

MMS SEMESTER III (Core And Elective Papers)

Subject Code	Subject	Teaching Hours		Assessment Patterns				No. of Credits	
		No. Of Sessions of 90 Minutes	No. Of sessions per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper		
3.1	International Business	30	2	40IA	60UA	100	3	2.5	
3.2	Strategic Management	30	2	40IA	60IA	100	3	2.5	
3.3	Enterprise Resource Planning	30	2	40IA	60UA	100	3	2.5	
3.4	Digital Brand Management	30	2	40IA	60IA	100	3	2.5	
3.5	Database Management System	30	2	40IA	60IA	100	3	2.5	
3.6	Digital Security Management	30	2	40IA	60IA	100	3	2.5	
3.7	Elective-I	30	2	40IA	60IA	100	3	2.5	
3.8	Elective II	30	2	40IA	60IA	100	3	2.5	
	Summer Internship Project			100					2.5
Total No of Credits								22.5	

UA-University Assessment IA-Internal Assessment

Elective Papers For Semester III

Subject Code	Groups				
	Digital Business Group I	Marketing and Digital Marketing Group II	Human Resource and Digital Human Resource Group III	Finance and Digital Finance Group IV	Information Technology Group V
3.7	Cyber Law and IPR	Online advertising and Marketing mix Strategy	E-Business Organization Structure	Analysis of Financial Statements	Knowledge Management
3.8	Digital Business Strategy	Search Engine Optimization And Analytics	Employee Relations and Labour Laws	Advanced Financial Management	Information Systems Audit

SEMESTER III
DIGITAL BUSINESS MANAGEMENT

3.1 International Business - University Assessment 100 Marks -15 Sessions of 3 Hours
Semester III

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

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

Reference Text

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

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

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

Reference Text

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

3.3 Enterprise Resource Planning - University Assessment-100 Marks -15 Sessions of 3 Hours Semester III

SL.No	Particulars	Sessions
1	Enterprise Resource Planning What is ERP? - Features of ERP (Basic and Advanced) – ERP Architecture – Benefits ERP Need Analysis – Return on Investment for ERP ERP and Technologies. Business Intelligence and Analytics, E-Business and E-Commerce, Business Process Reengineering, Enterprise Applications Portal and Content Management, Data Warehousing and Data Mining, OLAP, SCM, Emerging Trends in ERP Applications	3 Sessions of 3 Hours Each
2	ERP Implementation-ERP Implementation Lifecycle, Implementation Methodology, Hidden Costs, Organizing the Implementation, Vendors, Consultants and Users, Contracts with Vendors, Consultants and Employees, Project Management and Monitoring.	3 Session of 3 Hours Each
3	ERP Functional Modules Human Resource Management Accounting and Finance Procurement, Inventory Control Production Planning, Operations Sales, Customer Relationship Management e-Commerce	3 Session of 3 Hours Each
4	ERP Market - Market Place, SAP AG, Peoplesoft, Baan, JD Edwards, Oracle, QAD, SSA.	3 Sessions of 3 Hours Each
5	ERP – Present and Future - Turbo Charge the ERP System, EIA, Open source ERP, Cloud ERP, Future Directions.	1 Session of 3 Hours Each
6	ERP Case Studies Case Studies of ERP Implementation in Manufacturing and Service Sectors	2 Sessions of 3 Hours Each

Reference Text:-

1. Alexis Leon, *ERP Demystified*, Tata McGraw Hill, New Delhi.
2. Joseph A Brady, Ellen F Monk, Bret Wagner, *Concepts in EnterpriseResource Planning*, Thompson Course Technology, USA.
3. Vinod Kumar Garg and Venkitakrishnan N K, *Enterprise Resource 4. Planning – Concepts and Practice*, PHI, New Delhi.
4. Enterprise Resource Planning by Koul, Saroj, Galgotia Publishing, 2001.
5. ERP Concepts and Practice by Garg, V. K. and Venket Krishna N. K., PHI Publication, 1997.
6. ERP In Practice by Vaman Jagan, TMGH
7. Enterprise Resource Planning by Sumner, Mary, Pearson Education, 2006.
- 8.. Enterprise Resource Planning by Jaiswal and Vanapalli, Macmillan Books.

