

Babu Banarasi Das University Lucknow

School of Management

Course Structure

Integrated Master of Business Administration Program (IMBA) (BBA+MBA Program)

Effective from Academic Batch 2025-26

**COURSE STRUCTURE OF INTEGRATED MASTER OF BUSINESS ADMINISTRATION
PROGRAM**

Version Control

Version	4.0
Effective from	1 st July, 2025

Approved by Board of Studies of School of Management on 14th June 2025

Introduction

School of Management, BBD University ensures that learning is an interactive process. India is one of the fastest growing countries in the world and is poised to become the second largest economy in the world in the next two to three decades. This spectacular growth is being fuelled largely by the ever increasing domestic consumption and the entrepreneurial spirit of individuals. There is an ever increasing need for industry ready management professionals. Therefore there is a strong need for imparting business management education and training in the right way to make this dream a reality.

To cater the market needs, School of Management offer Program of Integrated Master of Business Administration (IMBA- Full Time – nine semester program)

INTEGRATED MASTER OF BUSINESS ADMINISTRATION (IMBA)

The IMBA is a four and half year (nine-semester's) full time regular program with Major-Minor specialisation. The Program aims at providing inputs to the students relevant to the business, industry and trade so that they can function in different organizations and face the challenges arising there from. The program not only aims at providing knowledge and skills in different areas of management, but also provides inputs necessary for the overall development of the personality of the students.

The structure of the program consists of core courses and domain electives from different functional areas of management. In first six semesters, core courses are offered and from seventh semester onwards, core/ domain electives are offered. The school offers three specialisations to the students: **1. Marketing, 2. Finance & 3. Human Resources**. Right from the beginning of the program, the focus is on providing relevant inputs through case discussion/ analysis, management games, simulations, role plays, flipped classroom etc. keeping in mind the current industry requirements. The detailed teaching and evaluation scheme is given in subsequent sections.

There is a system of major and minor specialization. The student will have to opt for two functional areas (One would be a major and the other a minor) for specialisation, having six papers (three in third semester and three in the fourth semester) from major specialisation, four papers (two in third semester and two in fourth semester) from minor specialization.

Summer Internship of minimum 45 days is compulsory for every student pursuing the programme, which they have to undergo between fourth and fifth semester. Beyond 45 days student has to take permission from the Dean of the School. During the training, the student is expected to learn about the organization and analyze and suggest solutions to a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions. The student, after the completion of training will submit two spiral bound reports to the School/University, which will form part of fifth semester examination. It is mandatory that the student will make presentation in the presence of teachers and students. The detailed guidelines regarding the report will be provided by the School at the beginning of the fifth semester.

The concept of "Research Based Learning (RBL)" is introduced from the session 2025-26. The RBL will start from semester fifth and in eighth semester student has to submit a Research

Based Book Chapter as part of the course. The detailed guidelines regarding the RBL will be provided by the School at the beginning of each semester.

- **SPECIALIZATION AND CREDIT SYSTEM**

Every student of the IMBA program has to do a major and a minor specialization in two disciplines. For major specialization, the students need to take six subjects in the fourth year from the list of specialization papers and for minor specialization they need to take four subjects from the specialization papers. Hence, a student will have the options of specializing in one the following

- Marketing (Major) + Finance (Minor) or vice-versa
- Marketing (Major) + Human Resources (Minor) or vice-versa

Credit system will be followed during the entire two years course curriculum.

PROGRAM OUTCOMES (POS) AND PROGRAM SPECIFIC OUTCOMES (PSO)

Programme Outcomes (POs)	
PO1	Management Knowledge: To equip the students with requisite theoretical and practical management knowledge, skills & right attitude necessary to become management professional.
PO2	Business Analysis: Use analytical and reflective thinking techniques to identify and analyze business problems, develop viable solutions, and make effective decisions.
PO3	Communication: To impart knowledge to the students towards Business Communication for effective and Professional business management.
PO4	Entrepreneurship: To develop the entrepreneurship acumen.
PO5	Individual and Team Work: Develop young men and women into highly adept professional managers with ability to lead a team and develop group behaviour for achieving organizational goals.
PO6	Design / Development of knowledge: To develop the ability to understand, analyse and apply management concepts in the areas related to marketing, operations, human resources and finance for efficient running of the business organization of varying complexity in competitive era.
PO7	Ethics: To recognize and solve business problems in an ethical manner for continuous development of business venture.
PO8	Technology Orientation: To develop competency in the use of technology in modern organizational operations.
PO9	Industry Orientation: To provide professional learning opportunities in real industrial scenario through Summer Internship Program.
PO10	The Business Leader and Society: To help students to apply key systematic and analytical decision making skills to solve complex organizational problems.
PO11	Environment and Sustainability: Understand the relevant issues of environmental concern and sustainable development.
PO12	Life Long Learning: To stimulate an interest in research and its applications to find solutions for business problems and to acquire the ability to engage in independent and life-long learning in the broadest context of socio-technological changes.

Program Specific Outcomes (PSO)	
PSO1	Ability to apply fundamentals of Management for Managerial Solutions in accordance with industrial demand in the area of Marketing, Human Resource and Finance
PSO2	To facilitate students to use managerial skills to foster innovation and lead change in a dynamic business environment.

PROPOSED PO MATRIX FOR ALL COURSES

IMBA (Program Code: 75)

Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
MBAI4101	2.00	2.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	2.00	0.00	2.00	2.00	2.00
MBAI4102	2.50	1.50	1.75	2.00	2.33	1.50	2.00	1.00	0.00	0.00	0.00	2.50	2.50	1.25
MBAI4103	3.00	1.50	0.00	0.00	1.50	1.00	0.00	0.00	0.00	1.33	0.00	1.00	2.00	2.00
MBAI4104	1.50	2.33	1.33	1.33	1.75	2.50	1.50	2.33	2.00	2.00	1.75	1.50	1.75	1.75
MBAI4105	3.00	3.00	0.00	0.00	0.00	2.33	0.00	0.00	0.00	2.00	0.00	2.00	2.75	2.00
MBAI4106	1.00	1.00	2.00	0.00	0.00	1.00	0.00	3.00	0.00	1.00	0.00	2.00	2.00	2.00
MBAI4201	2.00	2.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	2.00	0.00	2.00	2.00	2.00
MBAI4202	2.00	2.00	0.00	1.00	0.00	2.00	0.00	2.00	0.00	1.00	0.00	2.00	2.00	2.00
MBAI4203	2.75	1.75	2.00	2.00	1.67	1.50	1.75	1.75	2.00	2.00	1.33	1.75	2.50	2.75
MBAI4204	2.00	0.00	3.00	0.00	1.50	0.00	0.00	2.00	0.00	0.00	0.00	2.75	2.50	2.00
MBAI4205	1.00	0.00	0.00	0.00	0.00	1.00	2.00	0.00	0.00	0.00	0.00	2.00	2.00	2.00
MBAI4206	2.00	1.75	2.00	0.00	1.50	2.00	0.00	0.00	0.00	1.00	0.00	2.00	2.50	2.00
MBAI4301	2.00	2.00	0.00	3.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	2.00	2.00	2.00
MBAI4302	3.00	3.00	0.00	0.00	0.00	3.00	0.00	2.00	0.00	2.00	2.00	3.00	3.00	3.00
MBAI4303	2.00	2.00	0.00	2.00	0.00	2.00	0.00	3.00	0.00	0.00	0.00	2.00	2.00	3.00
MBAI4304	2.00	1.25	1.00	2.00	0.00	1.75	0.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00
MBAI4305	2.50	1.75	2.25	2.00	2.33	1.50	2.00	1.00	0.00	0.00	0.00	2.50	2.50	2.00
MBAI4306	3.00	1.50	1.00	0.00	1.25	2.00	0.00	0.00	0.00	1.00	0.00	1.50	2.00	2.25
MBAI4401	1.33	2.00	1.50	0.00	0.00	2.00	2.25	3.00	0.00	1.00	0.00	2.00	2.75	2.00
MBAI4402	3.00	2.00	0.00	0.00	0.00	3.00	0.00	0.00	0.00	2.00	0.00	3.00	3.00	2.00
MBAI4403	3.00	1.50	1.25	0.00	2.00	1.50	1.00	0.00	0.00	2.00	0.00	2.00	2.50	2.00
MBAI4404	2.00	1.00	2.00	1.00	1.25	1.00	1.00	2.00	1.00	1.00	2.00	3.00	2.00	3.00
MBAI4405	1.75	1.75	0.00	0.00	0.00	0.00	2.00	2.50	2.00	1.75	0.00	1.75	2.50	2.50
MBAI4406	2.33	2.33	1.75	2.00	2.33	1.33	1.50	0.00	0.00	1.00	0.00	2.67	2.75	1.75
MBAI4501	2.00	2.00	1.75	3.00	2.00	1.50	0.00	1.50	0.00	1.67	1.00	2.25	3.00	2.50
MBAI4502	2.00	1.00	2.00	2.50	1.75	1.00	1.00	0.00	0.00	1.25	1.25	2.00	2.00	2.00
MBAI4503	3.00	2.50	0.00	0.00	0.00	2.00	0.00	0.00	0.00	2.00	0.00	1.00	3.00	2.00
MBAI4504	2.25	2.50	0.00	0.00	1.50	2.75	0.00	2.00	0.00	2.50	0.00	2.00	2.75	2.25
MBAI4601	3.00	2.00	0.00	0.00	0.00	2.00	3.00	0.00	0.00	2.00	0.00	3.00	3.00	2.00
MBAI4602	1.00	1.00	0.00	0.00	0.00	1.67	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
MBAI4603	2.50	2.50	1.67	2.00	2.33	1.00	2.00	1.00	1.67	1.00	0.00	2.67	2.25	2.25
MBAI4604	3.00	2.00	0.00	0.00	2.00	3.00	0.00	2.00	1.50	2.00	0.00	1.75	2.00	2.00
MBAI4605	3.00	2.00	0.00	1.00	0.00	2.00	1.00	1.00	0.00	1.75	0.00	2.00	2.75	2.00
MBAI4701	2.00	1.00	0.00	1.00	0.00	2.00	0.00	0.00	0.00	1.00	0.00	2.00	2.00	2.00
MBAI4801	3.00	1.75	0.00	3.00	1.00	2.00	0.00	0.00	0.00	1.00	0.00	1.00	3.00	2.00
MBAIFM401	3.00	1.25	0.00	2.75	0.00	2.00	1.00	1.50	2.75	1.00	0.00	2.00	2.75	3.00
MBAIFM402	1.00	2.25	1.00	1.50	1.25	2.50	1.25	2.50	2.75	2.75	1.00	2.75	2.75	2.75
MBAIFM403	1.00	1.50	1.50	2.00	1.00	1.50	1.33	1.00	1.50	1.00	2.00	1.50	2.00	1.50
MBAIFM404	1.50	2.25	1.00	1.75	1.50	2.50	1.50	2.50	2.75	2.75	1.00	2.50	2.50	2.50
MBAIFM405	1.00	1.50	2.00	1.00	0.00	1.00	1.00	1.00	0.00	1.25	0.00	1.00	2.00	1.00

MBAIFM406	1.00	1.50	0.00	0.00	0.00	1.25	0.00	1.00	0.00	1.25	0.00	1.00	2.00	1.00
MBAIFM407	1.00	1.25	1.00	1.50	1.00	2.00	1.00	0.00	1.00	1.00	0.00	1.00	1.50	1.75
MBAIFM408	1.75	1.75	1.00	1.00	0.00	1.50	1.00	1.33	1.00	1.00	1.00	1.25	1.75	1.50
MBAIFM409	1.75	1.75	2.00	1.00	1.25	2.50	1.67	1.67	1.67	2.00	1.00	2.25	2.50	2.00
MBAIFM410	1.33	2.25	0.00	1.50	1.00	1.50	1.00	0.00	2.00	0.00	0.00	1.75	2.25	2.25
MBAIHR401	2.50	2.00	1.00	0.00	2.00	2.00	2.00	0.00	0.00	2.00	0.00	1.25	2.50	2.50
MBAIHR402	3.00	2.50	1.50	0.00	0.00	2.00	0.00	1.67	0.00	2.00	0.00	2.00	2.50	2.00
MBAIHR403	1.25	1.00	0.00	0.00	0.00	2.00	1.75	0.00	0.00	2.00	1.67	1.75	2.00	2.00
MBAIHR404	2.00	1.00	1.00	0.00	1.00	2.00	2.00	0.00	0.00	1.67	0.00	1.00	2.50	2.00
MBAIHR405	3.00	2.00	2.00	0.00	2.00	3.00	1.00	0.00	0.00	1.50	0.00	2.00	2.50	2.00
MBAIHR406	3.00	3.00	0.00	0.00	0.00	2.00	1.50	0.00	0.00	2.00	1.00	2.00	2.50	2.50
MBAIHR407	2.50	2.50	0.00	0.00	1.00	2.25	1.00	0.00	0.00	1.75	0.00	1.00	2.50	2.50
MBAIHR408	2.50	2.50	2.50	0.00	2.25	2.25	0.00	0.00	0.00	2.25	0.00	2.75	3.00	2.75
MBAIHR409	2.00	2.25	0.00	0.00	1.50	2.00	0.00	2.25	0.00	2.25	0.00	2.75	2.50	2.50
MBAIHR410	3.00	3.00	0.00	0.00	0.00	2.00	2.00	2.50	0.00	1.00	0.00	2.00	2.50	2.00
MBAIMK401	1.00	1.00	1.00	1.00	1.00	1.25	0.00	1.75	0.00	1.00	1.00	1.00	2.25	1.00
MBAIMK402	2.75	2.00	2.33	2.25	2.00	1.75	1.75	2.25	2.00	2.25	2.00	2.67	2.50	1.67
MBAIMK403	1.00	1.50	1.00	1.00	1.00	1.25	0.00	1.00	1.00	1.50	0.00	1.00	2.00	1.00
MBAIMK404	1.00	1.00	0.00	0.00	0.00	1.25	0.00	1.75	0.00	1.00	1.00	2.00	2.25	1.00
MBAIMK405	1.50	1.00	2.00	1.50	0.00	1.50	0.00	1.33	1.25	1.00	1.00	1.33	2.25	1.00
MBAIMK406	2.50	2.25	2.33	2.00	2.00	2.25	1.00	3.00	1.50	2.00	0.00	1.67	3.00	2.50
MBAIMK407	2.50	2.33	1.50	1.00	2.50	0.00	1.00	2.50	1.50	1.00	1.00	1.50	2.00	2.00
MBAIMK408	2.25	2.75	2.00	0.00	0.00	3.33	0.00	0.00	0.00	2.67	2.00	1.67	2.75	3.00
MBAIMK409	1.00	1.50	1.00	1.00	1.00	1.25	0.00	1.00	1.00	1.50	0.00	1.00	2.00	1.00
MBAIMK410	2.00	2.67	1.67	1.00	1.00	3.00	1.50	2.00	2.25	2.00	1.25	1.50	1.75	1.00

Integrated Master of Business Administration (IMBA) EVALUATION SCHEME

YEAR 1 SEMESTER I										
Theory/ Practical	Course Code	Course Category	Course Title	Contact Hours			Evaluation Scheme			Credits
				L	T	P	CIA	ESE	Total	
Theory	MBAI4101	Core	Business Mathematics	4	0	0	40	60	100	4
Theory	MBAI4102	Core	Fundamentals of Accounting	3	2	0	40	60	100	4
Theory	MBAI4103	Core	Organizational Behavior & Principles of Management	4	0	0	40	60	100	4
Theory	MBAI4104	Core	Marketing Management	4	0	0	40	60	100	4
Theory	MBAI4105	Core	Managerial Economics	4	0	0	40	60	100	4
Theory	MBAI4106	Core	Essentials of IT	4	0	0	40	60	100	4
Practical	GP4101	Core	General Proficiency				100		100	1
Total									700	25

