accounting Standards. The objective of this Subject is to enhance the knowledge of IFRS issued by IASB as well as to provide practical framework to the student in the globalization scenario.

Course Content:
Module-I:
Brief overview of Indian Accounting Standard and different accounting standards at international level.Rational of Accounting Standards. IFRS Framework, Features of IFRS, Genesis of IFRS, Journey of IAS to IFRS, Advantage of adopting. IFRS.Challenges in Adopting IFRS.Difference between Indian GAAP and IFRS.

Module-II:
Concept of Fair Value Accounting Concept of Adoption and convergence. Significant Difference between Ind AS and IFRS. Problem of Carve Out. Timeline for Adoption for Ind- As, Concept of Fair Value Accounting Presentation of Financial Statement as per Ind-AS1, Statement of Change in Equity, Cash Flow Statement and Ind AS 7.

Module-III:
Treatment of Inventories as per Ind AS 2-; Property plant and equipment- Ind AS 16, recognition, measurement, cost model, revaluation model, depreciation and impairment of assets and related disclosures, Revenue recognition Ind AS 18- scope, revenue from sales of goods, Services, interest royalties and dividends and disclosures, Financial Instruments: Presentation, Recognition and Measurement (Ind AS 32 and 39), Ind AS 33 Earnings per Share .

Module-IV:
First time adoption of accounting standard: Recognition and measurement, Presentation and Disclosure
Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Recommended Text Book& Reference:
- Wiley IFRS: Practical Implementation Guide and Workbook; By Abbas, Graham, Liesel; Wiley publications, 3rd edition
- Faculty material will be provided
- International Financial Reporting Standards, Produced and printed on behalf of: The Institute of Chartered Accountants of India, website of Ministry of Corporate Affairs.
- International Financial Reporting Standards (IFRSs) - published by Taxmann Publications P Ltd.
- A Guide through International Financial Reporting Standards July 2008 -Published by IASB.
- IFRS : A Quick Reference Guide by Robert Kirk
- Wiley IFRS: Practical implementation guide and workbook by Abbas Ali Mirza, Graham J. Holt and Magnus Orrell5. Wiley IFRS 2008: Interpretation and application of International Accounting and Financial Reporting Standards 2008 by Eva K. Jermakowic

FINANCIAL STATEMENT ANALYSIS

Course Code: FIN4203   **Credit Units: 03**

Course Objective:
This course is designed to prepare students to interpret and analyze financial statements for tasks such as credit and security analyses, lending and investment decisions, and other decisions that rely on financial data. This course explores in greater depth financial reporting from the perspective of financial statement users. Students develop a sufficient understanding of the concepts and recording procedures and therefore are able to interpret various disclosures in an informed manner. Students learn to compare companies financially, understand cash flow, and grasp basic profitability issues and risk analysis concepts. Ultimately, students who complete this course develop a more efficient and effective approach to researching, interpreting, and analyzing financial statements.

Course Contents:

Module-I: Introduction to Financial Statements
Income Statement- Introduction, Revenue Recognition, Expense recognition, Comprehensive income, Accrual concept, Balance Sheet-Introduction, Components, measurement base of Balance sheet, Cash Flow statement- Format, Analysis of Cash flow statement.

Module-II: Financial Ratios
Introduction, Financial Analysis tools and techniques, Internal liquidity ratios, operating profitability ratios, Return on investment ratios, financial risk ratios, growth potential ratios, Return on equity and du pont system, Basic earning per share, dilutive earning per share, uses and limitations of ratio analysis.

Module-III: Analysis of Assets
Investment securities, Inventory analysis- conversion of inventory methods, long term assets- capitalizing vs. expensing, depreciation accounting, capitalizing intangible assets, Asset Impairment, natural assets.

Module-IV: Aanlysis of Liabilities
Introduction, Income Tax- terminology, Deferred tax accounting, Long term bonds- total interest cost component, retirement or conversion of bonds, interest rate impact on bond value, Leases- operating vs. financing lease, determining the value of lease and lease assets.

Module-V: Red Flags
Introduction, Accounting shenanigans, causes of accounting shenanigans, finding shenanigans.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Required text:
- Prescribed Textbook:
- "The Analysis and use of Financial Statements", (3rd Ed.), Gerald I. White, Ashinpaul C. Sondhi and Dov Fired, Wiley-India.
- Financial Reporting and Analysis CFA level 1, latest edition

SPECIALISATION – INTERNATIONAL BUSINESS

INTERNATIONAL TRADE PROCEDURES AND DOCUMENTATION

Course Code: IBM4201   **Credit Units: 03**

Course Objective:
Learning the importance and procedural & documentation aspects of export-import of goods and services; impart knowledge of governments, departments, international institutions involved ; teach an Export Manager to develop a systematic methodology to handle exports ; understand the relevance and importance of various government policy measures for export as well as import.

Course Contents:
Module I: Introduction
Export documentation Framework – the need, entities & documents as per requirement of (a) the contract (b) Govt. of India (c) Importing country d) for claiming export assistance.

Module II: Documents for processing export order and legal implications
Processing of Product enquiry/quotation, Purchase/Export Order, Letter of intent, Payment Terms, International Transport Modes, INCOTERMS, advising & scrutiny of a Letter of Credit (L/C), seeking L/C amendments, International Chamber of Commerce's UCPDC articles.

Module III: Export/Import Documents
How to make Commercial, Financial, Transport, Title, Official, Insurance, Export assistance Documents & Certificates for Exports.Ensuring error-free export documentation as per L/C. How to open L/C, apply for license and make Customs/ Sales Tax documents for imports. International Transactions involving Documents Against Payment and Document Against Acceptance. Negotiation of Export Bills, Bank realization, late payment follow-up.

Module IV: Central Excise, Sales Tax, Customs and Port Clearances
Clearance of Export & Import Cargo, Role of Clearing and Forwarding Agents, Shipment of Export Cargo, Excise, Sales Tax & Customs Department regulation compliance. Port and Shipping clearance of Export and Import cargo.

Module V: EXIM Policy Framework
EPCG Scheme, Duty Exemption Pass Book Scheme, Export Oriented Units, Export houses, Trading houses, Export Processing Zones, Special Economic Zone, Bank, RBI, DGFT, Customs & FEMA regulatory compliances.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:
- Export Import Procedures, Documentation and Logistics: C. Rama Gopal, New Age International Publishers, New Delhi
- Nabhi (2011-12)1999, How to Export, Nabhi Publications
- RBI MuMGTi, Export Procedures and Documentation
- Handbook of Exim Procedures and Documentation – Govt. of India Publication Division
- Handbook of DGFT Publications – Ministry of Commerce, Govt. of India.

WEB DESIGN USING HTML

Course Code: ITM4204   **Credit Unit: 03**

Course Objective:
To make the students understand the basics of web designing and to impart knowledge about the web page and website creation and making the students aware about the technologies available and their applications.

Course Contents
Module I: Web Design Introduction
Basic principles involved in developing a web site, Planning process, Five Golden rules of web designing, Designing navigation bar, Page design, Home Page Layout, Design Concept, Brief History of Internet, What is World Wide Web. Why create a web site, Web Standards, Audience requirement.

Module II: HTML Basics
What is HTML, HTML Documents, Basic structure of an HTML document, creating an HTML document, Mark up Tags, Heading-Paragraphs, Line Breaks, HTML Tags.

Module III:Elements of HTML
Introduction to elements of HTML, Working with Text, Working with Lists, Tables and Frames, Working with Hyperlinks, Images and Multimedia, Working with Forms and controls. XML, Java Script

Module IV: CSS
CSS Introduction: CSS Syntax, CSS Id & Class, CSS How. **CSS Styling:** Styling Backgrounds, Styling Text, Styling Fonts, Styling Links, Styling Lists, Styling Tables. **CSS Box Model:** CSS Border, CSS Outline, CSS Margin, CSS Padding

Module V: CSS Advanced
CSS Grouping/Nesting, CSS Dimension, CSS Display, CSS Positioning, CSS Floating, CSS Align, CSS Pseudo-class, CSS Pseudo-element, CSS Navigation Bar, CSS Image Gallery, CSS Image Opacity, CSS Image Sprites. CSS Media Types, CSS Attribute Selectors

Module VI: Dreamweaver & Web Site
Dreamweaver Basics, Dreamweaver shortcuts, Dreamweaver panels, Dreamweaver toolbars, Dreamweaver automation, Source code formatting
Web Site: Creating the Web Site, Saving the site, working on the web site, Creating web site structure, Creating Titles for web pages, Themes-Publishing web sites.

Examination Scheme:

Components	A	CT	S/V/Q	HA	EE
Weightage (%)	5	10	8	7	70

CT: Class Test, HA: Home Assignment, S/V/Q: Seminar/Viva/Quiz, EE: End Semester Examination; Att: Attendance

Text & References:
- HTML 5 in simple steps, Kogent Learning Solutions Inc Dreamtech Press
- A beginner's guide to HTML NCSA
- Creating a Web Page and Web Site, Murray,Tom/Lynchburg
- HTML, XHTML, and CSS Bible ,Steven M. Schafer, 5ed Wiley India
- Beginning HTML, XHTML, CSS, and JavaScript, John Duckett Wiley India
- Beginning CSS: Cascading Style Sheets for Web Design ,Ian Pouncey, Richard York Wiley India
- Learning Web Technologies: HTML, Javascript , Kogent Wiley India

SPECIALISATION – MARKETING & SALES

MARKETING RESEARCH

Course Code : MKT4201   **Credit Units: 03**

Course Objective:
To facilitate the understanding and learning of fundamental concepts in the area of marketing research. To provide the students with research tools and techniques to conduct research and make effective analysis for effective decision making.

Course Contents:
Module-I: Introduction and Early Phases of Marketing Research
Introduction to Marketing Research: Objectives , Overview , Definition of Marketing Research , A Classification of Marketing Research, The Marketing Research Process; Defining the Marketing Research Problem and Developing an Approach: Importance of Defining the Problem ,The Process of Defining the Problem and Developing an Approach, Marketing Research Problem ,Defining the Marketing Research Problem, Components of the Approach.

Module-II: Research Design Formulation
Research Design : Definition, Exploratory Research, Descriptive Research, Cross-Sectional Designs, Longitudinal Designs, Relative Advantages and Disadvantages of Longitudinal and Cross-Sectional Designs, Causal Research, Relationships Among Exploratory, Descriptive, and Causal Research, Potential Sources of Error, Marketing Research Proposal; **Exploratory Research Design-Secondary Data:** Criteria for Evaluating Secondary Data, Classification of Secondary Data; **Exploratory Research Design- Qualitative Research**: Primary Data: Qualitative Versus Quantitative Research, Rationale for Using Qualitative Research , A Classification of Qualitative Research Procedures; **Descriptive Research Design**: Survey and Observation; **Causal Research Design**: Experimentation; Measurement and Scaling: Fundamentals and Comparative Scaling and non-comparative Scaling Techniques; **Questionnaire:** Preparations and errors; **Sampling:** Design and Procedures , Final and Initial Sample Size Determination.

Module-III: Data Collection and Preparation
Fieldwork, Data Preparation,   The Data-Preparation Process, Questionnaire Checking, Editing ,Treatment of Unsatisfactory Responses, Coding, Coding Questions , Developing a Data File, Transcribing, Data Cleaning, Consistency Checks, Treatment of Missing Responses, Statistically Adjusting the Data, Scale Transformation, Selecting a Data Analysis Strategy .