3.4 Digital Media and Brand Management -100 marks 15 Sessions of 3 Hours Each- Semester III

SL. No.	Particulars	Sessions
01	<p>Introductions and overview of Branding in Marketing-</p> <ul style="list-style-type: none"> • The Evolution of the Functions of Brands in the Digital Arena- Identification, Differentiation, As consumption experience, Lifestyle Symbol • Brand Equity-Definition, how to achieve, enhance and measure the brand equity • Different branding approaches-New brand, Rebranding, Brand Development, Global branding, Brand extension, Brand Stretching, The Logo, • Various types of brands-Local and niche brands, World and superbrands, Sustainable brand • Definition of Digital Branding, Role of Digital Communication in Branding 	3 Sessions of 3 Hours
02	<p>The Digital Consumer</p> <ul style="list-style-type: none"> • Marketer control vs. Consumer control, Consumer empowerment, Consumer participation and engagement • Importance of consumer centric approach in branding 	1 Session of 3 Hours
03	<p>Offline Communication Tools</p> <ul style="list-style-type: none"> • Offline marketing channels such as print, radio and television branding, the communication mix in terms of the conventional 7 ps and offline media, their changing roles in supporting brands as digital media evolve • Growth of TV and Radio advertising within media mix, measuring effectiveness, Growth of interactive advertising, On demand players, Blurring online/offline media 	2 Sessions of 3 Hours
04	<p>Online Communication Tools</p> <ul style="list-style-type: none"> • Paid for, owned and earned. Pay the communication process, The internet and the communication process, Web and Mobile, The promotional communications mix, Online Advertising, E-mail marketing, Viral Marketing, Affiliate marketing, Public comment sites, Public relations, commercial newsletters, blogging, online sales promotions, automation for online sales, Syndications like RSS, Search Engine Optimization, integrating multi channel strategy 	2 Sessions of 3 Hours
05	<p>Content Marketing and Creation of a Brand/Logo</p> <ul style="list-style-type: none"> • Make strategic decisions in content management and brand development through digital media • Integration of various channels- Offline and Online channel combinations, Local, Social, Mobile and Email into marketing campaigns, understand the Key drivers and benefits of each channel and campaign, Analyze results, Make your A/B (Split) testing and refine messaging • Brand naming and logo creation process- Characteristics of strong brands, designing logos, Brand vs. Logo, Effective Brand name criteria, Benefits of an effective brand name and logo. Steps for naming a brand, • Various multimedia formats-graphic, video, and audio, key words, 	3 Sessions of 3 Hours

	<p>slogans, jingles, Display Advertising, Creating multimedia ads</p> <ul style="list-style-type: none"> • Characteristics of contents- Interesting, entertaining, create engagement and adherence, free access and be able to spread in the digital ecosystem 	
06	<p>KPIs to Improve Brand Communication</p> <ul style="list-style-type: none"> • Offline advertising effectiveness, Offline/online Brand campaign effectiveness, virtual worlds and traffic measurement, Micro blogging and SMS texting, • Brand Effectiveness within digital media landscape-Growing brand awareness, Enhancing brand image and reputation, Developing brand loyalty levels 	2 Sessions of 3 Hours
07	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

1. Digital Branding –Daniel Rowels, Kogan page ltd.
2. The best digital marketing campaigns the world: Mastering customer engagement, Damian Ryan and Calvin Jones
3. Social Media Marketing book-Dan Zarrella
4. The new community rules-marketing on the Social web-Tamar Weinberg
5. Search Engine Land’s guide to SEO
6. Trust Agents-using the web to build influence, improve reputation and earn trust- Chris Brogan (Consumer buying behaviour)
7. Don’t make me think-Steve Krug

3.5 Database Management System -100 marks (15 Sessions of 3 Hours Each) Semester III

SL.No.	Particulars	Sessions
1.	Introduction to Databases and Transactions: What is database system, purpose of database system, File system view of data, relational databases, database architecture, transaction management	2 Sessions of 3 Hours Each
2.	Data Models : The importance of data models, Basic building blocks, Business rules, The evolution of data models Hierarchical, Network, Relational, Entity-relationship model Entity-Relationship model : entity and entity sets, relationship, constraints, E-R diagrams, issues with E-R diagrams.	3 Session of 3 Hours Each
3.	Introduction to DBMS DBMS three level, Basic concepts : data, information, metadata, definition of DBMS, entities, attributes ,relationships, Data dependency Keys : Super key, Candidate key, Primary key, Alternate key, Foreign key Integrity Constraints: Entity Integrity, Referential Integrity Advantages and disadvantages of DBMS Client/Server Architecture : two and three tier architecture	3 Sessions of 3 Hours Each
4.	Relational database model: Logical view of data, keys, integrity rules. Relational Database design: features of good relational database design, atomic domain and Normalization (1NF, 2NF, 3NF, BCNF).	3 Session of 3 Hours Each
5.	Database Languages : Relational algebra: introduction, Data Manipulation Language (DML), Data Definition Language(DDL) Database system environment and utilities	2 Sessions of 3 Hours Each
6.	SQL: data definition, aggregate function, Null Values, nested sub queries, Joined relations. Transaction control : commit, rollback, grant, revoke Query : from table, multiple tables, sub query, Functions ,Views.	2 Sessions of 3 Hours Each

Reference Text

- 1.A Silberschatz, H Korth, S Sudarshan, “*Database System and Concepts*”, *fifth Edition* McGraw-Hill ,
- 2.Rob, Coronel, “*Database Systems*”, *Seventh Edition*, Cengage Learning.