Integrated Master of Business Administration (IMBA) EVALUATION SCHEME

YEAR 1				SEMESTER II						
Theory/ Practical	Course Code	Course Category	Course Title	Contact Hours			Evaluation Scheme			Credits
				L	T	P	CIA	ESE	Total	
Theory	MBAI4201	Core	Quantitative Analysis for Management	3	2	0	40	60	100	4
Theory	MBAI4202	Core	Business Environment	4	0	0	40	60	100	4
Theory	MBAI4203	Core	Advertising and Personal Selling	4	0	0	40	60	100	4
Theory	MBAI4204	Core	Business Communication	2	0	4	40	60	100	4
Theory	MBAI4205	Core	Business Law	4	0	0	40	60	100	4
Theory	MBAI4206	Core	Managing Organizational Diversity	2	0	0	40	60	100	2
Practical	GP4201	Core	General Proficiency				100		100	1
Total									700	23

Integrated Master of Business Administration (IMBA) EVALUATION SCHEME

YEAR 2 SEMESTER III										
Theory/ Practical	Course Code	Course Category	Course Title	Contact Hours			Evaluation Scheme			Credits
				L	T	P	CIA	ESE	Total	
Theory	MBAI4301	Core	New Venture Planning and Development	4	0	0	40	60	100	4
Theory	MBAI4302	Core	Production Operations Management	3	2	0	40	60	100	4
Theory	MBAI4303	Core	E-Commerce	4	0	0	40	60	100	4
Theory	MBAI4304	Core	Financial Literacy	3	0	0	40	60	100	3
Theory	MBAI4305	Core	Cost and Management Accounting	3	2	0	40	60	100	4
Theory	MBAI4306	Core	Human Resource Management & Development	3	0	0	40	60	100	3
Practical	GP4301	Core	General Proficiency				100		100	1
Total									700	23

Integrated Master of Business Administration (IMBA) EVALUATION SCHEME

YEAR 2 SEMESTER IV										
Theory/ Practical	Course Code	Course Category	Course Title	Contact Hours			Evaluation Scheme			Credits
				L	T	P	CIA	ESE	Total	
Theory	MBAI4401	Core	Cyber Security	4	0	0	40	60	100	4
Theory	MBAI4402	Core	Rural Management	4	0	0	40	60	100	4
Theory	MBAI4403	Core	Leadership & Personality Development	3	0	0	40	60	100	3
Theory	MBAI4404	Core	Digital Marketing	2	0	0	40	60	100	2
Theory	MBAI4405	Core	Research Methodology	4	0	0	40	60	100	4
Theory	MBAI4406	Core	Financial Management	4	0	0	40	60	100	4
Practical	GP4401	Core	General Proficiency				100		100	1
Total									700	22

Integrated Master of Business Administration (IMBA) EVALUATION SCHEME

YEAR 3 SEMESTER V										
Theory/ Practical	Course Code	Course Category	Course Title	Contact Hours			Evaluation Scheme			Credits
				L	T	P	CIA	ESE	Total	
Theory	MBAI4501	Core	Consumer Behaviour	4	0	0	40	60	100	4
Theory	MBAI4502	Core	Entrepreneurial Finance	2	0	0	40	60	100	2
Theory	MBAI4503	Core	Operations Research	4	0	0	40	60	100	4
Theory	MBAI4504	Core	Operations Management	4	0	0	40	60	100	4
Practical	MBAI4505	Core	Research Based Learning I	0	0	2	100		100	1
Practical	MBAI4506	Core	Summer Internship Project Report				100		100	6
Practical	GP4501	Core	General Proficiency				100		100	1
Total									700	22

Integrated Master of Business Administration (IMBA) EVALUATION SCHEME

YEAR 3 SEMESTER VI										
Theory/ Practical	Course Code	Course Category	Course Title	Contact Hours			Evaluation Scheme			Credits
				L	T	P	CIA	ESE	Total	
Theory	MBAI4601	Core	Business Ethics & Indian Value System	4	0	0	40	60	100	4
Theory	MBAI4602	Core	Goods & Services Tax and Custom Law	4	0	0	40	60	100	4
Theory	MBAI4603	Core	Project Management	4	0	0	40	60	100	4
Theory	MBAI4604	Core	Supply Chain Management	4	0	0	40	60	100	4
Theory	MBAI4605	Core	Strategic Management	4	0	0	40	60	100	4
Practical	MBAI4606	Core	Research Based Learning II	0	0	2	100		100	1
Practical	GP4601	Core	General Proficiency				100		100	1
Total									700	22

Integrated Master of Business Administration (IMBA) EVALUATION SCHEME

YEAR 4 SEMESTER VII										
Theory/ Practical	Course Code	Course Category	Course Title	Contact Hours			Evaluation Scheme			Credits
				L	T	P	CIA	ESE	Total	
Theory	MBAI4701	Core	Emerging Markets and International Business	4	0	0	40	60	100	4
Practical	MBAI4702	Core	Research Based Learning III	0	0	4	100		100	2
Theory		Domain Elective	Major Specialization Group- Elective 1	4	0	0	40	60	100	4
Theory		Domain Elective	Major Specialization Group- Elective 2	4	0	0	40	60	100	4
Theory		Domain Elective	Major Specialization Group- Elective 3	4	0	0	40	60	100	4
Theory		Domain Elective	Minor Specialization Group- Elective 1	4	0	0	40	60	100	4
Theory		Domain Elective	Minor Specialization Group- Elective 2	4	0	0	40	60	100	4
Practical	GP4701	Core	General Proficiency				100		100	1
Total									800	27

List of Domain Electives

Human Resource Specialization	Course Code	Course Title
	MBAIHR401	Negotiation and Counselling
	MBAIHR402	Human Resource Planning
	MBAIHR403	Industrial Relations & Labour Codes
	MBAIHR407	Organization Planning & Design
	MBAIHR408	Retention Management & Employees Engagement

Marketing Specialization	Course Code	Course Title
	MBAIMK401	Rural Marketing
	MBAIMK402	Sales and Distribution Management
	MBAIMK403	Marketing of Services
	MBAIMK407	Consumer Behaviour and Integrated Marketing Communication
	MBAIMK408	International Marketing

Finance Specialization	Course Code	Course Title
	MBAIFM401	Management of Financial Institutions & Services
	MBAIFM402	Capital Markets & Financial Instruments
	MBAIFM403	Advanced Financial Management
	MBAIFM407	Working Capital Management
	MBAIFM408	International Financial & Forex Management

Integrated Master of Business Administration (IMBA) EVALUATION SCHEME

YEAR 4 SEMESTER VIII										
Theory/ Practical	Course Code	Course Category	Course Title	Contact Hours			Evaluation Scheme			Credits
				L	T	P	CIA	ESE	Total	
Theory	MBAI4801	Core	Entrepreneurship Development and Startup Management	4	0	0	40	60	100	4
Practical	MBAI4802	Core	Research Based Learning IV	0	0	6	100		100	3
Theory		Domain Elective	Major Specialization Group- Elective 1	4	0	0	40	60	100	4
Theory		Domain Elective	Major Specialization Group- Elective 2	4	0	0	40	60	100	4
Theory		Domain Elective	Major Specialization Group- Elective 3	4	0	0	40	60	100	4
Theory		Domain Elective	Minor Specialization Group- Elective 1	4	0	0	40	60	100	4
Theory		Domain Elective	Minor Specialization Group- Elective 2	4	0	0	40	60	100	4
Practical	GP4801	Core	General Proficiency				100		100	1
Total									800	28

List of Domain Electives

Human Resource Specialization	Course Code	Course Title
	MBAIHR404	Compensation & Benefits
	MBAIHR405	Human Resource Development
	MBAIHR406	Strategic Human Resource Management
	MBAIHR409	International Human Resource Management
	MBAIHR410	HR Analytics

Marketing Specialization	Course Code	Course Title
	MBAIMK404	Product & Brand Management
	MBAIMK405	Retail Management
	MBAIMK406	Digital and Social Media Marketing
	MBAIMK409	Green Marketing and Sustainable Development
	MBAIMK410	Marketing Analytics and Decision Making

Finance Specialization	Course Code	Course Title
	MBAIFM404	Corporate Restructuring & Business Valuation
	MBAIFM405	Securities Analysis & Portfolio Management
	MBAIFM406	Financial and Commodity Derivatives
	MBAIFM409	Financial Credit Risk Analysis
	MBAIFM410	Behavioral Finance

**Integrated Master of Business Administration (IMBA)
EVALUATION SCHEME**

YEAR 5 SEMESTER IX										
Theory/ Practical	Course Code	Course Category	Course Title	Contact Hours			Evaluation Scheme			Credits
				L	T	P	CIA	ESE	Total	
Practical	MBAI4901	Core	Industrial Internship				300	500	800	25
Total									800	25

Program	IMBA				
Year	I	Semester		I	
Course Title	Business Mathematics	L	T	P	Credits
Course Code	MBAI4101	4	0	0	4

Course Objectives:	To familiarize students with the importance and growing role of Business Mathematics in modern society.
	To familiarize with working knowledge of mathematical tools and procedures which can be applied in solving varied business problems.