Module-IV: Analysis
Frequency Distribution, Cross-Tabulation, and Hypothesis Testing, Analysis of Variance and Covariance, Correlation and Regression, Discriminant and Logit Analysis, Factor Analysis, Cluster Analysis, Multidimensional Scaling and Conjoint Analysis, Structural Equation Modeling and Path Analysis,

Module-V: Reporting
Report Preparation and Presentation, Importance of the Report and Presentation The Report Preparation and Presentation Process, Report Preparation, Report Format.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Suggested readings:

- Aaker, D. (2009). *Marketing Research* (9th ed.). San Francisco: Wiley
- Bradley, N. (2008). *Marketing research: Tools and techniques* (2nd ed.).Delhi: Oxford University Press.
- Burns, A. C., & Bush, R. F. (2007). *Marketing research* (6th ed.). New Delhi: Prentice Hall.
- Churchill, G., Iacobucci, D., & Israel, D. (2009). *Marketing research: A South Asian perspective*. Delhi: Cengage Learning India.
- Malhotra, N. (2006*). Marketing research: An applied orientation* (6th ed.). New Delhi: Pearson Education.
- Zikmund, W. G., & Babin, B. J. (2009). Exploring marketing research (10thed.). USA: Cengage South-Western.

WEB DESIGN USING HTML

Course Code: ECM4204   **Credit Units: 03**

Course Objective: To make the students understand the basics of web designing and to impart knowledge about the web page and website creation and making the students aware about the technologies available and their applications.

Course Contents:
Module I: Web Design Introduction
Basic principles involved in developing a web site, Planning process, Five Golden rules of web designing, Designing navigation bar, Page design, Home Page Layout, Design Concept, Brief History of Internet, What is World Wide Web. Why create a web site, Web Standards, Audience requirement.

Module II: HTML Basics
What is HTML, HTML Documents, Basic structure of an HTML document, creating an HTML document, Mark up Tags, Heading-Paragraphs, Line Breaks, HTML Tags.

Module III: Elements of HTML
Introduction to elements of HTML, Working with Text, Working with Lists, Tables and Frames, Working with Hyperlinks, Images and Multimedia, Working with Forms and controls. XML, Java Script

Module IV: CSS
CSS Introduction: CSS Syntax, CSS Id & Class, CSS How. **CSS Styling:** Styling Backgrounds, Styling Text, Styling Fonts, Styling Links, Styling Lists, Styling Tables. **CSS Box Model:** CSS Border, CSS Outline, CSS Margin, CSS Padding

Module V: CSS Advanced
CSS Grouping/Nesting, CSS Dimension, CSS Display, CSS Positioning, CSS Floating, CSS Align, CSS Pseudo-class, CSS Pseudo-element, CSS Navigation Bar, CSS Image Gallery, CSS Image Opacity, CSS Image Sprites. CSS Media Types, CSS Attribute Selectors

Module VI: Dreamweaver & Web Site
Dreamweaver Basics, Dreamweaver shortcuts, Dreamweaver panels, Dreamweaver toolbars, Dreamweaver automation, Source code formatting
Web Site: Creating the Web Site, Saving the site, working on the web site, Creating web site structure, Creating Titles for web pages, Themes-Publishing web sites.

Examination Scheme:

Components	A	CT	S/V/Q	HA	EE
Weightage (%)	5	10	8	7	70

CT: Class Test, HA: Home Assignment, S/V/Q: Seminar/Viva/Quiz, EE: End Semester Examination; Att: Attendance

Text & References:
- .HTML 5 in simple steps, Kogent Learning Solutions Inc Dreamtech Press
- A beginner's guide to HTML NCSA
- Creating a Web Page and Web Site, Murray,Tom/Lynchburg
- HTML, XHTML, and CSS Bible ,Steven M. Schafer, 5ed Wiley India
- Beginning HTML, XHTML, CSS, and JavaScript, John Duckett Wiley India
- Beginning CSS: Cascading Style Sheets for Web Design ,Ian Pouncey, Richard York Wiley India
- Learning Web Technologies: HTML, Javascript , Kogent Wiley India

SUMMER INTERNSHIP EVALUATION

Course Code: MGT4335   **Credit Units: 06**

There are certain phases of every Intern's professional development that cannot be effectively taught in the academic environment. These facets can only be learned through direct, on-the-job experience working with successful professionals and experts in the field. The internship programme can best be described as an attempt to institutionalize efforts to bridge the gap between the professional world and the academic institutions. Entire effort in internship is in terms of extending the program of education and evaluation beyond the classroom of a university or institution. The educational process in the internship course seeks out and focuses attention on many latent attributes, which do not surface in the normal class room situations. These attributes are intellectual ability, professional judgment and decision making ability, inter-disciplinary approach, skills for data handling, ability in written and oral presentation, sense of responsibility etc.

In order to achieve these objectives, each student will maintain and submit a file (**Internship File**) and a report (**Internship Report**)

INTERNSHIP FILE

The Internship File aims to encourage students to keep a personal record of their learning and achievements throughout the Programme. It can be used as the basis for lifelong learning and for job applications. **Items can be drawn from activities completed in the course modules and from the workplace to demonstrate learning and personal development.**

The File will assess the student's analytical skills and ability to present supportive evidence, whilst demonstrating understanding of their organization, its needs and his/her own personal contribution to the organization.

The File is essentially a comprehensive documentation of how one proceeds while working on the assignment and should be regularly checked by the faculty guide/ supervisor, issues discussed with the students, doubts if any clarified and signed as having done so. This will form the basis of **continuous evaluation** of the project.

The File will include **five sections** in the order described below.
1. **The Title Page** – An Internship Experience Report For (Your Name), name of internship organization, name of the Supervisor/Guide and his/her designation, date started and completed, and number of credits for which the report is submitted.
2. **Table of Content** – An outline of the contents of the file by topics and subtopics with the page number and location of each section.
3. **Introduction** – Short, but should include how and why you obtained the internship experience position and the relationship it has to your academic/professional and career goals.
4. **Main Body** – Should include a brief summary/ executive summary of the **Internship Project Report** that the student has worked on, an **analysis of the company/organization** in which the student is working, a **personal review** of the student's management skills and how they have been developed through the programme, the daily tasks performed, major projects contributed to, dates and hours spent on a task, observations and feelings, meetings attended and their purposes, listing of tools and materials and their suppliers, and photographs if possible of projects, buildings and co-workers.

5. **Appendices** – Include pamphlets, forms, charts, brochures, technical and descriptive literature, graphs and other information related to your Internship experience.

INTERNSHIP REPORT

The **Internship Report** is the research report that the student has to prepare on the project assigned by the organization. (Incase a student is not assigned a specific research project in the organization, he has to select any one aspect of the organization and prepare a research report on it). The lay out of the report should be as per the standard layout prescribed by the organization wherein the student undertakes the Internship. In case, there is no layout prescribed by the organization the following components should be included in the report:

➢ **Title or Cover Page**
   The title page should contain Project Title; Student's Name; Programme; Year and Semester and Name of the Faculty Guide.

➢ **Acknowledgements**
   Acknowledgment to any advisory or financial assistance received in the course of work may be given. It is incomplete without student's signature.

➢ **Abstract**
   A good"Abstract" should be straight to the point; not too descriptive but fully informative. First paragraph should state what was accomplished with regard to the objectives. The abstract does not have to be an entire summary of the project, but rather a concise summary of the scope and results of the project. It should not exceed more than 1000 words.

➢ **Table of Contents**
   Titles and subtitles are to correspond exactly with those in the text.

➢ **Introduction**
   Here a brief introduction to the problem that is central to the project and an outline of the structure of the rest of the report should be provided. The introduction should aim to catch the imagination of the reader, so excessive details should be avoided.

➢ **Materials and Methods**
   This section should aim at experimental designs, materials used (wherever applicable). Methodology should be mentioned in details including modifications undertaken, if any. It includes organization site(s), sample, instruments used with its validation, procedures followed and precautions.

➢ **Results and Discussion**
   Present results, discuss and compare these with those from other workers, etc. In writing this section, emphasis should be laid on what has been performed and achieved in the course of the work, rather than discuss in detail what is readily available in text books. Avoid abrupt changes in contents from section to section and maintain a lucid flow throughout the thesis. An opening and closing paragraph in every chapter could be included to aid in smooth flow.

   Note that in writing the various secions, all figures and tables should as far as possible be next to the associated text, in the same orientation as the main text, numbered, and given appropriate titles or captions. All major equations should also be numbered and unless it is really necessary, do not write in "point" form.

   While presenting the results, write at length about the the various statistical tools used in the data interpretation. The result interpretation should be simple but full of data and statistical analysis.

This data interpretation should be in congruence with the written objectives and the inferences should be drawn on data and not on impression. Avoid writing straight forward conclusion rather, it should lead to generalization of data on the chosen sample.

Results and its discussion should be supporting/contradicting with the previous research work in the given area. Usually one should not use more than two researches in either case of supporing or contradicting the present case of research.

➢ **Conclusion(s) & Recommendations**
A conclusion should be the final section in which the outcome of the work is mentioned briefly. Check that your work answers the following questions:
- Did the research project meet its aims (check back to introduction for stated aims)?
- What are the main findings of the research?
- Are there any recommendations?
- Do you have any conclusion on the research process itself?

➢ **Implications for Future Research**
This should bring out further prospects for the study either thrown open by the present work or with the purpose of making it more comprehensive.

➢ **Appendices**
The Appendices contain material which is of interest to the reader but not an integral part of the thesis and any problem that have arisen that may be useful to document for future reference.

➢ **References**
References should include papers, books etc. referred to in the body of the report. These should be written in the alphabetical order of the author's surname. The titles of journals preferably should not be abbreviated; if they are, abbreviations must comply with an internationally recognised system.

Examples
For research article
Voravuthikunchai SP, Lortheeranuwat A, Ninrprom T, Popaya W, Pongpaichit S, Supawita T. (2002) Antibacterial activity of Thai medicinal plants against enterohaemorrhagic Escherichia coli O157: H7. Clin Microbiol Infect, 8(suppl 1): 116–117.
For book
Kowalski,M.(1976) Transduction of effectiveness in Rhizobium meliloti. SYMBIOTIC NITROGEN FIXATION PLANTS (editor P.S. Nutman IBP), **7**: 63-67

The Layout Guidelines for the Internship File & Internship Report

- A4 size Paper
- Font: Arial (10 points) or Times New Roman (12 points)
- Line spacing: 1.5
- Top and bottom margins: 1 inch/ 2.5 cm; left and right margins: 1.25 inches/ 3 cm

Examination Scheme:

Continuous Evaluation by faculty guide	15%
Continuous evaluation by CRC	15%
Feedback from industry guide	35%
Report, Presentation & Viva Voce	35%
TOTAL	**100%**

BUSINESS VALUATION

Course Code: FIN4302   **Credit Units: 03**

Course Objective:
The objective of this course is to develop a detailed understanding of the tools used by market professionals and corporate managers to analyze the value of companies and stocks. The central theme of the course will be the pricing of equity securities using discounted cash flow and relative valuation techniques. Students will apply what they've learned to the valuation of a specific company, with the goal of becoming an expert on that firm. After completing this course, students should be able to: (i) Develop quantitative models for firm and equity valuation based on DCF and multiples. (ii) Identify and interpret accounting and non-accounting information necessary for valuation. (iii) Identify and interpret the key value drivers for a firm or industry. (iv) Critically analyze firm and equity valuation models and assumptions developed by others. (v) Present valuation analyses and assumptions in a professional manner.

Course Contents:
Module-I: Introduction to Valuation
Valuation vs. Pricing.A philosophical basis for Valuation, Misconceptions about Valuation, Biasness in Valuation, Uncertainties in Valuation.Approaches to Valuation, Understanding Financial Statements, Basics of Risk.