3.6 Digital Security Management -100 marks (15 Sessions of 3 Hours Each) Semester III

SL.No.	Particulars	Sessions
1.	Overview of Digital Security Current trends and issues related to digital security and privacy- Differences between online and offline environments, Use of mobile devices, public WiFi environments Transition From Security of Information Systems To Digital Security Risk Management Traditional IT security Models & New Digital Security Models	2 Sessions of 3 Hours Each
2.	Understanding basic concepts of digital security- such as encryption, anti-virus, malware, secure web browsing, cookies, web history, metadata, etc.	2 Sessions of 3 Hours Each
3.	Digital Security Management- Assessing personal and organisational threats with respect to digital security; Development of Security Policies, Management of Risks and Threats, Planning for Possible Contingencies, Business continuity planning in case of a disaster, Monitoring the effectiveness of existing security measures, Collecting the evidences to justice those responsible for the misuse or misappropriation of an organization's information resources	3 Sessions of 3 Hours Each
4.	Ensuring Digital Privacy- Effectiveness of Privacy Policy Statements, Purpose, elements-examining personal and organisational online information, use of collected information Security of collected information-digital profiles, password protection, privacy measures, encryption, simplified sign on and Access to Collected Information	3 Session of 3 Hours Each
5.	Wireless and LAN Security Issues and Solutions –Security threats, equivalent privacy and practical solutions Web 2.0 Technologies for business solutions- overview of web 2.0, security issues with Mashups and other application	2 Sessions of 3 Hours Each
6.	Business Continuity Planning –Concept, need, disasters in which business community plan required, Recovery alternatives and preparing a business continuity plan	1 Session of 3 Hours Each
7.	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

1. Digital business security development and management technologies-D.Kerr

GROUP I
DIGITAL BUSINESS MANAGEMENT
ELECTIVE PAPERS

3.7 Cyber Law and Intellectual Property Rights 100 Marks (15 Sessions of 3 Hours Each) Semester III

SL.No	Particulars	Sessions
1	<p>Cyber Law Basic Concepts of Technology and Law : Understanding the Technology of Internet, Scope of Cyber Laws, Cyber Jurisprudence Law of Digital Contracts : The Essence of Digital Contracts, The System of Digital Signatures, The Role and Function of Certifying Authorities, The Science of Cryptography Intellectual Property Issues in Cyber Space: Domain Names and Related issues, Copyright in the Digital Media, Patents in the Cyber World. Rights of Netizens and E-Governance : Privacy and Freedom Issues in the Cyber World, E-Governance, Cyber Crimes and Cyber Laws</p>	<p style="text-align: center;">3 Session of 3 hours each</p>
2.	<p>Information Technology Act 2000 : Information Technology Act-2000-1(Sec 1 to 13), Information Technology Act-2000-2 (Sec 14 to 42 and Certifying authority Rules), Information Technology Act-2000-3 (Sec 43 to 45 and Sec 65 to 78), Information Technology Act-2000-4(Sec 46 to Sec 64 and CRAT Rules), Information Technology Act-2000-5 (Sec 79 to 90), Information Technology Act-2000-6 (Sec 91-94) Amendments in 2008.</p>	<p style="text-align: center;">3 Sessions of 3 hours each</p>
3	<p>International Regulatory framework Relating to e-commerce- UNCITRAL, Model Law on Electronics Commerce -1996 International legal conventions relating to Intellectual Property Rights E-Commerce related Intellectual Property Rights Internet Domain Names and Trademarks, Electronic Business and Patents, Digital Content and Copyright</p>	<p style="text-align: center;">3 Sessions Of 3 hours each</p>
4.	<p>Intellectual Property: Introduction, Protection of Intellectual Property Copyright, Related Rights, Patents, Industrial Designs, Trademark, Unfair Competition</p>	<p style="text-align: center;">1 Sessions of 3 hours each</p>
5	<p>Patents (Ownership and Enforcement of Intellectual Property) Patents-Objectives, Rights, Assignments, Defences in case of Infringement Copyright-Objectives, Rights, Transfer of Copyright, work of employment Infringement, Defences for infringement Trademarks-Objectives, Rights, Protection of good will, Infringement, Passing off, Defences. Designs-Objectives, Rights, Assignments, Infringements, Defences of Design infringement</p>	<p style="text-align: center;">3 Sessions of 3 Hours each</p>
6.	<p>Enforcement of Intellectual Property Rights - Civil Remedies, Criminal Remedies, Border Security measures. Practical Aspects of Licencing – Benefits, Determinative factors, important clauses, licensing clauses.</p>	<p style="text-align: center;">1 Session of 3 hours each</p>
7	<p>Case Studies and Presentations</p>	<p style="text-align: center;">1 Session of 3 Hours each</p>

Reference Text

1. http://www.dcmsme.gov.in/emerge/website_material_on_IPR.pdf
2. Cyber Law Simplified by Vivek Sood, Tata McGrawHill
3. Guide to Cyber Laws by Rodney Ryder, Wadhwa Publications, Nagpur.
4. Licensing Art & Design by Caryn R. Leland, Allworth Press
5. Patents, Trademarks, Copyright, Industrial Designs and Geographical Indications by Dr. B. L. Wadhera
6. www.cyberlawtimes.com/itact2008.pdf
7. Cyber Law- Law of Information technology and Internet-Anirudh Rastogi LexisNexis Butterworths ISBN-0 | 9789351432548
8. Cyber Law and Crimes- Barkha Bhasin, Rama Mohan
9. The Information Technology Act 2000 and amended 2008
10. Intellectual Property Right –K.R.G. Nair, Ashok Kumar, Allied Publishers 1994