Course Outcomes:	
CO1	Understand the basic principles of arithmetic and apply mathematical skills to financial decisions.
CO2	Interpret the concept of ratio and percentage on calculating cost, discount, commission and profit & loss. Explain the use of interest, annuities and present value of money and apply this in risk and decision making.
CO3	Apply strong problem-solving skills and handle non-routine problems by using appropriate concepts and notation. Analyze the procedures for Sets, Matrices and Permutation & Combination.
CO4	Solve management problems that linear programming can handle and find optimal solutions subject to some constraints. Solve basic differentiation and integration problems.

Course Contents	No of Hours	Mappe d CO
Module I: Basic Arithmetic Ratio and Percentage Its application in calculating cost and invoice price, discount, commission and brokerage, Profit & Loss. Progression: Arithmetic, Geometric and Harmonic Progression. Basic problem on Time, speed and distance and mensuration.	15	CO1
Module II: Mathematics of Finance Simple and Compound interest. Concept of present value and amount of money. Types of Annuities, Present value and Amount of an Annuity. Concept, calculation of Perpetuity	15	CO2
Module III: Algebra and Coordinate Geometry Permutation and Combination. Surds and Indices, Law of Indices, Simultaneous linear equation Elements of Coordinate Geometry, Distance between two points, Equation of line, Slope of a line, Area of Triangles, Quadratic Functions, Slope of quadratic function, Polynomials and Arithmetic of Polynomials.	15	CO3
Module IV: Linear Programming and Calculus Linear Programming Graphical methods of Solution, Problems relating to two variables including the case of mixed constraints, Simplex Methods. Basic operations of Differentiation and Integration.	15	CO4
Suggested Readings: • Zameeruddin, Khanna and Bhambri, Business Mathematics, Vikas Publishing. • Sharma J. K., Business Mathematics: Theory and Application, Ane Books Pvt. Ltd, 2nd Edition. • Shukla S. M., Business Mathematics, Sahitya Bhawan Publication, Agra.		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1		2				2				2		2	2	2
CO2	2	2				2				2		2	2	2
CO3						2				2		2	2	2
CO4		2				2				2		2	2	2
Avg	2.00	2.00				2.00				2.00		2.00	2.00	2.00

Program	IMBA				
Year	I	Semester		I	
Course Title	Fundamentals of Accounting	L	T	P	Credits
Course Code	MBAI4102	3	2	0	4

Course Objectives:	To Familiarize students with: Basic concepts and standards underlying financial accounting systems and construction of the basic financial accounting statements as well as their interpretation.
---------------------------	---

Course Outcomes:	
CO1	Understand and recognize the development of accounting and purpose of maintaining records.
CO2	Prepare and analyse financial statements of sole proprietor and explain the meaning of key terms.
CO3	Understand and apply the various methods of charging depreciation and valuation of stock. Also explain the meaning and objective of preparing a Bank Reconciliation Statement.
CO4	Analyse and make appropriate accounting entries regarding issue, forfeiture, redemption of shares and debentures.

Course Contents	No of Hours	Mapped CO
Module I : Introduction: Meaning and concepts of financial accounting, users of accounting information, fundamental books of accounting, accounting cycle, journal entries, ledger, cash book: three column.	15	CO1
Module II: Financial Statements Trial Balance: Need, importance, limitations. Preparation of trading and P&L Account and balance sheet with simple adjustments.	15	CO2
Module III: BRS, Depreciation and Hire Purchase: Bank reconciliation statement. Depreciation: concept, rationale and methods of SLM, WDV, SFM. Hire purchase and installment Payment systems.	15	CO3
Module IV: Company Accounts: Issue of shares including forfeiture of shares, issue of bonus shares, and issue of Preference Share. Debenture: Redemption of Debenture and its methods. Cash conversion. Sinking fund and miscellaneous Accounts	15	CO4
Suggested Readings: • Chaturvedi C.L., Advanced Accountancy, Shree Mahavir Book Depot. • Gupta R.L. and Radha Swami M., Financial Accounting, Sultan Chand & Sons. • Gupta R. L., Advanced Accountancy, Sultan Chand and Sons. • Maheshwari S.N & Maheshwari S.K, An Introduction to Accountancy, Vikas Publication.		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	1	1									2	2	2
CO2	3	1	2	1	2							2	2	1
CO3	3	3	3	3	3	1	2					3	3	1
CO4	1	1	1	2	2	2	2	1				3	3	1
Avg	2.50	1.50	1.75	2.00	2.33	1.50	2.00	1.00				2.50	2.50	1.25

Program	IMBA				
Year	I	Semester		I	
Course Title	Organizational Behaviour & Principles of Management	L	T	P	Credits
Course Code	MBAI4103	4	0	0	4

Course Objectives:	To develop a comprehensive understanding of the foundational concepts, theories, and practices of Organizational Behaviour and Management.
	To Enable students to analyze individual and group behavior in organizations, apply key managerial functions such as planning, organizing, directing, and controlling, to effectively motivate and lead in a dynamic work environment.

Course Outcomes:	
CO1	Demonstrate the knowledge of OB, attitude, values and personality
CO2	Analyze the nature and importance of motivation and leadership, evaluate different types of motivation and apply relevant motivational to explain employee behaviour in organizational contexts.
CO3	Explain and critically evaluate the fundamental concept of management, including managerial levels, skills, functions, and roles and analyze the evolution of management thought through classical, neo-classical, behavioral, systems, and contingency approaches.
CO4	Describe the process of planning and organizing. Discuss the concept, principles, and process of directing and controlling and evaluate the relationship between planning and controlling

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Organization Behaviour Concept and nature of Organizational behaviour, Contributing disciplines to the field of O.B, O.B. Models, Need to understand human behaviour, Impact of Global and Cultural diversity in OB. Ability & Values. Attitudes: Formation, Theories. Personality: Determinants and Traits.	15	CO1
Module II: Motivation and Leadership Motivating and Leading: Nature and Importance of motivation, Types of motivation, Theories of motivation: Maslow's Need Hierarchy Theory, Herzberg's Two Factor Theory, X, Y and Z theory of motivation. Leadership and leadership styles.	15	CO2
Module III: Introduction to Principles of Management Concept, Nature, Process and Significance of Management. Managerial levels, skills, functions and roles. Management Vs. Administration. Coordination as essence of Management. Development of management thought: Classical, Neo-classical, Behavioural, Systems and Contingency approaches.	15	CO3
Module IV: Planning & Organizing, Directing & Control Planning: Nature, Scope and Objectives of planning, Types of plans, Planning process.	15	CO4

Organizing: Definition, Process and Significance, Principles of organizing, Types of organizations: Formal and Informal Organization. Directing: Concept & Principles of directing. Controlling: Concept, Principles, Process and Relationship between planning and controlling		
Suggested Readings: - Prasad, L.M., Organizational Behaviour, Sultan Chand and Sons, 2003. - Stephen P. Robbins, Organizational Behaviour, Prentice Hall of India Pvt. Ltd., New Delhi, 2003. - Luthans Fred, Organizational Behaviour, Tata McGraw Hill, New Delhi, 2003. - Chabbra T.N. and Singh B.P., Organization Behaviour, Sultan Chand and Sons. - Stoner, Freeman and Gilbert Jr., Management, Prentice Hall of India, New Delhi, 2003. - Gupta, C.B., Management Concepts and Practices, Sultan Chand and Sons, New Delhi, 2003. - Koontz, O Donnell and Weirich, Management, Tata McGraw Hill Publishing Company, New Delhi, 2001		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	1			1	1				1		1	2	2
CO2	3	1			2	1				2		1	2	2
CO3	3	2			1	1				1		1	2	2
CO4	3	2			2	1						1	2	2
Avg	3.00	1.50			1.50	1.00				1.33		1.00	2.00	2.00

Program	IMBA				
Year	I	Semester		I	
Course Title	Marketing Management	L	T	P	Credits
Course Code	MBAI4104	4	0	0	4

Course Objectives:	Students will be able to recall and understand foundational marketing concepts, theories, and principles.
	Students will be able to analyse the role of marketing in achieving organizational objectives.
	Students will be able to apply relevant marketing tools, techniques, and frameworks to real-world Indian business scenarios.
	Students will be able to evaluate marketing strategies in national and global business contexts and create effective marketing plans.