Module-II: Discounted Cash Flow Valuation
Discounted Cashflow Valuation: Basis for Approach, Going Concern versus Liquidation Valuation, Equity Valuation versus Firm Valuation, Three pathways to DCF value, Advantages & Disadvantages of DCF Valuation, Riskless Rates and Risk Premiums, Estimating Risk Parameters and Costs of Financing, Measuring Earnings,Earnings to Cash Flows, Estimating Growth, Closure in Valuation: Estimating Terminal Value, Free Cash flow to Equity Models,

Module-III: Relative Valuation
Fundamental Principles of Relative Valuation, Choices with multiples- Earnings Multiples, Book Value Multiples,Choosing the Comparable firm: Making the comparison, Revenue and Sector-Specific Multiples, Advantages &Disadvantages of Relative Valuation, DCF vs Relative valuation.

Module-IV: Applicability of Valuation (Cases and research papers); Valuing Financial Services firm, Valuing Firms with Negative Earnings, Valuing Young and Start-up Firms, Valuing Private Firms, valuing Acquisitions and Takeovers,

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Required Textbook
- Investment Valuation: Tools and Techniques for Determining the Value of Any Asset, Second Edition, University Edition by Aswath Damodaran

Recommended other Textbook
- Krishna G. Palepu and Paul M. Healy: *Business Analysis & Valuation Using Financial Statements*, Text Only(PHB) 5th Edition, Cengage Learning 2012.
- Joshua Rosenbaum and Joshua Pearl: *Investment Banking: Valuation, Leveraged Buyouts, and Mergers and Acquisitions*, John Wiley & Sons; 2nd edition (2013), ISBN: 1118656210

FINANCIAL MODELING WITH MS-EXCEL

Course Code: FIN4306   **Credit Units: 03**

Introduction
Modeling techniques for accurate financial forecasting are used in many areas of finance, such as derivatives, valuation, project evaluation, deal structuring, portfolio management and the like. In the course, the participants will learn the model building skills required to build powerful models in finance with the help of excel. There are many features of model building that are common irrespective of the final model that one intends to build. In the course we will also emphasize on the different model building skills that one should have irrespective of the final use that one is going to make of it.

By the end of the course the participants should be better able to:
- Understand the basic and advanced features of excel
- Understand how to build models in excel to suit one's purpose
- Building models in different areas of finance including investments, corporate finance and derivatives
- Identifying and controlling the key sensitivities with advanced spreadsheet simulation
- Understand how risk can be built into the model to enhance decision making process

Course Contents:

Module-I: Understanding the Basic Featuresof Excel : Introduction to Modeling, Introduction to Excel, Database Functions in Excel Creating Charts Using Forms and Control Toolbox Understanding Finance Functions present in Excel Creating Dynamic Models

Module-II: Simulation using Excel : Different Statistical Distributions used in Simulation Generating Random Numbers that follow a particular distribution Building Models in Finance using Simulation

Module-III: Excel in Capital Budgeting, valuation: Preparing common size statements directly from Trial Balance Forecasting Financial Statements using Excel Analysing Financial Statements by using Spreadsheet Model ; Determining Project Viability Risk Analysis in Project Appraisal Simulation in Project Appraisal; Determination of Value Drivers, DCF Valuation, Risk Analysis in Valuation; Determining Efficient Portfolio, Creating Dynamic Portfolios Portfolio Insurance Fixed Income Portfolio Management using Excel.

Module-IV: Understanding Subroutines and Functions and building simple financial models using subroutines and functions Recording and Editing Macros Subroutines and Functions Decision Rules Message Box and Input Box Debugging, **Designing Advanced Financial Models** using VBA User Forms Other Advanced Features Actual Model Building.

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

(C - Case Discussion/ Presentation; **HA -** Home Assignment; **Q** – Quiz; **V** - Viva; **CT** - Class Test; A- Attendance; **EE** - End Semester Examination)

Text & References:

Text:

- Benninga, S., 2008, Financial Modeling, The MIT Press, Third Edition

References:
- J & S: Jackson M. and Staunton M., 2001, Advanced Modelling in Finance using Excel and VBA, John Wiley and Sons Ltd
- B & M: Brealey R.A. and Myers S., 2003, Principles of Corporate Finance, Seventh Edition, McGraw Hill
- Financial Analysis and Modeling using Excel and VBA – Chandan Sengupta
- Building Financial Models, John Tjia

SPECIALISATION – HUMAN RESOURCE

TRAINING AND DEVELOPMENT

Course Code: HRM4305   **Credit Units: 03**

Course Objective:
This course is designed to provide in depth understanding and enable the students to manage training processes and system for developing human resource of the organization.

Course Contents:

Module I: Introduction to Training and Development
Training – concept, and rationale; training process: role of stakeholders in training programme; Organization and Management of training function; Training needs assessment – organizational analysis, operational analysis, person analysis; competency mapping; Learning theories, learning process.

Module II: Training Design
Designing the training programme: process of learning in training programme – attributes and factors influencing; learning process; learning styles; training climate and pedagogy; developing training modules; Training aids

Module III: Training Methods and Techniques
Training methods and techniques – role playing, business games, in basket exercises, laboratory training; incidents and cases; seminars, syndicates and group discussion; lecture, programmed instructions; inspirational techniques – brainstorming, mind mapping, creative problem solving; Management Development

Module IV: Evaluation of training
Evaluation of training – need for evaluation, principles of evaluation, criteria and approaches; return on investment in training, process of calculating ROI in training;

Module V: Emerging Trends in Training and Development
Emerging trends in training and development; new perspectives on training – cross cultural training, e-learning, knowledge management

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:
Text:
- Noe, Raymond A, "Employee Training and Development" Tata McGraw Hill Education; 6th edition 2013

6th

References:
- Agochia, Devendra, Every Trainer's Handbook, New Delhi; Sage Publications
- De Simone, R.L. and Harris, D.M., Human Resource Development, Thomson Learning
- Sahu, R.K., Training for Development , Excel Books, New Delhi
- Blanchard, P Nick, and James W. Thacker, Effective Training – Systems, Strategies, and Practices, Pearson Education, New Delhi
- Goldstein, Training in Organization , Thomson Learning, Bombay
- McGrath, Training for Life and Leadership in Industry, Prentice Hall of India, New Delhi

Digital Marketing

Course Code: MKT4303   **Credit Units: 03**

Course Overview
The course examines digital marketing strategy, implementation and executional considerations for B-to-B and B-to-C brands and provides a detailed understanding of all digital marketing concepts. Participants will complete the course with a comprehensive knowledge of and experience with how to develop an integrated digital marketing strategy, from formulation to implementation. Strong focus will be on developing student's business skills and growing real-world experience of the digital media sector to enhance their knowledge to cope with employability demand.

Course Objectives
Digital Marketing Course is an initiative designed to educate students and practitioners in the area of Digital Marketing analytics and make them ready for jobs or prepare them to launch campaign for their own organisations.

- To Understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy
- Understand the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media
- Learn to develop, evaluate, and execute a comprehensive digital marketing strategy and plan
- Learn how to measure digital marketing efforts and calculate ROI
- Explore the latest digital ad technologies

Course Contents:

Module-I: Digital Marketing Overview:
What is Digital Marketing? Understanding Marketing Process? Why Digital Marketing Wins Over traditional Marketing? Understanding Digital Marketing Process; Digital Marketing Planning and Strategy

Module-II: Website Planning and Creation:
Understanding Internet; Difference between Internet & web; Understanding websites; Understanding domain names & domain extensions; What is web server & web hosting? Different types of web servers; Different types of websites; Planning & Conceptualising a Website; Building website using CMS in Class.

Module-III: Digital Advertising (PPC, Digital Display and YouTube):
Google AdWords Overview; Understanding Adwords Algorithm; Creating Search Campaigns; Types of Search Campaigns - Standard, All features, dynamic search & product listing. Tracking Performance/Conversion: What is conversion tracking? Why is it important, how to set up conversion tracking. Optimizing Search Campaigns: How to optimize campaigns at the time of creation? Optimizing campaign via adgroups. Creating Display Campaign; Types of display campaigns- All features, Mobile app, Remarketing, Engagement. Optimizing Display Campaign and Re-marketing .
What is Online Advertising? Types of Online Advertising, Display Advertising, Contextual advertising, what are Payment Modules? Different Online advertising platforms Creating Banner Ads Using Tools.

Module-IV: Emerging trends in Digital Marketing:
Affiliate Marketing- Affiliate marketing history**,** Affiliate marketing scenario in India**,** Different ways to do affiliate marketing. **Email Marketing-** What is email marketing and how it works? Types of email marketing- Opt-in & bulk emailing; Setting up email marketing account, creating a broadcast email. What are auto responders? Setting up auto responders; Tricks to land in inbox instead of spam folder; **Social Media Marketing-**Concept**,** How social media marketing is different than others Forms

of Internet marketing, Understanding Facebook marketing, Linkedin Marketing, Twitter Marketing, Video Marketing **and** VIDEO & AUDIO (PODCASTING) marketing; **and Mobile Web Marketing-** Understanding Mobile Devices, Mobile Marketing Measurement and Analytics; Fundamentals of Mobile Marketing, Creating mobile website through wordpress; Using tools to create mobile websites; Using tools to create mobile app Advertising on mobile (App & Web); Content Marketing on mobile. **Content Marketing-**Introduction to content marketing, Objective of content marketing, Content marketing 7 step strategy building process, How to write great compelling content, Optimizing content for search engines, How to increase opt-in email list with content marketing with examples.

Module-V: Search Engine Optimization (SEO):
What is SEO? Introduction to SERP, What are search engines? How search engines work? Major functions of a search engine; what are keywords? Different types of keywords ; Google keyword planner tool; Keywords research process; Understanding keywords; On page optimization; Off Page optimization; Top tools for SEO; Monitoring SEO process; Preparing SEO reports, How to create SEO Strategy for your business, What is link juice? Importance of domain and page authority? How to optimize exact keywords for your business. What is Google Panda Algorithm, Google Penguin and Google EMD Update. How to save your site from Google Panda, Penguin and EMD Update, How to recover your site from Panda, Penguin and EMD.

Module-VI: E-Commerce and Payment Gateway:
What is ecommerce? Top ecommerce websites around the world & it's scenario in India; Difference between E-Commerce software and Shopping Cart; software Payment Gateways, Merchant Accounts & Logistics for physical goods. Integrating Woo-commerce and setting up an ecommerce store on WordPress. Case studies on ecommerce websites. How to do Google Product Listing Ads (PLA) for ecommerce websites. How to do SEO for an ecommerce website.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:
- Marketing 4.0: Moving from Traditional to Digital by P. Kotler. Wiley Publication.
- The Essentials of E-Marketing, 4th edition by Quirk Education (E-Book)
- The Art of Digital Marketing by Ian Dodson.
- Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, by Damian Ryan and Calvin Jones. KoganPage Publication, 3rd edition.
- Digital Marketing, VandanaAhuja, Oxford Publication.
- Digital Marketing Insights 2017, Social Beat Digital Marketing LLP, Kindle Edition.
- Social Media for Business – Stories of Indian Brands, By Sorav Jain
- Total E-mail Marketing: Maximizing your results from Integrated E-marketing (E-marketing essentials): Dave Chaffey.

Websites:
SEOMoz.org ; mashable.com; http://www.convinceandconvert.com; ClickZ.com ; eMarketer forrester.com; contentmarketinginstitute.com ; adage.com; adweek.com

Final Project: Group Paper and Presentation
Students will work in instructor-selected groups of four or five to complete a 15-20 page digital marketing plan utilizing the concepts and frameworks covered in the course. Papers should be double-spaced using 12-point font and 1-inch margins, and submitted accordingly. All groups will be required to give a presentation in class highlighting the important points of their plan and submit their presentation slides for review. Presentations will take place in class via web conference on prescribed date. Students will need to ensure their audio is working well in order to present. All students will be required to complete evaluations of the group presentations given in class. 25% will be deducted per day for late papers and slides.