3.8 Digital Business Strategy-100 Marks (15 Sessions of 3 Hours Each) Semester III

SL. No.	Particulars	No. of Sessions
01	The New Marketing Landscape -The online revolution, Gaining Customer Information, The Marketing database Customer Centric Planning- Developing the Strategic Plan, Managing the customer journey from acquisition to relationship, Campaign Planning, Planning offline media, Digital media Planning, Integrated marketing communications-brand management in the digital age, Developing compelling propositions	2 Sessions of 3 Hours
02	New Business Models - Digitally enabled business models and Revenue sources, Creation of Product and Service Portfolio, Producing effective creative work, the power of testing, closing the loop-customer service and fulfilment operations, Information Strategy to be used and other legal requirements and Ethics	1 Session of 3 Hours
03	Digital Marketing Strategy - Segmenting your audience, Planning for reach, Planning for customer acquisition, Planning for sales conversion, Planning customer retention, Planning for customer loyalty, Creating a digital marketing plan Different Aspects of Digital Marketing Strategy- Website marketing, Search engine marketing, Online advertising, E-mail marketing, Blog marketing, Social media marketing, Audio-Video and interactive marketing, Public relations, Mobile marketing Quantifying results, Qualifying results	2 Sessions of 3 Hours
04	Strategies and Models for the Virtual World -Internet relationships, Dot.com Flashback, Strategy, Business modules for the modern economy, Strategic options for retailers, Partnership and Strategic alliances, Physical and Virtual world	1 Session of 3 Hours
05	Online Marketing Planning -Marketing plan, integrating the e-business, online marketing planning conversation, developing the online vision, getting the management buy in, online marketing plan, understanding the change in digital age, online marketing plan in context , multi channel marketing, The online marketing mix, international online marketing	1 Session of 3 Hours
06	Online Marketing Research -Overview of marketing research- Meaning, need and Scope, Data Collection and Analysis(secondary data search engine and directories, the invisible or deep web, news groups) Opportunity Analysis: Attitude and motivation research; focus groups and depth interviews; concept tests and CUT	3 Sessions of 3 Hours
07	Understanding and Application of Marketing Analytic Tools - Forecasting Models, Regression Models, Discriminate Analysis, Logistic Regression, Factor Analysis, Cluster Analysis, Multidimensional Scaling, Conjoint Analysis, Survival Analysis	1 Session of 3 Hours
08	Online Buying behavior - Understanding buyer behavior and decision process, online customer expectations, online B2C and B2B buyer behavior, website analytics, database marketing,	1 Session of 3 hours each
09	Pricing issue on the Web -online pricing strategic guidelines, influence on pricing strategies and tactics , price and economic theory, pricing method, price and customer value, price and segmentation, pricing strategies and tactics the new influence	1 Session of 3 hours each
10.	Online Promotion Tools -Pay the communication process, The internet	2 Session

	<p>and the communication process, The promotional communications mix, Online Advertising, E-mail marketing, Viral Marketing, Affiliate marketing, Public comment sites, Public relations , commercial newsletters, blogging, online sales promotions, automation for online sales, integrating multi channel strategy</p> <p>Search Engine Optimization-definition and forms, Revenue models for search engine positioning, how search engine work, pay per click advertising</p>	<p>of 3 hours each</p>
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Reference Text

1. Everywhere Comprehensive Digital Business Strategy for the Social Media era-By Larry Weber-Published by John Wiley and Sons.
2. Digital Business: Concepts and Strategies –By Eloise Coupey