Course Outcomes:	
CO1	Students will be able to define and explain core marketing principles and concepts.
CO2	Students will be able to apply segmentation, targeting, and positioning strategies in case-based and practical situations.
CO3	Students will be able to analyze consumer and business market behaviours to derive actionable insights.
CO4	Students will be able to develop and justify marketing strategies tailored to different market conditions.

Course Contents	No of Hours	Mapped CO
Module I: Introduction Scope of marketing, Concepts of markets, Consumer Markets and Industrial Markets, Market measurement and forecasting. Marketing mix, Generic value chain, Marketing Management Philosophies, Marketing Environment, Market segmentation, Levels of Market segmentation, Bases of market segmentation. Market Targeting: Introduction, Procedure. Product Positioning: Introduction, Objectives, Usefulness, Differentiating the Product and Product Positioning Strategy.	15	CO1
Module II: Product Decision and Pricing Decision Product: Concept & Definition, Classification of Products; Product Level, New Product Development-Concept and Necessity for Development, Failure of New Products, New Product Planning and Development Process, Product-Mix, Branding and Packaging Decisions, Product Life cycle - Stages and Strategies for Different Stages of PLC. Pricing Decisions, Pricing Objectives, Policies Methods of Setting Price, and Pricing Strategies	15	CO2
Module III: Distribution and Promotion Channels of Distribution for Consumer. Industrial Products, Factors Affecting Channel Distribution, Management of Channels, Current Trends in Wholesale and Retailing. Promotion Mix: Advertising-concept, types & objectives, AIDA model, Advertising Budget, Sales Promotion- kinds & techniques, Personal Selling- concept and	15	CO3

features, steps involved in personal selling process, Publicity and Public relation		
Module IV: Consumer Behaviour and Current Issues in Marketing Factors determining consumer behaviour: cultural, social and personal. Stimulus- response model. Consumer perception, Five stage model- buying decision. The concept of reference Groups, Opinion Leaders and Social Influences, In-group versus out-group influences, Role of opinion leaders in diffusion of innovation and in purchase process. Defining criterion for choice, Overview of the Stages in the choice process.	15	CO4
Suggested Readings: - Marketing Management: A South Asian Perspective - Kotler, Keller, Kevin 15/e, Pearson Education, 2016. - Marketing Management - Ramaswamy V. S. & Namakumari S, 6/e, Sage Publication India Pvt Ltd., 2018. - Marketing Management - Tapan Panda, 5/e, Excel Publication, 2007. - Fundamentals of Marketing Management - Etzel M. J, B J Walker & William J. Stanton, 14/e, McGrawHill Education Publishers, 2015.		

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2		1		1	2	1			2	2	1	2	2
CO2	1	2		1	2	3	1	1	1	1	1	1	1	2
CO3	1	2	1	2	2	2	2	3	2	3	1	2	2	2
CO4	2	3	2	1	2	3	2	3	3	2	3	2	2	1
Avg	1.50	2.33	1.33	1.33	1.75	2.50	1.50	2.33	2.00	2.00	1.75	1.50	1.75	1.75

Program	IMBA				
Year	I	Semester		I	
Course Title	Managerial Economics	L	T	P	Credits
Course Code	MBAI4105	4	0	0	4

Course Objectives:	To give in-depth knowledge about basic principles, theories and concepts of micro-economics.
	To develop analytical skills for applying micro economic principles, concepts and theories in business decision making.

Course Outcomes:	
CO1	Understand the fundamental concepts and scope of Managerial Economics.
CO2	Apply supply and demand dynamics to actual business problems. Make use of different forecasting techniques to predict future sales.
CO3	Analyse different market structures and their equilibrium conditions.
CO4	Interpret different pricing strategies adopted by the marketers and different profit theories.

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Economics Introduction to Economics, Micro & Macro Economics, Nature and Scope of Managerial Economics, Significance in decision making, Incremental Cost & Revenue, Opportunity Cost, Equi Marginal Utility and Objectives of a firm.	15	CO1
Module II: Demand & Supply Analysis Determinants of Demand, Law of Demand and Exceptions to the law of Demand. Elasticity of Demand: Price, Income, Cross and Advertising Elasticity. Uses of Elasticity of Demand for managerial decision making, Measurement of Elasticity of Demand. Demand forecasting: meaning, Criteria of a good demand forecasting and methods of demand forecasting. Supply Analysis: Law of Supply, Supply Elasticity, Analysis and its uses for managerial decision making. Production concepts & analysis, Production Functions, Short & Long Run Production Functions. Cost concept and analysis, Short-run and long-run cost curves and their managerial use.	15	CO2
Module III: Market Structure Market Equilibrium and Average Revenue Concept. Market structure: Perfect Competition & features, Market Equilibrium and Determination of price under perfect competition. Monopoly & Features, Pricing under monopoly & Price Discrimination. Monopolistic market structure & Features, Pricing under monopolistic competition & product differentiation. Oligopoly & Features, Kinked demand curve, Cartels, Price leadership.	15	CO3
Module IV: Price & Profit Pricing Strategies Price determination, Full cost pricing, Product line pricing, Price skimming, Penetration pricing, Inflation, types and Causes, Business Cycle. Profit concept and major theories of profits: Dynamic Surplus theory, Risk & Uncertainty bearing theory and Innovation theory.	15	CO4
Suggested Readings:		

- Ahuja, H. L., Business Economics, S. Chand Limited.
- Mishra and Puri., Business Economics, Himalaya Publishing House.
- Koutsoyianni, Modern Micro Economics, Macmillan.
- D.N. Dwivedi, Managerial Economics, Vikas

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3											2	2	2
CO2	3	3				3				2		2	3	2
CO3	3	3				2				2		2	3	2
CO4	3	3				2				2		2	3	2
Avg	3.00	3.00				2.33				2.00		2.00	2.75	2.00

Program	IMBA				
Year	I	Semester		I	
Course Title	Essentials of IT	L	T	P	Credits
Course Code	MBAI4106	4	0	0	4

Course Objectives:	To familiarize students with computer fundamentals, including hardware and software.
	To develop skills to use different operating systems, basic networking, security concepts, along with commonly used application software.

Course Outcomes:	
CO1	Understand the concepts of computer and its evolution.
CO2	Understand the concepts of IPO cycle & use input and output devices.
CO3	Describe the concept of operating system and GUI. Make use of basic software like spreadsheets and word processors.
CO4	Explain networking and various modes of transmission.