Course Code: MKT4305   **Credit Units: 03**

Course Objective:
Direct marketing is quickly becoming an integral part of the marketing strategies of general marketing as well as the method of operation of traditional direct marketers. The course focuses on the marketing perspectives and technologies that are distinctly direct marketing and with the interrelationship of direct marketing with the general marketing field.

Course Contents:
Module I: Conceptual Framework of Direct Marketing
Basics and scope of Direct Marketing, Objectives of Direct Marketing, Advantage & Disadvantage of Direct Marketing, Integrated Direct Marketing, Business, Strategic & Direct Marketing planning, Strengths& weakness of Social Media

Module II: Analyzing & Encashing Marketing opportunities for Direct Marketing
Research design for direct marketers, The Customer Database: Analysis and Application, Consumer & Business mailing list, offer, Media of direct marketing, Telemarketing, Internet E-communications, Managing Direct Sales Force.

Module III: Managing the Creativity Process in Direct Marketing
Introducing Creative Practices and techniques, Direct Marketing Creativity, Basic Steps of Managing catalogue & print advertising, Innovation through Creativity & testing The Strategic drivers of Creative Practices.

Module IV: Direct Marketing into Business
B to B Marketing, Making a lead generation programme, Overview of E-commerce.retaining and activating customers

Module V: Direct Marketing Implementation and Control
Marketing Intelligence- Modeling for business decision support, Mathematics tool for control in Direct marketing, Future of Direct Marketing.

Module VI: Emerging Trends
Integrating the concepts with other functions of Management
Live project to be undertaken starting with conception of idea to final execution.,
Case studies
Latest emerging trends and practices.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:
- Bob stone & Ron Jacobs, Successful Direct Marketing Methods, Tata McGraw Hill.
- Nash & Edward L, Direct Marketing Hand Book, Tata McGraw Hill

RETAIL MANAGEMENT

Course Code: MKT4306   **Credit Units: 03**

Course Objective:
The primary objective of the course is to develop fundamental competencies in retail management. The course is designed to prepare students for positions in the FMCG/Pharmaceutical/Electronics/Consumer Durable/Fashion/Apparel retail businesses or positions in the real estate companies with additional interest in mall management. The course also benefit students interested in starting their own entrepreneurial retail operation. Additionally this course aims at familiarizing students with emergence of malls as a new format of market with emphasis on mall management principles and practices.

Course Contents:

Module-I: Introduction to Retailing
Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Types of Retailers, Indian vs. Global Scenario, Difference between organized and unorganized retailing, Issues and challenges of retailing in India

Module-II: Store Planning, Design and Layout
Store Planning- Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies
Store Design- Atmospherics, Retailing Image Mix, Space mix
Store Layout- Effective retail space management based on Store Layout

Module-III: Retail Merchandise Management
Retail Merchandising: Introduction, Understanding Merchandising Management, Activities of a Merchandiser, Retail Merchandising Management Process
Private Branding in Retail-Introduction, Difference between a Store/Private Brand and a National Brand, Growth Drivers of Private Label, Advantages of Private Label, Disadvantages of Private Label

Module-IV: Store Operations
POS (Point of Sale) / Cash process, Customer service and accommodation, Retail selling process, Retail floor and shelf management, Retail accounting and cash management, Merchandise and category management. Visual merchandising and displays, Retail technology and retail automation, POS and Back-end Technologies.

Module-V: Mall Management
Introduction – Defining the shopping mall, Difference between Shopping Mall and other retail formats, **Shopping Centre / Mall Location:** Existing mall traffic, Clean environment, Designated parking area, Medium to high rental cost, Strengths and Weaknesses of the Mall format; Licenses and Permits for mall operations, **Positioning & Zoning of mall** – formulating the right tenant mix and its placement in a mall**, Facility management** – Infrastructure, Traffic and ambience management, Finance management, Lifestyle centers and their management, Indian scenario of mall management practices.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:
- Michael Levy, Barton A Weitz and Ajay Pandit, (2008), Retailing Management, Tata McGraw Hill
- R Vedamani&Gibbson, (2008), Retail Management: Functional Principals and Practices, Jaico publications
- Patrick M. Dunne & Robert F Lusch, (2002), Retail Management, Cengage Learning
- Berry Berman & Joel R. Evans, (2009), Retail Management – A Strategic Approach, Pearson Education

Learning Resources:
- Images Retail magazine
- Cygnus Report on Retail Sector
- CII Report on Retail Scenario in India
- Images Malls in India
- Images Year Book
- AT Kearney Report

SALES MANAGEMENT

Course Code: MKT4307   **Credit Units: 03**

Course Objective:
This course has been designed to help students learn sales management concepts and how to apply them to solve business problems and to function as effective managers. It deals with all important back end management of sales and front end personal selling issues with a view to handle the situations professionally and improve the outcome with result orientation.

Course Contents:

Module I
Changing world of Sales Management and Professionalism in sales. Classification of Personal Selling approaches. Sales jobs, Qualification and skill required for success. Organizational buyer behavior and buying situations. Contrasting Transactional and Relationship Selling models, Sales Teams. Sales management Competencies for effective and outstanding results. Developing Sales Management Strategy / Objectives and Sales Force Roles. Buyer-Seller Daydic Relationship.

Module II
Recruitment planning process: Job analysis, description, qualifications, buyer's perspective and methods of locating prospective candidates. Selection: Application forms, Types of Interviews, Testing and Validating the hiring process.
Sales Training: Determining training needs, Training analysis, Methods of Evaluating sales Training and building a sales training program. Instructional methods used in training.

Module III
Motivation and the reasons for motivating sales people. Maslow's Hierarchy of Needs related to the sales force motivators and company's actions to fill needs. Methods of giving status to sales people to motivate them.
Sales force compensation. Components of compensation and their purpose. Comparison of various compensation plans. Optimizing sales compensation: Customer – Product Matrix and relating it to the appropriate compensation plans.

Module IV
Sales territory; Reasons for establishing or revising Sales Territories, Setting up and revising Sales Territories: Market build-up and Work load method; optimizing sales territory.
Sales quotas; Objectives in using Quotas, Types of Sales Quotas and Quota setting procedures. Reasons when not to use Quotas.

Module V
Personal Selling process: Prospecting: Developing a prospect base, Strategic prospecting, Sources of prospects, common causes of customer attrition, Preparing a prospect list and organizing information. Planning the initial sales call and approach: Pre call information on the Buyer and Organisation, Call Objectives, Planning the approach. Sales Presentation techniques: Types of presentation techniques, Presentation sequence, Adoptive Selling Model. Demonstrations: Demonstration plans, actions, custom fitting demonstrations, use of sales tools. Handling customer objections: types of objections, types of close, Trial Close. Closing the sales.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:
- Still, Cundiff and Govoni. (2009), Sales Management, Decisions, Strategies and Cases, Prentice Hall of India Pvt. Ltd.
- Ingram, Laforge, Avila, Schwepker Jr., Williams.(2009), Analysis and Decision Making, Segment Books
- Douglas J. Dalrymple, Cron and Decarlo.(2003), Sales Management, John Wiley & Sons Inc.
- Charles M. Futrell (2010). Fundamentals of Selling. Tata McGraw Hill
- Gerald L Manning, Michael Ahearne and Barry L Reece (2011). Selling Today, Prentice Hall Pub.

CONSUMER BEHAVIOUR

Course Code: MKT4308   **Credit Units: 03**

Course Objective:
The course will enable the students to define the concept of consumer behavior and reveal its importance in the context of marketing, to identify various factors that influence consumer behavior and also to examine the intricacies involved in the consumer decision-making process.

Course Contents:
Module-I: Introduction:
Introduction to CB, Model of Consumer buying Decision Making, Participants in buying process, Individual v/s org buying behavior, Concept of consumer Research, Consumer Research Process, Consumer Research Design, Identifying segments, Addressing the needs of market, Profitability of segmentation, Criteria of segmentation, Bayesian Analysis, Value of brand, Brand Loyalty, Seven R's of marketing mix, Inter-market segmentation, STP.

Module-II: Consumer as an Individual:
***Consumer demographics*:** Analysis, Consumer life styles and lifestyle marketing VALS, LOV; ***Motivation*:** Types of Needs and Goals, Nature and role of motive, Classifying motives, Motive arousal, Motivation Research; ***Personality*:** Personality theories, Measuring Personality, How self concept develops, Consistency of Self; ***Perception*:** Active Search, Passive reception, concepts related to perception, Marketing Implications; ***Learning*:** Cues, Response, Reinforcement, Characteristics of Memory systems, Theories of learning; ***Attitude*:** Characteristics of attitude, Functions of attitude, Sources of attitude development. , Attitude theories and models, Strategies for changing attitude.

Module-III: Environmental influences on CB:
Group Dynamics*:** Importance of group dynamics in decision making, Characteristics of group, Types of groups; ***Reference groups*:** Types of reference groups, Application of reference group in CB; ***Family*:** Significance of family in CB, Family life cycle, Family purchasing decision; ***Social Class*:** Meaning of social class, Process of social stratification, Nature of social class, Social class measurement, Role of social class in segmenting markets, Social class and consumer behavior; ***Culture*:** What is culture, The content of culture, Culture as a process. ***Sub-Culture*:** Defining subculture, Analyzing subculture; ***Personal Influence : Nature and significance of personal influence, Who are opinion leaders, Why do opinion leader attempts to influence others, Why followers accept personal influence, The market maven,.., Marketing Implications of Personal influence, Identifying and using opinion leaders directly, Creating opinion leaders, Simulating opinion leadership, Stifling opinion leadership, Identifying OL

Module-IV: Consumer Decision Making Process
***Decision Process*:** Buying decision process, Nicosia Model, Howard Sheth Model, Engel –Kollat-Blackwell Model, Types of buying behavior, Steps in buying decision process, Impulse purchase and customer loyalty; ***Diffusion of innovation*:** What is an innovation, Types of Innovation, The Adoption process, The Diffusion process.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Suggested books:
- Schiffman, L.G., Wisenblit,J, J.& Kumar, S.R.(2016). *Consumer Behavior* (11th ed*.).* Noida, India: Pearson
- Loudon, D. L. & Bitta, A. J.(2002). *Consumer Behavior*. N. Delhi, India: Tata-McGraw-Hill
- Blackwell, R.D., Miniard, P.W. &.Engel, J.F.(2007). *Consumer Behavior.* Kundli, India: Thomsons South-Western.
- Gupta, S.L. & Pal, S (2006).*Consumer Behavior*. N. Delhi, India: Sultan Chand &Sons.

SPECIALISATION: E-COMMERCE

DIGITAL MARKETING

Course Code: ECM4301   **Credit Units: 03**

Course Overview
The course examines digital marketing strategy, implementation and executional considerations for B-to-B and B-to-C brands and provides a detailed understanding of all digital marketing concepts. Participants will complete the course with a comprehensive knowledge of and experience with how to develop an integrated digital marketing strategy, from formulation to implementation. Strong focus will be on developing student's business skills and growing real-world experience of the digital media sector to enhance their knowledge to cope with employability demand.

Course Objectives
Digital Marketing Course is an initiative designed to educate students and practitioners in the area of Digital Marketing analytics and make them ready for jobs or prepare them to launch campaign for their own organisations.

- To Understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy
- Understand the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media
- Learn to develop, evaluate, and execute a comprehensive digital marketing strategy and plan
- Learn how to measure digital marketing efforts and calculate ROI
- Explore the latest digital ad technologies

Course Contents:

Module-I: Digital Marketing Overview:
What is Digital Marketing? Understanding Marketing Process? Why Digital Marketing Wins Over traditional Marketing? Understanding Digital Marketing Process; Digital Marketing Planning and Strategy

Module-II: Website Planning and Creation:
Understanding Internet; Difference between Internet & web; Understanding websites; Understanding domain names & domain extensions; What is web server & web hosting? Different types of web servers; Different types of websites; Planning & Conceptualising a Website; Building website using CMS in Class.