GROUP II
MARKETING AND DIGITAL MARKETING
ELECTIVE PAPERS

3.7 Online Advertising Strategy 100 Marks (15 Sessions of 3 Hours Each) Semester III

SL.No.	Particulars	Sessions
1.	Online Advertising –Meaning, Types -Display Advertising- Banner Ads Rich Media Ads Pop – ups and Pop – Under Ads Contextual Advertising- In text Ads, In image Ads, In Video Ads, In Page Ads What are Payment Modules Companies that provide Online advertising solution Tracking and Measuring ROI of online advertisement Assignment on allocating funds to various online advertising platforms Creating Banner Ads using tools	3 Sessions of 3 Hours Each
2.	What is AdSense- How to get approved for AdSense Cool trick to get AdSense approval by Google Using your AdSense account interface Placing Ads on your blog Creating Blogs with Software	2 Sessions of 3 Hours Each
3.	Google Adwords Overview Understanding Inorganic Search Results Introduction to Google Adwords & PPC Advertising Overview of Microsoft Adcenter (Bing & Yahoo) Setting Up Google Adwords Account Understanding Adwords Account Structure- Campaigns, Adgroups, Ads, Keywords etc Types of Advertising Campaigns – Search, Display, Shopping & Video Difference between Search and Display campaign	2 Sessions of 3 Hours
4.	Understanding Adwords Algorithm- How Adwords rank ads Understanding Adwords algorithm (AdRank) in detail with examples What is quality score, Why quality score is important What is CTR, Why CTR is important, Understanding Bids	1 Session of 3 Hours
5.	Creating Search Campaigns- Types of Search campaigns Dynamic search & product listing Google Merchant Center Creating 1 st Search Campaign, Doing Campaign level settings Understanding location targeting, Different types of location targeting, What is bidding strategy – CPC, Understanding different types of bid strategy, Advanced level bid strategies, Flexible bid strategy Understanding Ad extensions, Types of ad extensions, Creating ad groups Creating Ads, Understanding Ad Metrics, Display and Destination URL How to write a compelling Ad copy, Examples of Ads	2 Sessions of 3 Hours
6.	Tracking Performance/Conversion- What is conversion tracking? Why is it important?, How to set up conversion tracking? Adding Tracking Code in your website, Checking Conversion stats	1 Session of 3 Hours
7.	Optimising Search Campaigns= How to optimize campaigns at the time of creation, Optimising campaign via Adgroups, Importance of CTR in optimization, Ways to Increase CTR Importance of Quality Score in Optimisation. How to increase quality score, Importance of negative key words in optimization Evaluating Campaign stats, Optimising with conversion report Optimising with keywords, How to decrease CPC, Analysing your competitors performance, Detecting fraud clicks	2 Sessions of 3 Hours
8.	Creating Display Campaigns- Types of Display Campaigns – All features, Mobile App, Remarketing, Engagement, Difference in Search and Display Campaign settings, Doing Campaign level settings, Understanding CPM bid strategy, Doing advanced settings	2 Sessions of 3 Hours

	Ad-scheduling, Ad-delivery, Understanding ads placement Using Display banner tool, Finding relevant websites for ads placement Optimising Display Campaign- Remarketing, Meaning, Setting up remarketing campaign, Creating Remarketing lists, Advanced level list creation	
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3.8 Search Engine Optimisation (SEO) and Analytics 100 Marks -15 Sessions of 3 Hours Each- Semester III

SL.No	Particulars	Sessions
1	Search Engine Optimisation (SEO), Introduction to SERP What are Search Engines and How they work? Major functions of a search engine What is traffic?, Different Types of Traffic What are Key words, Different Types of Key words Google Keyword Planner Tool, Keywords Research Process Understanding Keywords mix, Case studies and presentations	1 Session of 3 Hours
2	On page Optimisation-- Keywords optimization, Content Optimisation & Planning, Understanding Your audience for content planning, Adding Social media plug – in on web pages Internal linking, Meta tags creation, Creating webpage in HTML Using Google Webmasters tool & website verification Sitemap creation & submission in website & webmasters What is FTP and How to use FTP, Case studies and presentations	2 Sessions of 3 Hours
3	Off page Optimisation-- What is domain authority? How to increase domain authority? What is page rank?, How to increase page rank? What are back links?, What is link building?, Types of Link building Do's and Dont's of link building Link Building strategies for your business-Easy link acquisition techniques, Link Opportunity prospecting and creating link baits Types of Content on Digital World-Infographic, Podcast, Video Importance of Content Marketing, Content Scaling and social media in link building, Case studies and presentations	2 Sessions of 3 Hours
4	Local SEO- Local SEO, Google Places optimization Classified submissions, Using H Card, Citation, NAP (Name, Address, Place), Case studies and presentations	1 Session of 3 Hours
5	Primary Keywords, Secondary Keywords and Tertiary Keywords- Difference between keyword stuffing and keyword placement, How to write an optimized content Writing a content for article, blog and press release Top tools for SEO, Monitoring SEO Process, Preparing SEO reports How to create SEO strategy for your business Top plugin of wordpress, What is link juice, What is Domain Authority What is Page Authority, Importance of Domain & Page Authority How to optimize exact key word for your business How to optimize your site for Google Hummingbird Algorithm Google Panda Algorithm, Google Penguin Google EMD Update, Recovery site from Google Penguin, Panda and EMD Update, Case studies and presentations	2 Sessions of 3 Hours
6.	Google Analytics –Introduction, How it works? Understanding Google Analytics account Structure Starting with Google Analytics , How to set up Analytics Account How to add analytics code in website	1 Session of 3 Hours
7.	Understanding Cookie tracking - Types of Cookie tracking used by Google Analytics	1 Session of 3

		Hours
8.	Understanding Goals and Conversions - How to set up goals, Different types of goals , How to set up funnels in goals , Importance of funnels	1 Session of 3 Hours
9.	Bounce and Bounce rate - Difference between Exit rate and Bounce rate , How to reduce bounce rate	1 Session of 3 Hours
10.	Integration of ad words and analytics account - Benefits of integrating ad words and analytics , Measuring Performance of marketing campaigns via Google Analytics	1 Session of 3 Hours
11.	What is link tagging - How to set up link tagging , Understanding filters and segments , How to set up filters and segments	1 Session of 3 Hours
12.	View customized reports - Monitoring traffic sources Monitoring traffic behavior , Taking Corrective actions if required	1 Session of 3 Hours