Course Contents	No of Hours	Mapped CO
Module I : Basics of Computer and Evolution Evolution of Computer. Data, Instruction and Information. Characteristics of Computers, Various fields of Application of Computers. Hardware, Software, Human Ware and Firmware. Advantages and Limitations of Computer. Block Diagram of Computer, Function of different units of computer. Classification of Different Generation of Computers, Types of software: System and Application. Compiler and Interpreter. Generation of language: Machine Level, Assembly, High Level, 4GL. Indian Computing Environment, Data Representation: Different Number Systems like Decimal, Binary, Octal and Hexadecimal and their inter conversion: Fixed Point Only. Binary Arithmetic: Addition, Subtraction, Multiplication and Division.	15	CO1
Module II: Input and Output Devices Input and Output Devices: Keyboard, Mouse, Joystick, Digitizer, Scanner, MICR, OCR, OMR, Light Pen, Touch Screen, Bar Code Reader, Voice Input Device, Monitor and its type: VGA, SVGA and XGA, Printer and its Type: Impact and Non-Impact with example, Plotter. Computer Memory: Primary Memory, ROM and its Types: PROM, EPROM, EEPROM, RAM. Secondary memory: SASD, DASD Concept. Magnetic Disks: Floppy Disks, Hard Disks, Magnetic Tape. Optical Disks: CD ROM and its Types: CD ROM, CD ROM-R, CD ROM-EO, DVD ROM Flash Memory.	15	CO2
Module III: Operating System Concept and GUI	15	CO3

Operating System Concept: Introduction to Operating System, Function of OS, Types of Operating Systems. PC-Software Packages, An Introduction to Disk. Operating System and Windows GUI, Other System Software. Computer Software System, Software Development Process, Files Design & Report Design, Data Files Types, Master & Transaction File. Data Hierarchy; Data File Structure, Use of files in Programming. Introduction to Word Processor and Spread Sheets, Creating Presentations Management of Data Processing Systems, Programs Development Cycle, Output Analysis, Programming Concept, Software Development Process.		
Module IV: Concept of Data Communication, Networking and Security Networking Concepts, Types of networking: LAN, MAN AND WAN. Communication Media. Mode of Transmission: Simplex, Half Duplex, Full Duplex, Analog and Digital Transmission, Synchronous and Asynchronous Transmission. Different Topologies, Concepts related to Computer Security.	15	CO4
Suggested Readings: • Leon and Leon, Introduction to Information Technology, Leon Tech World. • Microsoft Office-2000 Complete, BPB Publication. • Sinha Kr. Pradeep, Sinha Preeti., Foundations of Computing, BPB Publication • R. Josphineleela, S. Suma Christal Mary, G. Dhanalakshmi, Information Technology Essentials, Repro Books Ltd., Mumbai		

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	1	1				1		3		1		2	2	2
CO2	1	1				1		3		1		2	2	2
CO3	1	1				1		3		1		2	2	2
CO4	1	1	2			1		3		1		2	2	2
Avg	1.00	1.00	2.00			1.00		3.00		1.00		2.00	2.00	2.00

Program	IMBA				
Year	I	Semester		II	
Course Title	Quantitative Analysis for Management	L	T	P	Credits
Course Code	MBAI4201	3	2	0	4

Course Objectives:	To develop skills to use quantitative information and mathematical concepts in business decisions.
	To give in-depth knowledge to assess risk related to business problems that can be resolved using statistical evidence.

Course Outcomes:	
CO1	Understand the basic concept of QAM and its implementation in various business situations.
CO2	Understand and apply the statistical tools and techniques for business decisions specifically measurement of central tendency.
CO3	Examine the problems that linear programming can handle and find optimal solutions subject to some constraints.
CO4	Apply the probability of events, correlation coefficient of random variables and analyse the regression equations.

Course Contents	No of Hours	Mapped CO
Module I: Sets and Business Mathematics: Set theory, form of writing a set, subset, equal set, operation on set: complement of a set, union, and intersection. Venn-diagram. Diagrammatic and graphical presentation of statistical data: bar diagram, histogram, frequency polygon, frequency curve, ogive curve	15	CO1
Module II: Elementary Statistics Measurement of central tendency: Mean, median, mode, quartile, deciles, and percentile. Measures of dispersion: mean deviation, standard deviation. Business application of statistical tools and techniques. Skewness and Kurtosis.	15	CO2
Module III: Matrices and Linear Programming Matrices: Types of matrices, algebra of matrices. Solution of equations. Linear programming: Two variables problem, formulation, solution by graphical method.	15	CO3
Module IV: Probability and Correlation Probability: Definition, addition and multiplication rule, conditional probability, Bayes' theorem, Binomial, Poisson and Normal distribution. Correlation and Regression: Scatter diagram, Karl Pearson's coefficient of correlation, rank correlation, simple linear regression, method of least square.	15	CO4
Suggested Readings: • Tulsian P.C., Business Statistics, S. Chand Publication, New Delhi. • Pundir, Mathematical Foundation for Business Administration, Pragati Prakashan. • Zameeruddin, Khanna and Bhambri, Business Mathematics, Vikas Publishing. • Raghavachari, Mathematics for Management, Tata McGraw Hill, 2004.		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1		2				2				2		2	2	2
CO2	2	2				2				2		2	2	2
CO3	2	2				2				2		2	2	2
CO4	2	2				2				2		2	2	2
Avg	2.00	2.00				2.00				2.00		2.00	2.00	2.00

Program	IMBA				
Year	I	Semester		II	
Course Title	Business Environment	L	T	P	Credits
Course Code	MBAI4202	4	0	0	4

Course Objectives:	To develop an understanding of the key components of the business environment and their impact on managerial decisions.
	To develop the knowledge about the impact of political, legal, economic, and technological factors on strategic planning and business operations.

Course Outcomes:	
CO1	Understand the business environment and its impact on decision-making.
CO2	Explain external influences on business operations.
CO3	Analyze India's economic policies and the role of the RBI.
CO4	Assess the effects of globalization, e-banking, and current business policies on Indian and global businesses.

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Business Environment & Economic Systems Business environment: concept, nature, and importance. Environmental scanning: methods, procedures, and scope. internal and external environment interaction. Economic systems: mixed economy, capitalism, and socialism.	15	CO1
Module II: Political, Legal, and Socio-cultural Environment Political environment and its impact on business. Business laws: Competition Act 2002, FERA, FEMA, SEBI Act, Consumer Protection Act. Socio-cultural factors affecting business operations. Business ethics and corporate governance.	15	CO2
Module III: Strategic Planning and Economic Policies in India Strategic planning introduction: Planning Commission and NITI Aayog. Industrial policy and support for Small Scale Industries (SSI). Monetary policy, fiscal policy, and their instruments. Role and functions of Reserve Bank of India (RBI). Financial sector reforms and Narasimham Committee recommendations.	15	CO3
Module IV: Technological Advances, Globalization, and Business Policies E-banking in India: objectives, trends, and technology (ATM, EFT, EMI, Debit & Credit Cards). Consumerism and corporate social responsibility. New Economic Policy, EXIM Policy, and Foreign Direct Investment (FDI) Policy. Globalization, Multinational Corporations (MNCs), and Transnational Corporations (TNCs).	15	CO4
Suggested Readings: - Mishra S K & Puri V K, Economic Environment of Business, 3rd Edition, Himalaya Publishing House. - Paul Justin, Business Environment Text and Cases, Tata McGraw Hill. - Shaikh & Saleem, Business Environment, 1st Edition, Pearson Education.		

- Cherunilam Francis, Business Environment, 27th Revised Edition, Himalayan Publishing House.
- Aswathappa K. Essentials of Business Environment, 12th Revised Edition, Himalayan Publishing House.

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	2		1		2				1		2	2	2
CO2	2	2		1		2				1		2	2	2
CO3	2	2		1		2				1		2	2	2
CO4	2	2		1		2		2		1		2	2	2
Avg	2.00	2.00		1.00		2.00		2.00		1.00		2.00	2.00	2.00

Program	IMBA				
Year	I	Semester		II	
Course Title	Advertising and Personal Selling	L	T	P	Credits
Course Code	MBAI4203	4	0	0	4

Course Objectives:	To enable students to understand the communication goals and strategic intent behind advertising and promotional campaigns.
	To develop students' ability to critically analyse key advertising and media components that influence marketing and communication decisions.
	To familiarize students with the fundamental concepts, significance, and roles of personal selling within the broader marketing framework.
	To equip students with knowledge of the personal selling process and the skills required to assess and apply it effectively in real-world contexts.

Course Outcomes:	
CO1	Identify communication objectives behind advertising and promotions.
CO2	Analysing various advertising and media elements in the advertising decisions.
CO3	Identify the characteristics, importance, role of personal selling.
CO4	Assessing overall process of personal selling.