Module-III: Digital Advertising (PPC, Digital Display and YouTube):
Google AdWords Overview; Understanding Adwords Algorithm; Creating Search Campaigns; Types of Search Campaigns - Standard, All features, dynamic search & product listing. Tracking Performance/Conversion: What is conversion tracking? Why is it important, how to set up conversion tracking. Optimizing Search Campaigns: How to optimize campaigns at the time of creation? Optimizing campaign via adgroups.Creating Display Campaign; Types of display campaigns- All features, Mobile app, Remarketing, Engagement. Optimizing Display Campaign and Re-marketing .
What is Online Advertising? Types of Online Advertising, Display Advertising, Contextual advertising, what are Payment Modules?Different Online advertising platforms Creating Banner Ads Using Tools.

Module-IV: Emerging trends in Digital Marketing:
Affiliate Marketing- Affiliate marketing history**,** Affiliate marketing scenario in India**,** Different ways to do affiliate marketing. **Email Marketing-** What is email marketing and how it works? Types of email marketing- Opt-in & bulk emailing; Setting up email marketing account, creating a broadcast email. What are auto responders? Setting up auto responders; Tricks to land in inbox instead of spam folder; **Social Media Marketing-**Concept**,** How social media marketing is different than others Forms

of Internet marketing, Understanding Facebook marketing, Linkedin Marketing, Twitter Marketing, Video Marketing **and** VIDEO & AUDIO (PODCASTING) marketing; **and Mobile Web Marketing-** Understanding Mobile Devices, Mobile Marketing Measurement and Analytics; Fundamentals of Mobile Marketing, Creating mobile website through wordpress; Using tools to create mobile websites; Using tools to create mobile app Advertising on mobile (App & Web); Content Marketing on mobile. **Content Marketing-**Introduction to content marketing, Objective of content marketing, Content marketing 7 step strategy building process, How to write great compelling content, Optimizing content for search engines, How to increase opt-in email list with content marketing with examples.

Module-V: Search Engine Optimization (SEO):

What is SEO? Introduction to SERP, What are search engines? How search engines work? Major functions of a search engine; what are keywords? Different types of keywords ; Google keyword planner tool; Keywords research process; Understanding keywords; On page optimization; Off Page optimization; Top tools for SEO; Monitoring SEO process; Preparing SEO reports, How to create SEO Strategy for your business, What is link juice? Importance of domain and page authority?How to optimize exact keywords for your business. What is Google Panda Algorithm, Google Penguin and Google EMD Update. How to save your site from Google Panda, Penguin and EMD Update, How to recover your site from Panda, Penguin and EMD.

Module-VI: E-Commerce and Payment Gateway:

What is ecommerce? Top ecommerce websites around the world & it's scenario in India; Difference between E-Commerce software and Shopping Cart; software Payment Gateways, Merchant Accounts & Logistics for physical goods. Integrating Woo-commerce and setting up an ecommerce store on WordPress. Case studies on ecommerce websites. How to do Google Product Listing Ads (PLA) for ecommerce websites.How to do SEO for an ecommerce website.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:
- Marketing 4.0: Moving from Traditional to Digital by P. Kotler. Wiley Publication.
- The Essentials of E-Marketing, 4th edition by Quirk Education (E-Book)
- The Art of Digital Marketing by Ian Dodson.
- Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, by Damian Ryan and Calvin Jones. KoganPage Publication, 3rd edition.
- Digital Marketing, VandanaAhuja, Oxford Publication.
- Digital Marketing Insights 2017, Social Beat Digital Marketing LLP, Kindle Edition.
- Social Media for Business – Stories of Indian Brands, By Sorav Jain
- Total E-mail Marketing: Maximizing your results from Integrated E-marketing (E-marketing essentials): Dave Chaffey.

Websites:
SEOMoz.org ;mashable.com; http://www.convinceandconvert.com; ClickZ.com ; eMarketer
forrester.com; contentmarketinginstitute.com ; adage.com; adweek.com

Final Project: Group Paper and Presentation
Students will work in instructor-selected groups of four or five to complete a 15-20 page digital marketing plan utilizing the concepts and frameworks covered in the course. Papers should be double-spaced using 12-point font and 1-inch margins, and submitted accordingly. All groups will be required to give a presentation in class highlighting the important points of their plan and submit their presentation slides for review. Presentations will take place in class via web conference on prescribed date. Students will need to ensure their audio is working well in order to present. All students will be required to complete evaluations of the group presentations given in class. 25% will be deducted per day for late papers and slides.

DATABASE MANAGEMENT SYSTEMS

Course Code: ECM4302   **Credit Units: 3**

Course Objectives

The course aims to make the students understand the basic and advanced concepts in databases and database management systems. Students will be able to understand the importance of databases in day to day life. The course will also provide the students, a hands-on experience on the SQL-the language of databases.

Course Contents:

Module I: Introduction to DBMS

Definition of DBMS, Concept and Goals of DBMS, Data Independence, DBMS Architecture, Levels, Database Administrator, File System Approach Vs DBMS Approach, Advantages of Using a DBMS, Data Models, Schemas, and Instances, Database Languages, Database Users, Database Abstraction.

Module II: Relational Database & ER Model

Relational Database: Relational System, Codd's Rule, Relational Model, Optimization, Tables and Views

ER Model: Entity Type, Entity Set, Relationship type, Relationship sets, Constraints: Cardinality Ratio and Participation Constraint, Keys, Mapping, Design of ER diagrams.

Module III: Relational Model Objects

Domains and Relations, Relations and predicates, Relational Data Integrity; Primary Key, Candidate Key, Foreign Key and their rules, Relational operators, Relational Algebra

Module IV: SQL

SQL Language, DDL,DML and DCL commands. Data definition, Data retrieval and update operations on MS ACCESS and SQL Server DBMS.

Module V: Database Applications and Types

Distributed Database, Object Oriented Database, Multimedia Database, Data Mining, Digital Libraries. Data Warehouse.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References
- Elmasari, Navathe, "Fundamentals of Database Systems", Addision Wesley.
- Korth, Silbertz, Sudarshan, "Database Concepts". McGraw Hill.
- Majumdar & Bhattacharya, "Database Management System", Tata McGraw Hill.
- Date C J." An Introduction to Database Systems", Addision Wesley.

DYNAMIC WEB DESIGN & DEVELOPMENT

Course Code: ECM4307   **Credit Units: 03**

Course Objective:
To develop applications in PHP using various concepts like arrays, user defined functions, Sessions which makes the students to understand and to establish the connectivity between PHP and database and develop programs to add records, retrieve records and delete records from a table.

Course Contents:

Module I: Introduction to Web Development & Cascading Style Sheets
Web pages, Static and Dynamic web pages, Client side VS Server side, Introduction to HTML, HTML Elements, HTML attributes, Styling and formatting HTML, Forms, Tables.
CSS Basics: CSS Introduction: CSS Syntax, CSS Id & Class, CSS How
CSS Styling: Styling Backgrounds, Styling Text, Styling Fonts, Styling Links, Styling Lists, Styling Tables
CSS Box Model: CSS Border, CSS Outline, CSS Margin, CSS Padding

Module II: CSS Advanced
CSS Grouping/Nesting, CSS Dimension, CSS Display, CSS Positioning, CSS Floating, CSS Align, CSS Pseudo-class, CSS Pseudo-element, CSS Navigation Bar, CSS Image Gallery, CSS Image Opacity, CSS Image Sprites
CSS Media Types, CSS Attribute Selectors

Module III: Introduction to PHP, Decisions, Loop & Functions
Evaluation of Php, Basic Syntax, Defining variable and constant, Php Data type, Operator and Expression, Making Decisions, Doing Repetitive task with looping, Mixing Decisions and looping with Html.
What is a function, Define a function, Call by value and Call by reference, Recursive function, String Creating and accessing, String Searching & Replacing String, Formatting String, String Related Library function,Anatomy of an Array, Creating index based and Associative array Accessing array, Element Looping with Index based array, Looping with associative array using each () and foreach(), Some useful Library function

Module IV: Handling HTML Forms using PHP, Working with Files and Directories
Capturing Form, Data Dealing with Multi-value filed, and Generating File uploaded form, redirecting a form after submission.
Understanding, file & directory, Opening and closing a file, Coping, renaming and deleting a file, working with directories, Creating and deleting folder, File Uploading & Downloading.

Module V: Session and Cookie, Database Connectivity with MySql, Exception Handling
Introduction to Session Control, Session Functionality What is a Cookie, Setting Cookies with PHP. Using Cookies with Sessions, Deleting Cookies, Registering Session variables, Destroying the variables and Session.
Introduction to RDBMS, Connection with MySql Database, Performing basic database operation(DML) (Insert, Delete, Update, Select), Setting query parameter, Executing queryJoin (Cross joins, Inner joins, Outer Joins, Self joins.)
Understanding Exception and error, Try, catch, throw. Error tracking and debugging.

Examination Scheme:

Components	A	CT	S/V/Q	HA	EE
Weightage (%)	5	10	8	7	70

CT: Class Test, HA: Home Assignment, S/V/Q: Seminar/Viva/Quiz, EE: End Semester Examination;
Att: Attendance

Text & References:
- . Learning PHP, MySQL, books by ' O' riley Press

ENTREPRENEURSHIP DEVELOPMENT

Course Code: MGT4429   **Credit Units: 02**

Course Contents:

Module I: Decision to Become an Entrepreneur
Introduction to Entrepreneurship: What Is Entrepreneurship? Why Become an Entrepreneur?, Characteristics of Successful Entrepreneurs ,Common Myths About Entrepreneurs, Types of Start-Up Firms ,Changing Demographics Of Entrepreneurs.
Entrepreneurship's Importance: Economic Impact of Entrepreneurial Firms, Entrepreneurial Firms' Impact on Society, and Entrepreneurial Firms' Impact on Larger Firms.
The Entrepreneurial Process: Decision to Become an Entrepreneur, Developing Successful Business Ideas Moving from an Idea to an Entrepreneurial Firm, Managing and Growing an Entrepreneurial Firm.

Module II: Developing Successful Business Ideas
Identifying And Recognizing Opportunities: Observing Trends, Solving a Problem , Finding Gaps In The Marketplace ,Personal Characteristics of the Entrepreneur .
Techniques for Generating Ideas: Brainstorming, Focus Groups Library and Internet Research, Other Techniques.
Encouraging and Protecting New Ideas: Establishing a Focal Point for Ideas, Encouraging Creativity at the Firm Level, Protecting Ideas from Being Lost or Stolen, Find a mentor.
Feasibility Analysis: Product/Service Feasibility Analysis, Industry/Target Market Feasibility Analysis, organizational Feasibility Analysis, Financial Feasibility Analysis.
The Business Plan: Reasons for Writing a Business Plan , Who Reads the Business Plan—And What Are They Looking For? Guidelines for Writing a Business Plan, Outline Of the Business PlanandExploring Each Section of the Plan Oral Presentation of a Business Plan, Questions and Feedback to Expect from Investors.
 Industry and Competitor Analysis: Studying Industry Trends, The Five Forces Model, The Value of the Five Forces Mode, Industry Types and the Opportunities They Offer , Identifying Competitors ,Sources of Competitive Intelligence, Completing a Competitive Analysis Grid.
Business Models: The Importance and Diversity of Business Models, How Business Models Emerge, Potential Fatal Flaws of Business Models, Components of An Effective Business Model**,** Core Strategy, Strategic Resources, Partnership Network, customer interface.