GROUP III
HUMAN RESOURCE AND DIGITAL HUMAN RESOURCE
ELECTIVE PAPERS

3.7 E-Business Organization Structure-100 Marks-15 Sessions of 3 Hours- Semester III

SL.No	Particulars	Sessions
1.	Organization theory, strategy and designs-Different organization theories, Open System and Organizational Configuration, Structural and Conceptual dimensions of Organization design Impact of strategies on organizational design, a framework for selecting strategy and design/ structure, assessing organizational effectiveness, different effectiveness approaches and an integrated effectiveness model.	3 Sessions of 3 hours
2.	Fundamental of Organization Structure - Organization structure, Information processing perspective in organization structure, Organization design alternatives, Functional, divisional, and geographical designs, Matrix structure, Horizontal structure , Modular structure, Hybrid structure E-business Inter organization Structures, Intra-Organization Structures Different organization structures in e-business:- Functional Model based on E-business functions viz front end and back end functions Porter's Value chain model, Business Process Models	3 Sessions of 3 Hours
3.	Open System Design Elements- The External Environment, Inter-Organizational Relationships, Organization Size and Life Cycle and design/Structure, Comparative Management	1 Session of 3 Hours
4.	The Network Organization –a contemporary design, Strategic alignment in network organization, Collaboration in the supply chain, internet based collaboration , New business models in network organization, Virtual firms and e-servuction/e-servitization process Knowledge management and network organization Network organizations to create shared value Co-operation and co production , Customer value creation and customization, CRMs in network organization Optimizing internal collaboration in network organizations	3 Sessions of 3 Hours
5.	Organization Culture-Definition, Organization design and culture, Culture and Learning Organization, Ethical values in Organizations, Leadership and Culture and ethics The relationship between e-business adoption and organization culture, internal cultural barriers to e- business	1 Session of 3 Hours
6.	Decision-Making Process -Rational approach, Bounded rationality perspective, Organizational decision-making, The learning organization, Contingency decision-making perspective,Special decision circumstances.	1 Session of 3 Hours
7.	Conflict, Power, and Politics, Intergroup conflict in organizations, . Power and organizations., Political processes in organizations,Using power, politics, and collaboration	1 Session of 3 hours
8.	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

1. Daft, R. L. Organization Theory and Design, Current Edition. Thomson Southwestern
2. Robins Khandwalla, P. N. Organizational design for excellence, New Delhi, Tata McGraw Hill, 1992
3. Mastering e-business-Paul Grefen-Routledge
4. Designing the networked organization –Ken Everet –business expert
5. The state of network organization-MIT
6. <https://www.researchgate.net/.../228589195> -Network forms of organization

3.8 Employee Relations & Labour Laws-100 Marks -15 Sessions of 3 Hours Semester III)

SL.No	Particulars	Sessions
1	Growth & development of IR , History & development of IR Pre independence , Post independence. Post Liberalization. IR issues in Organization-IR Definition, Functional approach, System approach & Dunlop's Contribution, Oxford Model, HR approach, Comprehensive IR model of internalist & externalist approach	2 Sessions of 3 Hours
2	Management of Conflicts as related to IR and different methods of resolving Conflicts. , Union recognition, Conditions for effective Collective Bargaining and process of CB, Adjudicating & Proceedings under ID Act and the role of Govt.	2 Sessions of 3 Hours Each
3	Workers Participation in Management. -Experiences of Germany, France & Britain. Indian experience., Workers Participation & Collective Bargaining , Suggestion schemes. Kaizen, Quality circles, TQM. , ISO	2 Sessions of 3 Hours
4	Labour Laws:- Industrial Disputes Act Trade Unions Act Shops and Establishments Act Standing Orders Act Factories Act Workmen's Compensation Act Payment of Wages Act Minimum Wages Act ESI Act Gratuity Act Provident Fund Act	6 Sessions of 3 Hours Each
5	Structure of Labour Courts and appropriate authorities Case Law Collective Bargaining and management of Trade Unions Productivity linked union agreements	2 Sessions of 3 Hours Each
6.	Case Studies and Presentations	1 Session of 3 hours each

Reference Text:

1. Mamoria, C. B. & Mamoria, S. Dynamics of Industrial Relations in India. Himalaya Publishing House
2. Sharma, A. M. Industrial Relations: Conceptual & Legal Framework. Himalaya Publishing House
3. Mamoria, C. B., Mamoria, S. & S. V. Gankar. Dynamics of Industrial Relations in India. Himalaya Publishing House
4. Venkata Ratnam, C. S. Industrial Relations. Oxford University Press
5. Industrial Relations – Late C.S Venkata Ratnam – Oxford Publications
6. Industrial Relations, Trade Unions and Labour Legislation – P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar – Pearson Publications