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Advertising: Advertising- Nature; Objectives; Scope; Types of Advertisement, Advertising Communication Process; Information Response Hierarchy Models- AIDA Model & Hierarchy of Effects Model- DAGMAR Approach; Target Audience Selection- Basis; Methods of setting of Advertising Budget.	15	CO1
Module II: Advertising Message and Media Decisions: Elements of Print and Broadcast Advertising Copy; Types of Advertising, Advertising appeals; Media planning; Selection of Media Category, Their Reach, Frequency and Factors Influencing Media Choice; Ethical and Legal Aspects of Advertising. Role of Advertising Standards Council of India (ASCI).	18	CO2
Module III: Personal Selling: Evolving face of Personal Selling, Nature and Importance of Personal Selling; Qualities of a Good Salesperson; Ethical Conduct in Selling; Types of Salespersons; Role of Personal Selling in CRM;	15	CO3
Module IV: Selling process: AIDAS Model of Selling; Buying Motives.; Prospecting, Pre-approach, Approach, Sales presentation and demonstration, handling objections, Closing the sale, After sale service.	12	CO4
Suggested Readings: Desai, V. (2009). Dynamics of Entrepreneurial Development and Management. Mumbai: Himalaya Publishing House.		

- Dollinger, M. J. (2008). Entrepreneurship: Strategies and Resources. New Jersey: Prentice Hall.
- Hisrich, R., Peters, M., & Shepherd, D. (2017). Entrepreneurship. New York: McGraw Hill Education.
- Rao, T. V., & Kuratko, D. F. (2012). Entrepreneurship: A South Asian Perspective. Boston: Cengage Learning.
- Yadav, V., & Goyal, P. (2015). User innovation and entrepreneurship: case studies from rural India. Journal Entrepreneurship & Innovation, <https://link.springer.com/article/10.1186/s13731-015-0018-4>.

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	1	2	2	2	1	2	2	3	2		2	2	3
CO2	2	2	2	2		1	1	1	2		1	2	3	3
CO3	3	2	2		1	2	2	2	2	2	1	1	3	2
CO4	3	2	2	2	2	2	2	2	1	2	2	2	2	3
Avg	2.75	1.75	2.00	2.00	1.67	1.50	1.75	1.75	2.00	2.00	1.33	1.75	2.50	2.75

Program	IMBA				
Year	I	Semester		II	
Course Title	Business Communication	L	T	P	Credits
Course Code	MBAI4204	2	0	4	4

Course Objectives:	To enhance the ability of the students to communicate successfully in the professional settings. To develop communication skills so as to adopt technical nuances and extend it to larger communication objectives.
---------------------------	---

Course Outcomes:	
CO1	Explain the basics of business communication, its types & barriers.
CO2	Design CV and participate in other communications related to employment. Construct an effective presentation using power point.
CO3	Make use of technology in effective communication and draft various formats of professional communication.
CO4	Use the basics of report writing to draft a report.

Course Contents	No of Hours	Mapped CO
Module I: Understanding Business Communication Communication: Concept, definition, nature, importance and components of communication. Communication process, directions of communications, networks of communication. Types of communication: formal, informal, verbal, and non-verbal. Barriers to communication. Principles of effective communication: 7C's of communication.	15	CO1
Module II: Employment Communication & Presentation Skills Employment Communications: Introduction, Writing CVs, Group Discussions, Interview Skills Presentation Skills: Meaning, Definition, Elements & 7P's of Presentation	15	CO2
Module III: Technology and Communication Accessing electronic information: Internet, internet protocol, browsing and searching the internet. Sharing electronic information: Word processing, MSWord. E-mail: Effective e-mail practices. Correspondence Planning, drafting, revising. Replies, routine claim letters, adjustment letter, goodwill messages, congratulating messages, thank-you notes, sympathy notes. Persuasive messages: Request.	15	CO3
Module IV: Report Writing & Its Essentials Report Writing Characteristics of business reports, types of reports, purpose of reports. Collecting and analysing data through questionnaire & interviews. Constructing tables, preparing charts and interpreting data. Writing report: planning, drafting, revising, formatting and proof reading.	15	CO4
Suggested Readings:- Business Communication: Concept & Cases – T.N. chhabra		

- Business Communication – P. Subba Rao, 1st Edition
- Business Communication: Skill, Concepts And Applications, P D Chaturvedi, Mukesh Chaturvedi, Pearson Education.
- 4. Business Communication, Bisen & Priya, New Age International Publication

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2		3		2			1				3	2	2
CO2	2		3		2			2				3	3	2
CO3	2		3		1			3				3	3	2
CO4	2		3		1			2				2	2	2
Avg	2.00		3.00		1.50			2.00				2.75	2.50	2.00

Program	IMBA				
Year	I	Semester		II	
Course Title	Business Law	L	T	P	Credits
Course Code	MBAI4205	4	0	0	4

Course Objectives:	To familiarize students with essential features of various business laws. To acquaint with emerging legal issues in business.
---------------------------	---

Course Outcomes:	
CO1	Understand Indian contract act & special contracts.
CO2	Explain the sales of goods act.
CO3	Explain the basics of the companies act.
CO4	Explain basics of Indian partnership act & negotiable instruments act.

Course Contents	No of Hours	Mapped CO
Module I: Indian Contract Act, 1872 Definition of a Contract and its essentials, Kinds of Contract, Formation of a valid Contract: Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Breach of Contract, Quasi contracts, Contract of Indemnity and Guarantee, Bailment and Pledge, Performance of Contract, Contract of Agency.	15	CO1
Module II: Sales of Goods Act, 1930 & Formation of contract of sale, and agreement to sell, conditions and warranties, implied conditions, caveat emptor, sale of goods by the non owners, delivery of goods, unpaid seller and his rights, remedies for breach of contract of sale	15	CO2
Module III: The Companies Act 2013 Essential characteristics of a company, types of companies. Memorandum and articles of association. Prospectus. Shares: kinds, allotment and transfer. Debentures. Essential conditions for a valid meeting, kinds of meetings and resolutions. Directors, Managing Directors: their appointment, qualifications, powers and limits on their remuneration, prevention of oppression and mismanagement	15	CO3
Module IV: Partnership Act & Negotiable Instruments Act Nature of partnership, Registration of firm and effect of non registration, Rights and duties of partners, Position of Minor. Dissolution of firm: Rights and liabilities of partners on dissolution. Negotiable instruments: Kinds, features, Crossing and types of crossing. Payment in due course, holder and holder in due course, privileges of holder in due course. Dishonour of negotiable instrument, discharge of negotiable instruments, banker and customer	15	CO4
Suggested Readings:- - Gulshan J.J. Business Law Including Company Law, 13th Edition, New Age International Publisher. - Kuchhal M.C. Business Law, 4th Edition, Vikas Publication. - Avtar Singh, Principles of Mercantile Law, 7th Edition, Eastern Book Company.		

- | |
|--|
| <ul style="list-style-type: none"> Durga Das Basu, Constitution of India, Prentice Hall of India. |
|--|

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	1					1	2					2	2	2
CO2	1					1	2					2	2	2
CO3	1					1	2					2	2	2
CO4	1					1	2					2	2	2
Avg	1.00					1.00	2.00					2.00	2.00	2.00

Program	IMBA				
Year	I	Semester		II	
Course Title	Managing Organizational Diversity	L	T	P	Credits
Course Code	MBAI4206	2	0	0	2

Course Objectives:	Understand the concept and significance of workplace diversity and its various dimensions
	Understanding the dynamics of creating an inclusive work environment
	Familiarize with the various strategies for attracting and retaining a diverse workforce.
	Gaining the knowledge of cultural differences and understanding global diversity trends.

Course Outcomes	
CO1	Demonstrate the knowledge of basic concepts of diversity in the workplace.
CO2	Apply the knowledge of diversity to develop an inclusive work environment
CO3	Analyze strategies for recruitment and retention and evaluate the effectiveness of diversity initiatives.
CO4	Evaluate cultural differences in a global context and apply best practices to manage diversity in national and multinational organizations.