Module III: Moving from an Idea to an reality
Initial Ethical and Legal Issues Facing a New Firm: Establishing a Strong Ethical Culture for a Firm, Choosing an Attorney for a Firm, Drafting a Founders' Agreement.
Obtaining Business Licenses and Permits: Business Licenses, Business Permits, Choosing a Form of Business Organization, Sole Proprietorship, Partnerships, Corporations, Limited Liability Company.
Introduction To Financial Management : Financial Objectives of a Firm, The Process of Financial Management, Financial Statements ,Forecasts ,Pro Forma Income Statement ,Pro Forma Balance Sheet, Pro Forma Statement of Cash Flows, Ratio Analysis.
Building a New-Venture: Recruiting and Selecting Key Employees, Roles of the Board of Directors Board of Advisers, Lenders and Other Professionals.
Getting Financing or Funding: The Importance, Sources of Personal Financing, Preparing to Raise Debt or Equity Financing, business Angels, Venture Capital, Initial Public Offering, Commercial Banks, SBA Guaranteed Loans, Other Sources of Debt Financing, Leasing, Strategic Partners.

Module IV: Managing and Growing the new venture
Marketing Issues: Segmenting the Market, Selecting a Target Market, Establishing a Unique Positioning, Branding, 4Ps/7Ps Of Marketing For New Ventures.
The Importance of Intellectual Property: Determining What Intellectual Property to Legally Protect, The Four Key Forms of Intellectual Property, Types of Patents, Who Can Apply for a Patent? The Process of Obtaining a Patent, Patent Infringement, The Four Types of Trademarks, What Is Protected Under Trademark Law? Exclusions from Trademark Protection, The Process of Obtaining a Trademark, What Is Protected by a Copyright? Exclusions from Copyright Protection,
How to Obtain a Copyright , Copyright Infringement, Copyrights and the Internet , Conducting an Intellectual Property Audit, The Process of Conducting an Intellectual Property Audit.
Preparing for and Evaluating the Challenges of Growth : Appreciating the Nature of Business Growth ,Staying Committed to a Core Strategy ,Planning for Growth, Knowing and Managing the Stages of Growth , Challenges Of Growth **,** Strategies for Firm Growth (internal and external),Franchising**.**

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:
- Alejandro Cremades (2016) , The Art of Startup Fundraising: Pitching Investors, Negotiating the Deal, and Everything Else Entrepreneurs Need to Know. Wiley, New York.
- Burton and Bragg (2006),Accounting and Finance for your Small Business. John Wiley and Sons, New York.
- Peter Drucker (2015), Innovation And Entrepreneurship. Harper Collins, India.
- Nandan H (2013), Fundamentals of Entrepreneurship. Prentice Hall India Learning Private Limited; Third edition: India.

DISSERTATION

Course Code: MGT4437   **Credit Units: 06**

The aim of the dissertation is to provide you with an opportunity to further your intellectual and personal development in your chosen field by undertaking a significant practical unit of activity, having an educational value at a level commensurate with the award of your degree

The dissertation can be defined as a scholarly inquiry into a problem or issues, involving a systematic approach to gathering and analysis of information / data, leading to production of a structured report.

Selecting the Dissertation Topic
It is usual to give you some discretion in the choice of topic for the dissertation and the approach to be adopted. You will need to ensure that your dissertation is related to your field of specialization.

Deciding this is often the most difficult part of the dissertation process, and perhaps, you have been thinking of a topic for some time.

It is important to distinguish here between 'dissertation topic' and 'dissertation title'. The topic is the specific area that you wish to investigate. The title may not be decided until the dissertation has been written so as to reflect its content properly.

Few restrictions are placed on the choice of the topic. Normally we would expect it to be:
- relevant to business, defined broadly;
- related to one or more of the subjects or areas of study within the core program and specialisation stream;
- clearly focused so as to facilitate an in-depth approach, subject to the availability of adequate sources of information and to your own knowledge;
- of value and interest to you and your personal and professional development.

Planning the Dissertation
This will entail following:
- Selecting a topic for investigation.
- Establishing the precise focus of your study by deciding on the aims and objectives of the dissertation, or formulating questions to be investigated. Consider very carefully what is worth investigating and its feasibility.
- Drawing up initial dissertation outlines considering the aims and objectives of the dissertation. Workout various stages of dissertation
- Devising a timetable to ensure that all stages of dissertation are completed in time. The timetable should include writing of the dissertation and regular meetings with your dissertation guide.

The Dissertation plan or outline
It is recommended that you should have a dissertation plan to guide you right from the outset. Essentially, the dissertation plan is an outline of what you intend to do, chapter wise and therefore should reflect the aims and objectives of your dissertation.

There are several reasons for having a dissertation plan
- It provides a focus to your thoughts.
- It provides your faculty-guide with an opportunity, at an early stage of your work, to make constructive comments and help guide the direction of your research.
- The writing of a plan is the first formal stage of the writing process, and therefore helps build up your confidence.
- In many ways, the plan encourages you to come to terms with the reading, thinking and writing in a systematic and integrated way, with plenty of time left for changes.

- Finally, the dissertation plan generally provides a revision point in the development of your dissertation report in order to allow appropriate changes in the scope and even direction of your work as it progresses.

Keeping records
This includes the following:
- Making a note of everything you read; including those discarded.
- Ensuring that when recording sources, author's name and initials, date of publication, title, place of publication and publisher are included. (You may consider starting a card index or database from the outset). Making an accurate note of all quotations at the time you read them.
- Make clear what is a direct a direct quotation and what is your paraphrase.

Dissertation format
All students must follow the following rules in submitting their dissertation.
- Front page should provide title, author, Name of degree/diploma and the date of submission.
- Second page should be the table of contents giving page references for each chapter and section.
- The next page should be the table of appendices, graphs and tables giving titles and page references.
- Next to follow should be a synopsis or abstract of the dissertation (approximately 500 words) titled: **Executive Summary**
- Next is the 'acknowledgements'.
- Chapter I should be a general introduction, giving the background to the dissertation, the objectives of the dissertation, the rationale for the dissertation, the plan, methodological issues and problems. The limitations of the dissertation should also be hinted in this chapter.
- Other chapters will constitute the body of the dissertation. The number of chapters and their sequence will usually vary depending on, among others, on a critical review of the previous relevant work relating to your major findings, a discussion of their implications, and conclusions, possibly with a suggestion of the direction of future research on the area.
- After this concluding chapter, you should give a list of all the references you have used. These should be cross - references with your text. For articles from journals, the following details are required e.g.

Draper P and Pandyal K. 1991, The Investment Trust Discount Revisited, Journal of Business Finance and Accounting, Vol18, No6, Nov, pp 791-832.

For books, the following details are required:
Levi, M. 1996, International Financial Management, Prentice Hall, New York, 3rd Ed, 1996

- Finally, you should give any appendices. These should only include relevant statistical data or material that cannot be fitted into the above categories.

The Layout Guidelines for the Dissertation
- A4 size Paper
- Font: Arial (10 points) or Times New Roman (12 points)
- Line spacing: 1.5
- Top and bottom margins: 1 inch/ 2.5 cm; left and right margins: 1.25 inches/ 3 cm

Guidelines for the Assessment of the Dissertation
While evaluating the dissertation, faculty guide will consider the following aspects:

1. Has the student made a clear statement of the objective or objective(s).
2. If there is more than one objective, do these constitute parts of a whole?
3. Has the student developed an appropriate analytical framework for addressing the problem at hand.
4. Is this based on up-to-date developments in the topic area?

5. Has the student collected information / data suitable to the frameworks?
6. Are the techniques employed by the student to analyse the data / information appropriate and relevant?
7. Has the student succeeded in drawing conclusion form the analysis?
8. Do the conclusions relate well to the objectives of the project?
9. Has the student been regular in his work?
10. Layout of the written report.

Examination Scheme:

Contents & Layout of the Report	30
Conceptual Framework	10
Objectives & Methodology	15
Implications & Conclusions	15
Viva/ Presentations	30

TOTAL   **100**

SPECIALISATION: FINANCE & ACCOUNTING

FINTECH: TECHNOLOGY INNOVATION IN FINANCIAL SERVICES

Course Code: FIN4404   **Credit Units: 03**

Introduction
Financial technology, also known as **fintech**, is an economic industry composed of companies that use technology to make financial services more efficient. Financial technology companies are generally startups trying to this intermediate incumbent financial systems and challenge traditional corporations that are less reliant on software.

This course aims to give an insight in the financial technology revolution, and the disruption, innovation and opportunity therein. We will see the global fintech investment space; this course will aggregate diverse industry expertise into a single informative course to provide students with the answers they need to capitalize on this lucrative market. Key industry developments are explained in detail, and critical insights from cutting-edge practitioners offer first-hand information and lessons learned.

The financial technology sector is booming, and entrepreneurs, bankers, consultants, investors and asset managers are scrambling for more information: Who are the key players? What's driving the explosive growth? What are the risks? This course collates insights, knowledge and guidance from industry experts to provide the answers to these questions and more.

By the end of the course the participants should be better able to:
- Get up to speed on the latest industry developments
- Grasp the market dynamics of the 'fintech revolution'
- Realize the sector's potential and impact on related industries
- Gain expert insight on investment and entrepreneurial opportunities
- Learn about the modeling skills and emerging technologies

Course Contents:
Module-I: Introduction to fintech:
FinTech – Breaking the financial services value chain.
Payments; Deposits and Lending; Capital Raising; Investment Management; Market Provisioning; Insurance
FinTech Hubs
The history of fintech

Module-II: Technology : Blockchain, wearables and other emerging technologies, **Financial modeling and Fintech : Big Data 102 and Artificial Intelligence 102**

Module-III: FinTech Solutions
- Robo-Advisors
- Rewiring the Deal – The Path Forward for B2B Supply Chains
- Payments and Point of Sales (POS) Innovation
- Predictive Algorithms – Building Innovative Online Banking Solutions
- Big Data is the Cornerstone of Regulatory Compliance Systems
- FinTech Solutions in Complex Contracts Optimization
- Behavioural Biometrics – A New Era of Security
- Ultra-Fast Text Analytics in Trading Strategies
- Regulated Crowdfunding Ecosystems
- Remittances – International FX Payments at Low Cost

- Payment Solutions Including Apple Pay
- FinTech Innovation for Wearables

Module IV: The future of Fintech
- Using emerging technologies
- The future of financial services
- Innovation through big data
- The API economy

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

(**C -** Case Discussion/ Presentation; **HA -** Home Assignment; **Q** – Quiz; **V** - Viva; **CT** - Class Test; A-Attendance; **EE** - End Semester Examination)

Text & References:
- Feld, Brad and Jason Mendelson. (2011). *Venture Deals.* Wiley & Sons.
- Damodaran, A. (2009). *The dark side of valuation: Valuing young, distressed, and complex businesses.* Ft Press.
- Smith, J., Smith, R. L., Smith, R., & Bliss, R. (2011). *Entrepreneurial finance: strategy, valuation, and deal structure.* Stanford University Press.
- Ries, E. (2011). *The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses*. Random House LLC.
- Metrick, A. and A. Yasuda. (2010). *Venture Capital and the Finance of Innovation.* Wiley.
- Meyer, M. H., & Crane, F. G. (2010). *Entrepreneurship: An innovator's guide to startups and corporate ventures.* SAGE Publications.
- Ralston, Geoff. 2015. "A Guide to Seed Fundraising." Online book, http://www.themacro.com/articles/2016/01/how-to-raise-a-seed-round/
- Lerner, Josh, Ann Leamon, and Felda Hardymon. *Venture Capital, Private Equity, and the Financing of Entrepreneurship.* New York: John Wiley & Sons, 2012.
- Skinner, Chris. *Digital Bank: Strategies to Launch or Become a Digital Bank.* Marshall Cavendish, 2014.
- Haycock, James. *Bye Bye Banks?: How Retail Banks are Being Displaced, Diminished and Disintermediated by Tech Startups and What They Can Do to Survive.*
- Tapscott, Don. *Blockchain Revolution: How the Technology Behind Bitcoin Is Changing Money, Business, and the World.* Portfolio, 2016.
- McMillan, Jonathan. *The End of Banking: Money, Credit, and the Digital Revolution.* Zero/One Economics, 2014.
- Sironi, Paolo. *FinTech Innovation: From Robo-Advisors to Goal Based Investing and Gamification* (The Wiley Finance Series), Wiley, 2016.