GROUP IV
FINANCE AND DIGITAL FINANCE
ELECTIVE PAPERS

3.7 Analysis of Financial Statements 100 Marks -15 Sessions of 3 Hours Each- Semester III

SL.No	Particulars	Sessions
1	Revision of Balance Sheet and P&L statement fundamentals, Indian Accounting Standards , Indian Accounting Standard vs US GAAP , (This would also cover the manipulations often done by companies to show higher profits)	2 Sessions of 3 Hours
2	Cash flow Analysis-measuring operating/financing and investing cash flows, cash flows and life cycle state of a company, cash flows and financial flexibility(linkages to dividend policy and over retention of profits)	2 Sessions of 3 Hours Each
3	Assessing Business Performance-Turnover ratios, liquidity ratios, profitability ratios, valuation ratios, EPS.ROE/ROCE/Total shareholders returns, Linkages between ROE & ROCE & optimal capital structure and determinants of PE multiple, Price to book value, EV/EBDITA, multiple Capitalization ratios-Debt-Equity, Debt to Assets Du-pont analysis Coverage ratios and credit analysis and ratings (the emphasis will be on correct interpretation and correct measurement ie. With necessary, accounting adjustments for these ratios)	3 Sessions of 3 Hours
4	Free Cash flows to Equity / Firm ,- From earnings to free cash flows - Adjustment from standard accounting to correctly measure free cash flow. Capitalisation leasing expense and R&D expenditure, correct treatment for amortization expense and deferred taxes , Measuring correct ROE & ROC after adjusting for inter-corporate investments, Implication of the above mentioned adjustments on fundamental valuations / company and PE or Price / Book Value or EBDITA multiple.	2 Sessions of 3 Hours Each
5	Introduction to Advance Accounting Concepts -Merger and acquisition, Consolidation of balance sheets , Deferred taxes, minority interest , NOPAT and adjustments to NOPAT from EVA perspective to measure correct economic cash flows, Economic value added (EVA) and linkages between value of a company and EVA, Equity Analysis, Stock Splits and Buy back Managing Productivity of Corporate Capital ,Composite Index for measuring productivity	2 Sessions of 3 Hours Each
6.	Forecasting FCFE / FCFF and Security Valuation	2 Sessions of 3 hours each
7.	Case Studies and Presentations	2 Sessions of 3 hours each
Reference Text		
<ol style="list-style-type: none"> 1. Financial Management by Prasanna Chandra 2. Financial Management by Khan and Jain. 3. Corporate Finance by Brealey – Myers 		

3.8 Advance Financial Management 100 Marks -15 Sessions of 3 Hours Each- Semester III

SL.No	Particulars	Sessions
1	Indian Financial System: Functions of the financial system; Financial Assets; Financial markets; Financial intermediaries; Regulatory system	1 Session of 3 Hours
2	Analysis of Leverage: Operating, financial and total	1 Session of 3 Hours
3	Theory of capital structure: Net income approach; Net operating income approach; MM approach; Traditional approach; Designing capital structure and factors affecting capital structure.	2 Sessions of 3 Hours
4	Dividend Policy: Factors affecting dividend policy decision; Dividend decision models; Walter model; Gordon model; MM approach	1 Session of 3 Hours
5	Financial Planning and Forecasting: Meaning and importance of financial planning; Approaches to financial planning; Proforma profit & loss account; Proforma balance sheet; Growth and external financing requirements	1 Session of 3 Hours
6.	Corporate valuation and Value Based Management: Valuation concepts; Valuation of equity, Valuation of debt instruments, Corporate valuation approaches; various approaches and concepts of EVA & MVA	2 Sessions of 3 Hours
7.	Project Financing and Appraisal: Sources of long term finances; Institutional considerations; Venture capital; SEBI Guidelines	2 Sessions of 3 Hours
8.	Inflation and Financial Management: Project appraisal and inflation	2 Sessions of 3 Hours
9.	Derivatives and Risk Management: Forward contracts; Futures and Futures contracts; Options and option contracts; Interest rates, currency swaps	1 Session of 3 Hours
10.	Investment Banking: Internal and external funding options; Primary issue management; Private placement; ADRs/GDRs; Important SEBI Guidelines / Companies Act provisions pertaining to IPOs; Credit rating agencies and Process	1 Session of 3 Hours
11.	Financial Management of PSUs Financial Management of sick units	2 Sessions of 3 Hours
Reference Text <ol style="list-style-type: none"> 1. Financial Management – Theory & Practice - Prasanna Chandra 2. Financial Management – Text, Problems & Cases - M. Y. Khan & P. K. Jain 3. Financial Management - I. M. Pandey 4. Financial Management - E. F. Brigham & J. F. Houston 5. Financial Management & Policy - Van Horne 		