PRIVATE EQUITY AND ENTREPRENEURIAL FINANCE

Course Code: FIN4405   **Credit Units: 03**

Description
Private equity is composed of funds and investors that directly invest in **private** companies, or that engage in buyouts of public companies, resulting in the delisting of public **equity**. In finance, **private equity** is a type of **equity** and one of the asset classes consisting of **equity** securities and debt in operating companies that are not publicly traded on a stock exchange. A **private equity** investment will generally be made by a **private equity** firm, a venture capital firm or an angel investor. With support of Private equity, the new entrepreneur will hope up to start a new firm for the benefit of economic development.

Objectives
- To understand the various types of activities that falls under the purview of Private equity. Corporate Restructuring
- To understand intricacies of raising of various methods of financing
- To deal with Issues involved in Private financing and entrepreneurial development activities.
- To examine key elements of understanding a business from a private equity investment perspective

Assessment
The subject would comprise of both theory and numerical solving. The assessment of the learner would be done through assignments, case discussion, articles on current research & issues, problem solving and simulation. The students would be expected to do a project, quiz and comprehend the application part of the concepts taught in the class.

Course Contents :

Module-I: Introduction: Over view of the Private Equity Industry, Development and Growth, terminology, and categories within the asset class, participants, anatomy of funds and partnership agreements, perspectives and negotiations and perspectives of companies

Module-II: The Fundamentals of Private Equity Investing:,financing, structuring and negotiating - buyout and growth capital transactions, and managing the portfolio company over the life of the investmentand including an exit and / or value realization transaction.

Module-III: Understanding and Evaluating Private Equity Firms in Financial Markets: We will consider how the financial community assesses firms and chooses which funds to invest in and how funds assemble portfolios of companies and how LP investors assemble their portfolios of LP interests. Other topics will include understanding and managing LP liquidity options; the rise and role of other alternative investment vehicles, most notably hedge funds and sovereign wealth funds; the publicly traded private equity firm; the impact of the financial crisis and current issues under discussion in the area of financial regulation

Module-IV: Private Equity in Secondary Markets – Key components of value creation- Relative value Matrix – Industry Value creation.

Module-V: Private Equity - corporate governance and ethics - Iinvestments in developing markets - Sourcing of private equity - Deals and management of portfolio company - Expectations and Negotiation

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Reference books

- Jason A. Scharfman, Private Equity Operational Due Diligence: Tools to Evaluate Liquidity, Valuation, and Documentation, + Website , ISBN: 978-1-118-11390-5, March 2012
- Stowell D, An Introduction To Investment Banks, Hedge Funds, And Private Equity – 2011, Elsevir (2011), **ISBN :** 978-9380931074

Case studies published from various journals.

SPECIALISATION: HUMAN RESOURCE

COMPENSATION AND REWARD MANAGEMENT

Course Code: HRM4401   **Credit Units: 03**

Course Objective:
This course helps students to learn how compensation system operates to attract, retain and motivate competent work force.

Course Contents:

Module I: Introduction
Concept of Compensation, System of Compensating, Concept of Reward and Reward System, Economic Theory of Wages, Limitations of Economic Theories. Wage and Salary Administration at micro level, Wage concepts, Methods of Job Evaluation, Role of various parties – Employees, Employers, Unions & Government, Overview of Legislations affecting Compensation

Module II: Compensation Structure- Indian Practices
Salary Progression, Methods of Payment, Limitations of the Job Related Compensation, Competency based Compensations, Performance linked Compensations- Performance Appraisal

Module III: Elements of Compensation
Variable Compensation, Principles of Reward Strategy, Perquisites, Bonuses & Incentives Scope and Process, Ethical Considerations, Social Security, Sharing Productivity Gains with Employees, Gain Sharing, Team Based Pay, The Role of Compensation in Sales Force Success, Constructing pay structure

Module IV: Incentive Schemes / Payment by Results
Types of Incentive Schemes/ Systems and Plans, Merits and Demerits of Incentives

Module V: Benefits and Services
Concept of Benefit- Strategic Perspectives on Benefits, Type of Benefits, Factor Influencing Choice of Benefit Package, Administration of Benefits and Services

Module VI: Current Trends in Compensation and Reward Management
Elements of Managerial Compensation- A New Approach, VRS, Pay the Person, Rewarding Excellence, Individualizing the Pay System, Executive compensation, International Compensation

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:
- Singh B.D. (2007). Compensation and Reward Management, Excel Books, New Delhi.
- Milkovich& Newman (2005), Compensation , McGraw-Hill
- Henderson Richard (2006), Compensation Management in a Knowledge - Based World, Prentice Hall India
- Armstrong Michael &Murlis Helen (2005), Reward Management A Handbook of Remuneration, Strategy and Practice, Kogan Page

PSYCHOLOGICAL TESTING

Course Code: HRM4402   **Credit Units: 03**

Course Objective:
To develop an understanding of the concept of psychological testing by providing a theoretical background of psychological assessment of personality tests and their applications and the ethics of the usage of different types of psychological tests.

Course Contents:

Module I: Functions and Origins of Psychological Testing
Concept of Psychological Testing, Nature and Use of Psychological Tests, Historical Antecedents of Modern Testing

Module II: Technical and Methodological Principles
Norms and Meaning of Test Scores, Reliability and Validity

Module III: Personality Testing
Self-Report Inventories and Scales- MBTI and FIRO-B
Projective Techniques- TAT, Sentence Completion Test
Measures of Styles and Types
Situational Tests
Self-Concepts and Personal Constructs
Observer Reports

Module IV: Applications of testing
Educational Testing
Occupational Testing

Module V: Ethical and Social Considerations in Testing
Protection of Privacy and Confidentiality
Communicating Test Results

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:
- Anastasi, A. and Urbina, S.,(2005) Psychological Testing,Pearson Education
- Freeman, Frank S (1962). Theory Practice of Psychological Testing. Oxford and IBH.
- Edward Hoffman (2004), Psychological Testing at work, Tata McGraw-Hill.
- Charles Jackson (2001), Understanding Psychological Testing, Jaico Publishing House.

• MANAGERIAL COUNSELLING

Course Code: HRM4406   **Credit Units: 03**

Course Objective:
To understand the concept and process so as to develop the professional counseling skills among the students.

Course Contents:

Module I: Introduction
Self-Development of Managers as Counselors, Barefoot Counseling, Assertiveness and Interpersonal Skills for Counselors, Counseling Relationship.

Module II: Approaches to Counseling
Development of Counseling Skill, Introduction to the Important Schools of Counseling, Psychoanalytic Foundations, Transactional Analysis, Gestalt Therapy, Rational Emotive Therapy, Person-Centered Approach to Counseling, An Integrated Model, Essentials of Skills, Nonverbal Clues.

Module III: Counseling Process
Counseling Interventions in Organizations, Empathy, Listening and Responding, Effective Feedback, Role conflict in counselling, Genuineness, Social Skills at workplace

Module IV: Counseling at Work
Performance Counseling, Counseling in Problem Situations, Interpersonal Conflicts, Midlife Blues, Integration and Action Plan.

Module V: Current Trends in Counselling
Modern trends in counselling, role of a counsellor, Importance of mindfulness, Counselling in Indian Industries.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:
- Welfel E.R. and Patterson Lewis E (2007), The Counselling Process, Thomson
- Singh Kavita (2010), Counselling Skills for Managers, Prentice Hall India
- Rao. S.N (2010), Counselling and Guidance, Tata McGraw Hill
- Felthman C. and Dryden W (2010), Brief Counselling- A Practical Integrative Approach, Tata McGraw Hill
- Mc. Grath E.H. Basic managerial skills for all, PHI, New Delhi
- Michael Reddy, The Managers guide to counselling at work, Universities, press
- Eric Parsloe, The Managers as coach & mentor, Universities, press
- David Fantoma, Social Skills at work, Universities, press

SPECIALISATION: INFORMATION TECHNOLOGY

DATA WAREHOUSING & DATA MINING

Course Code: ITM4401   **Credit Units: 03**

Course Contents:
Module-I: DATA WAREHOUSING
Data warehousing Components –Building a Data warehouse –- Mapping the Data Warehouse to a Multiprocessor Architecture – DBMS Schemas for Decision Support – Data Extraction, Cleanup, and Transformation Tools –Metadata.

Module-II: BUSINESS ANALYSIS
Reporting and Query tools and Applications – Tool Categories – The Need for Applications – Cognos Impromptu – Online Analytical Processing (OLAP) – Need – Multidimensional Data Model – OLAP Guidelines – Multidimensional versus Multi relational OLAP – Categories of Tools – OLAP Tools and the Internet.

Module-III: DATA MINING AND TRENDS IN DATA MINING
Introduction – Data – Types of Data – Data Mining Functionalities – Interestingness of Patterns – Classification of Data Mining Systems – Data Mining Task Primitives – Integration of a Data Mining System with a Data Warehouse – Issues –Data Preprocessing,– Based Cluster Analysis – Outlier Analysis – Data Mining Applications.

Module-IV: CLUSTERING AND APPLICATIONS
Cluster Analysis - Types of Data – Categorization of Major Clustering Methods – K means – Partitioning Methods – Hierarchical Methods - Density-Based Methods –Grid Based Methods – Model-Based Clustering Methods – Clustering High Dimensional Data - Constraint

Module-V: ASSOCIATION RULE MINING AND CLASSIFICATION
Mining Frequent Patterns, Associations and Correlations – Mining Methods – Mining Various Kinds of Association Rules – Correlation Analysis – Constraint Based Association Mining – Classification and Prediction - Basic Concepts - Decision Tree Induction - Bayesian Classification – Rule Based Classification – Classification by Back propagation – Support Vector Machines – Associative Classification – Other Classification Methods – Prediction

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

TEXT BOOKS:
1. Alex Berson and Stephen J. Smith, " Data Warehousing, Data Mining & OLAP", Tata McGraw – Hill Edition, Tenth Reprint 2007.
2. Jiawei Han and Micheline Kamber, "Data Mining Concepts and Techniques", Second Edition, Elsevier, 2007.
REFERENCES:
1. Pang-Ning Tan, Michael Steinbach and Vipin Kumar, " Introduction To Data Mining", Person Education, 2007.
2. K.P. Soman, Shyam Diwakar and V. Ajay ", Insight into Data mining Theory and Practice", Easter

Economy Edition, Prentice Hall of India, 2006.
3. G. K. Gupta, " Introduction to Data Mining with Case Studies", Easter Economy Edition, Prentice Hall of India
4. Daniel T.Larose, "Data Mining Methods and Models", Wile-Interscience, 2006.