GROUP V
INFORMATION TECHNOLOGY
ELECTIVE PAPERS

3.7 Knowledge Management 100 Marks -15 Sessions of 3 Hours Each- Semester III

SL.No	Particulars	Sessions
1	Introduction to Knowledge <input type="checkbox"/> Meaning of data, information, knowledge and expertise <input type="checkbox"/> Meaning of epistemology, Types of Knowledge - Subjective & Objective views of knowledge, procedural Vs. Declarative, tacit Vs. explicit, general Vs. specific. <input type="checkbox"/> Types of expertise – associational, motor skill, theoretical Characteristics of knowledge – explicitness, codifiability, teachability, specificity <input type="checkbox"/> Reservoirs of knowledge	2 Sessions of 3 Hours
2	Introduction to Knowledge Management (KM) <input type="checkbox"/> Meaning of Knowledge Management, Forces Driving <input type="checkbox"/> Organizational issues in KM <input type="checkbox"/> KM Systems & their role <input type="checkbox"/> Relevance of KM in today’s dynamic & complex environment <input type="checkbox"/> Future of Knowledge Management	3 Sessions of 3 Hours
3	KM Solutions for capture, sharing & applications <input type="checkbox"/> KM Processes, <input type="checkbox"/> KM Systems, <input type="checkbox"/> Mechanisms & Technologies	3 Sessions of 3 Hours
4	KM Infrastructure <input type="checkbox"/> Organizational Structure <input type="checkbox"/> Organizational Culture <input type="checkbox"/> Communities of Practice <input type="checkbox"/> Information Technology Infrastructure <input type="checkbox"/> Common Knowledge	3 Sessions of 3 Hours
5	KM Impact <input type="checkbox"/> Dimensions of KM Impact – People, Processes, Products & Organizational Performance <input type="checkbox"/> Factors influencing impact – universalistic & contingency views <input type="checkbox"/> Assessment of KM Impact – Qualitative & quantitative measures <input type="checkbox"/> Identification of appropriate KM solutions	2 Sessions of 3 Hours
6.	<input type="checkbox"/> Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text-

1. Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). *Knowledge Management Challenges, Solutions, and Technologies* . Prentice Hall. ISBN: 0-13-109931-0.
2. Elias M. Awad, Hassan M. Ghaziri (2004). *Knowledge Management*. Prentice Hall. ISBN: 0-13-034820-1.
3. Donald Hislop, *Knowledge Management in Organizations*, Oxford 2nd Edition.
4. Ian Watson (2002). *Applying Knowledge Management: Techniques for Building Corporate Memories*. Morgan Kaufmann. ISBN: 1558607609.
5. Madanmohan Rao (2004). *Knowledge Management Tools and Techniques: Practitioners*

- and Experts Evaluate KM Solutions. Butterworth-Heinemann. ISBN: 0750678186.
6. Stuart Barnes (Ed.) (2002). Knowledge Management Systems Theory and Practice. Thomson Learning.
 7. KimizDalkir, Knowledge Management in Theory and Practice, Elsevier, Butterworth-Hinemann.
 8. SheldaDebowski, Knowledge Management, Wiley India Edition.

3.8 Information Systems Audit- 100 Marks -15 Sessions of 3 Hours Each- Semester III

SL.No	Particulars	Sessions
1	Basics: Concept of Auditing, Differentiation with regard to Internal Checks and Internal Controls, Concepts of posting, vouching, tracing, Emerging trends of Auditing, Role of Auditor in the Organization, Test Checks, Types of Audit, Required Competencies, Sector and Industry Specific prerequisites of Audit, Audit Reports, Types of Audit Reports	2 Sessions of 3 Hours
2	Concept of Systems Audit: Emerging concept of Systems Audit, Time and Cost effectiveness, Convenience, Competent Authorities involved, Role of Systems Auditor, Internal and External Systems Auditor, Role of ERP in Systems Audit, Prerequisites of Systems Audit	2 Sessions of 3 Hours Each
3	System & Infrastructure Maintenance: Review of the existing information flows in the organization, systems in the organization, inputs, process, validation and output, modifications, authorizations, maintenance process, disposal process, Review of Master Files, checking of authorization codes, Logical access and Physical access, maintenance of the confidentiality of the information, Difference between physical and system records	3 Sessions of 3 Hours
4	Security Administration & Operations' Audit: Security Threats of the information – Physical and System based, Disaster recovery plans for the information, design and implementation of information validation, role of management in the operations and information security, integrity of information processing, connect of existing internal checks /controls with the information systems	3 Sessions of 3 Hours Each
5	Global & Indian perspective: Certifications available in Systems Audit, Institutes/Organizations providing the Certifications, Connect between traditional audit and systems audit, organizations opting for systems audit, demand and supply gap for system auditors, linkage with the accuracy and reduction of scandals, advanced usage of IT in Systems Audit	3 Sessions of 3 Hours Each
6.	Case Studies and Presentations	2 Sessions of 3 hours each

Reference Text

1. Accounting Information Systems – M.Kartikeyan – Avinash Paperbacks
2. Principles of Accounting Information Systems by Hall
3. Analysis and Design of Information Systems – V. Rajaraman – Prentice Hall of India
4. Auditing - D.G-Prasuna – ICAI Press
5. Auditing in a computerized environment – Mohan Bhatia – Tata Mc Graw Hill
6. Contemporary Auditing – Kamal Gupta – Tata Mc Graw Hill

Summer Internship Project 100 Marks