SEARCH ENGINE OPTIMIZATION

Course Code: ITM4405   **Credit Units: 3**

Course Objective:

Course Contents:

Module-I: SEO Basics
Introduction about Domain, World Wide Web, Difference between Portal & Search Engine, Importance of Search Engine, Working of search engine, Difference between directories & search engine. Website performance monitor in search engine

Module-II:
Introduction to SEO, Web Traffic, Need of SEO, Working of SEO, Steps in SEO, Types of SEO techniques : Black Hat Techniques, White Hat Techniques,

Module-III: Keyword Research & Analysis
Introduction to Keyword research: Types of keywords, Keyword research methodology, keywords analysis tools, Preparing keyword list, localized keyword research, Keyword density, Keyword prominence, keyword stuffing

Module-IV: On Page Optimization
Basis of website designing, Essentials of good website designing, HTML Basics for SEO : Page Title, Meta Descriptions & Meta Keywords, Headings, Bod Text, Image & Alt tag, Invisible text, HTML Site Map Creation, Web Master Tools

Module-V: Off Page SEO Optimization
Page Rank, Link Popularity, Link Building, Types of Link Building, Book Marking, Article Submission Blog Marketing, Blog commenting, XML Site Ma submission, Customer review submission, press release submission, search engine submission

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References
- The Art of SEO: Mastering Search Engine Optimization 3rd Edition by Eric Enge, Stephan Spencer and Jessie Stricchiola, O Reilly Publication
- Search engine optimization 2017: Learn SEO with smart internet marketing strategies Paperbackby Adam Clarke,
- Search Engine Optimization All-in-One For Dummies 3rd Edition by Bruce Clay

TOOLS FOR BUSINESS INTELLIGENCE

Course Code: ITM4406   **Credit Units: 03**

Course Objective:
This course provides an introduction to the concepts of business intelligence (BI) as components and functionality of information systems. The course aims at examining Business Intelligence (BI) as a broad category of applications and technologies for gathering, storing, analyzing, sharing and providing access to data to help enterprise users make better managerial decisions. Students will be able to learn the principles and best practices for how to use data in order to support fact-based decision making

Course Contents:
Module-I: Business Intelligence: An Introduction
Introduction, Definition, History and Evolution, Business Intelligence Segments, Difference between Information and Intelligence, Defining Business Intelligence Value Chain, Factors of Business Intelligence System, Real time Business Intelligence, Business Intelligence Applications.

Module-II: Business Intelligence Types:
Types of Business Intelligence, Business Intelligence Platform, Dynamic roles in Business Intelligence, Roles of Business Intelligence in Modern Business- Challenges of BI, Multiplicity of Business Intelligence Tools, Types of Business Intelligence Tools, Modern Business Intelligence, the Enterprise Business Intelligence, Information Workers

Module-III: Business Intelligence Life Cycle
Introduction, Business Intelligence Lifecycle, **Enterprise Performance Life Cycle (EPLC)**Framework Elements, Life Cycle Phases, Human Factors in BI Implementation, BI Strategy, Objectives and Deliverables, Transformation Roadmap, Building a transformation roadmap, BI Development Stages and Steps, Parallel Development Tracks, BI Framework

Module-IV: Introduction to Data Warehousing& Data Mining
Data Warehousing, Advantages and Disadvantages, Data Mart, Online Analytical Processing (OLAP), Characteristics, Tools, Difference between OLAP and OLTP, Multidimensional Data Model. Definition of Data Mining, Data mining parameters, How Data Mining works?, Types of relationships, Architecture of Data Mining, Kinds of Data which can be mined, Functionalities of Data Mining, Classification on Data Mining system, Various risks in Data Mining, Advantages and disadvantages of Data Mining

Module-V: Business Intelligence User Model
Introduction, Evolution of Business Intelligence, Business Intelligence Opportunity Analysis Overview, Content Management System, End User Segmentation, Basic Reporting and Querying, Online Analytical Processing, OLAP Techniques, OLAP Applications, Applying the OLAP to Data Warehousing, Benefits of using OLAP, Dashboard, Advanced/Emerging BI Technologies, Future of Business Intelligence

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References

- Business Intelligence and Analytics. Systems for Decision Support, 10th Edition. R. Sharda, D. Delen, & E. Turban; Pearson/Prentice Hall, © 2015. ISBN-13: 978-0-13-305090-5
- Business Intelligence: A Managerial Perspective on Analytics, R. Sharda, D. Delen, 3rd edition, Pearson Education **ISBN-13:** 978-0133051056

SPECIALISATION: MARKETING & SALES

SPECIALISATION: E-COMMERCE

SOCIAL MEDIA ANALYTICS

Course Code: ECM4401   **Credit Units: 03**

Course Objective:
Social media not only provides marketers with a means of communicating with their customers, but also a way to better understand their customers. This course will provide students with an advanced understanding of social media, marketing plans and social media analytics.

Course Contents:

Module-I: Introduction
Introduction to various social network platforms- Twitter, Facebook, Google+, LinkedIn and their features. Utilizing social media for Business. Promoting business on social media.

Module-II: Mining Twitter
Introduction to Twitter, Exploring Twitter's API and Terminology, exploring trending topics, searching for keywords, extracting tweet entities with frequency analysis, computing tweet diversity, examining patterns in retweets, visualizing frequency data with histograms.

Module-III: Mining Facebook & LinkedIn
Introduction, Understanding the Social Graph API, the Open Graph Protocol, Analyzing Social Graph Connections, analyzing facebook pages, examining friendships.
Introduction, Making LinkedIn API Requests, Data Clustering, normalizing data for analysis, measuring similarity, clustering algorithms.

Module-IV: Mining Google+
Introduction, Exploring the Google+ API, Term Frequency, Inverse Document Frequency, Querying Human Language Data with TF-IDF 1. Introducing the Natural Language Toolkit, Applying TF-IDF to Human Language,Finding Similar Documents , Analyzing Bigrams in Human Language Reflections on Analyzing Human Language Data

Module-V: Mining Web pages
Scraping, Parsing, and Crawling the Web, Breadth-First Search in Web Crawling, Discovering Semantics by Decoding Syntax. Natural Language Processing Illustrated Step-by-Step. Sentence Detection in Human Language Data. Document Summarization. Entity-Centric Analysis: A Paradigm Shift. Gisting Human Language Data. Quality of Analytics for Processing Human Language Data

Module-VI: Twitter Cookbook
Discovering the Trending Topics, Searching for Tweets, Collecting Time-Series Data, Extracting Tweet Entities Finding the Most Popular Tweets in a Collection of Tweets, Tabulating Frequency Analysis, Finding Users Who Have Retweeted a Status, Extracting a Retweet's Attribution, Making Robust Twitter Request, Resolving User Profile Information Extracting Tweet Entities from Arbitrary Text. Getting All Friends or Followers for a User, Analyzing a User's Friends and Followers Harvesting a User's Tweets. Crawling a Friendship Graph

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References

Text:
- "Mining the Social Web". 2nd Edition. Matthew A. Russell, O'Reilly Media. 2013
- "Social Media Mining: An Introduction", Reza Zafarani, Mohammad Ali Abbasi, and Huan Liu, Cambridge University Press, 2014

References:
- Hanneman, Robert and Mark Riddle. 2005. Introduction to Social Network Methods
- "Modern Information Retrieval: The Concepts and Technology behind Search (2nd Edition)". Ricardo Baeza-Yates and Berthier Ribeiro-Neto ACM Press Books, 2011. ISBN-10: 0321416910, ISBN-13: 978-0321416919.
- Social Media Marketing, Tracy Tuten & Michael Solomon Pearson 2013 ISBN: 978013-2551793

TOOLS FOR BUSINESS INTELLIGENCE

Course Code: ECM4404   **Credit Units: 03**

Course Objective:
This course provides an introduction to the concepts of business intelligence (BI) as components and functionality of information systems. The course aims at examining Business Intelligence (BI) as a broad category of applications and technologies for gathering, storing, analyzing, sharing and providing access to data to help enterprise users make better managerial decisions. Students will be able to learn the principles and best practices for how to use data in order to support fact-based decision making

Course Contents:
Module-I: Business Intelligence: An Introduction
Introduction, Definition, History and Evolution, Business Intelligence Segments, Difference between Information and Intelligence, Defining Business Intelligence Value Chain, Factors of Business Intelligence System, Real time Business Intelligence, Business Intelligence Applications.

Module-II: Business Intelligence Types:
Types of Business Intelligence, Business Intelligence Platform, Dynamic roles in Business Intelligence, Roles of Business Intelligence in Modern Business- Challenges of BI, Multiplicity of Business Intelligence Tools, Types of Business Intelligence Tools, Modern Business Intelligence, the Enterprise Business Intelligence, Information Workers

Module-III: Business Intelligence Life Cycle
Introduction, Business Intelligence Lifecycle, **Enterprise Performance Life Cycle (EPLC)**Framework Elements, Life Cycle Phases, Human Factors in BI Implementation, BI Strategy, Objectives and Deliverables, Transformation Roadmap, Building a transformation roadmap, BI Development Stages and Steps, Parallel Development Tracks, BI Framework

Module-IV: Introduction to Data Warehousing& Data Mining
Data Warehousing, Advantages and Disadvantages, Data Mart, Online Analytical Processing (OLAP), Characteristics, Tools, Difference between OLAP and OLTP, Multidimensional Data Model. Definition of Data Mining, Data mining parameters, How Data Mining works?, Types of relationships, Architecture of Data Mining, Kinds of Data which can be mined, Functionalities of Data Mining, Classification on Data Mining system, Various risks in Data Mining, Advantages and disadvantages of Data Mining

Module-V: Business Intelligence User Model
Introduction, Evolution of Business Intelligence, Business Intelligence Opportunity Analysis Overview, Content Management System, End User Segmentation, Basic Reporting and Querying, Online Analytical Processing, OLAP Techniques, OLAP Applications, Applying the OLAP to Data Warehousing, Benefits of using OLAP, Dashboard, Advanced/Emerging BI Technologies, Future of Business Intelligence

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References
- Business Intelligence and Analytics. Systems for Decision Support, 10th Edition. R. Sharda, D. Delen, & E. Turban; Pearson/Prentice Hall, © 2015. ISBN-13: 978-0-13-305090-5
- Business Intelligence: A Managerial Perspective on Analytics, R. Sharda, D. Delen, 3rd edition, Pearson Education **ISBN-13:** 978-0133051056

SEARCH ENGINE OPTIMIZATION

Course Code: ECM4406   **Credit Units: 03**

Course Objective
The course will enable students the craft of optimizing websites for Search Engines. Students will learn about how the search engine works, the techniques for conducting SEO and keywords searching.

Course Contents:

Module-I: SEO Basics
Introduction about Domain, World Wide Web, Difference between Portal & Search Engine, Importance of Search Engine, Working of search engine, Difference between directories & search engine. Website performance monitor in search engine

Module-II:
Introduction to SEO, Web Traffic, Need of SEO, Working of SEO, Steps in SEO, Types of SEO techniques : Black Hat Techniques, White Hat Techniques,

Module-III: Keyword Research & Analysis
Introduction to Keyword research: Types of keywords, Keyword research methodology, keywords analysis tools, Preparing keyword list, localized keyword research, Keyword density, Keyword prominence, keyword stuffing

Module-IV: On Page Optimization
Basis of website designing, Essentials of good website designing, HTML Basics for SEO : Page Title, Meta Descriptions & Meta Keywords, Headings, Bod Text, Image & Alt tag, Invisible text, HTML Site Map Creation, Web Master Tools

Module-V: Off Page SEO Optimization
Page Rank, Link Popularity, Link Building, Types of Link Building, Book Marking, Article Submission Blog Marketing, Blog commenting, XML Site Ma submission, Customer review submission, press release submission, search engine submission

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References
- The Art of SEO: Mastering Search Engine Optimization 3rd Edition by Eric Enge, Stephan Spencer and Jessie Stricchiola, O Reilly Publication
- Search engine optimization 2017: Learn SEO with smart internet marketing strategies Paperbackby Adam Clarke,
- Search Engine Optimization All-in-One For Dummies 3rd Edition by Bruce Clay