Course Content	No of Hours	Mapped CO
Module 1: Introduction to Managing Organizational Diversity Understanding the concept of diversity and its significance in the workplace, Benefits, and challenges of managing diversity, Exploring various dimensions of diversity: race, ethnicity, gender, age, religion, etc., Inter-sectionality and multiple identities, Impact of diversity on organizational performance.	8	CO1
Module 2: Building an Inclusive Culture Creating an inclusive work environment, Inclusive leadership and management practices, Development of Inclusive Leadership Practices and Processes, Employee resource groups and affinity networks, Inclusive Organization Design, and Developing cultural intelligence.	7	CO2
Module 3: Recruitment and Retention of Diverse Talent Strategies for attracting diverse candidates, Selection processes that minimize bias, Retention strategies for diverse employees, Affirmative action and equal employment opportunity, and Evaluating the effectiveness of diversity initiatives.	7	CO3
Module 4: Global Diversity and Multi-Culturalism Cultural differences in a global context, Managing diversity in multinational organizations, Global diversity trends and best practices, Cultural competence and sensitivity, Developing cross-cultural communication skills, Understanding and appreciating cultural differences.	8	CO4
Suggested Readings: Stefan Kühl: Influencing Organizational Culture: A Very Brief Introduction.		

- Rohini Anand: Leading Global Diversity, Equity, and Inclusion: A Guide for Systemic Change in Multinational Organizations.
- David A. Thomas and Robin J. Ely: HBR's 10 Must Read on Diversity.

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	1				2				1		2	2	2
CO2	2	2			1	2				1		2	2	2
CO3	2	2				2				1		2	3	2
CO4	2	2	2		2	2				1		2	3	2
Avg	2.00	1.75	2.00		1.50	2.00				1.00		2.00	2.50	2.00

Program	IMBA				
Year	II	Semester		III	
Course Title	New Venture Planning and Development	L	T	P	Credits
Course Code	MBAI4301	4	0	0	4

Course Objectives:	To give exposure to learners regarding different aspects of setting up a new business.
---------------------------	--

Course Outcomes:	
CO1	Describe how to generate a business idea using different techniques and describe sources of innovative ideas.
CO2	Examine the sources for entrepreneurial capital and the criteria for evaluating new venture.
CO3	Prepare the business plan for new ventures.
CO4	Assess the marketing plan of new ventures.

Course Contents	No of Hours	Mapped CO
Module I: Starting New Ventures Meaning and features. Opportunity identification. The search for new ideas. Source of innovative ideas. Techniques for generating ideas. Entrepreneurial imagination and creativity: The role of creative thinking.	15	CO1
Module II: Search for Entrepreneurial Capital The Entrepreneur's Search for Capital. The Venture Capital Market. Criteria for evaluating New-Venture Proposals. Evaluating the Venture Capitalist. Financing stages. Alternate Sources of Financing for Indian Entrepreneurs. Bank Funding. Government Policy Packages. State Financial Corporation's (SFCs). Informal risk capital: Angel Investors. Government schemes for new : ventures like: Start up India, Stand Up India, Make in India, etc.	15	CO2
Module III: Business Plan Preparation for New Ventures Business Plan: Concept. Pitfalls to Avoid in Business Plan. Benefits of a Business Plan. Developing a Well-Conceived Business Plan. Elements of a Business Plan: Executive Summary. Business Description. Marketing: Market Niche and Market Share. Research, Design and Development. Operations. Management. Finances. Critical-Risk. Harvest Strategy. Milestone Schedule.	15	CO3
Module IV: Marketing Aspects of New Ventures Developing a Marketing Plan: Customer Analysis, Geographical Analysis, Economical Analysis, Linguistic Analysis, Sales Analysis and Competition Analysis. Market Research. Sales Forecasting. Evaluation. Pricing Decision.	15	CO4
Suggested Readings: - Allen, K. R. (2015). Launching New Ventures: An Entrepreneurial Approach. Boston: Cengage Learning. - Barringer, B. R., & Ireland, R. D. (2015). Entrepreneurship: Successfully Launching New Ventures. London: Pearson.		

- Kuratko, D. F., & Rao, T. V. (2012). Entrepreneurship: A South-Asian Perspective. Boston: Cengage Learning.

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	2		3						2		2	2	2
CO2	2	2		3						2		2	2	2
CO3	2	2		3						2		2	2	2
CO4	2	2		3						2		2	2	2
Avg	2.00	2.00		3.00						2.00		2.00	2.00	2.00

Program	IMBA				
Year	II	Semester		III	
Course Title	Production and Operations Management	L	T	P	Credits
Course Code	MBAI4302	3	2	0	4

Course Objectives:	To provide knowledge about basic concepts of Production and Operations Management and its strategic relevance in industries.
	To equip students with the basic concepts of Operations Research and their applications in business decision making.

Course Outcomes:	
CO1	Understand the strategic role of Production and Operations Management. Classify various facility layouts and identify appropriate location.
CO2	Identify the issues involved in inventory management and the solutions thereto.
CO3	Make use of the concept of production planning and control and TQM.
CO4	Apply the concepts of operations research in the allocation of scarce resources.

Course Contents	No. of Hours	Mapped CO
Module I : Operations Management, Layout and Location Decisions Definition and Criteria of Performance for the Production and Operations Management System. Jobs or Decisions of Production and Operations Management .Classification of Decision Areas. Brief History of the Production and Operation Management Function. Layout: Features, Basic Principles, Types, Merit and Demerits. Optimization in a Product/Line Layout, Optimization in a Process Layout. Application in Service Industries. Location Decision, Behavioral Aspects in Location Planning.	15	CO1
Module II: Material Management Inventory Control: EOQ, Simple Deterministic Models, ABC Analysis, Value Analysis/Value Engineering. Purchasing Research, Vendor Relations and Selection of Vendors. Material Requirement Planning (MRP): An overview.	15	CO2
Module III: Production Planning and Control, Quality Management Production Planning and Control: Concept. Assembly Line Balancing, Types of Production and Production System, Maintenance Management. Work- Study and Work Design. Productivity and Methods of Improvement. Quality Management as a Corporate Strategy. Statistical Methods and Process Controls. Control Charts, Acceptance Sampling. Total Quality Management (TQM): Motivation in Quality Management. ISO 9000 and 14000 Series. Just in Time Production.	15	CO3
Module IV: Introduction to Operation Research Linear programming, Simplex method, Big-M Method, Two Phase Method. Definitions and distinctions between CPM and PERT, Network Diagram and Time Calculations.	15	CO4
Suggested Readings: N.J. Aquilano, R.B.Chase and F.R. Jacob, Operation Management for Competitive Advantage, Tata McGraw Hill, 9thEdition.		

- Chary S.N., Production and Operation Management, Tata McGraw Hill, 4th Edition.
- Manocha R.C., Production and Operation Management, Latest Edition.
- Gupta S. P., Statistical Method, Sultan Chand, Latest Edition.

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	3				3		2		2		3	3	3
CO2	3	3				3		2		2		3	3	3
CO3	3	3				3		2		2	2	3	3	3
CO4	3	3				3		2		2	2	3	3	3
Avg	3.00	3.00				3.00		2.00		2.00	2.00	3.00	3.00	3.00

Program	IMBA				
Year	II	Semester		III	
Course Title	E-Commerce	L	T	P	Credits
Course Code	MBAI4303	4	0	0	4

Course Objectives:	To introduce with the fundamental concepts and evolution of E-Commerce and its impact on business and society.
	To give exposure to learners about the role of the internet and mobile technologies in transforming traditional business processes into electronic systems.

Course Outcomes:	
CO1	Understand the basic concepts of E-Commerce.
CO2	Identify the E-Commerce models and the role of internet in changing the playing field for businesses.
CO3	Analyse the building of ecommerce website and ecommerce payment system.
CO4	Assess the different ecommerce marketing concepts.

Course Contents	No of Hours	Mapped CO
Module I : Introduction to Ecommerce E-commerce: Definition and Scope of E-Commerce, Evolution and History of E-Commerce. Traditional Commerce vs. E-Commerce, Features & Benefits of E-Commerce. Types of E-Commerce: B2B (Business to Business), B2C (Business to Consumer), C2C (Consumer to Consumer), C2B, B2G, G2C, etc	15	CO1
Module II: E-commerce business models and concepts E-commerce Business Models, Major Business to Consumer (B2C) business models, Major Business to Business (B2B) business models, Business models in emerging E-commerce areas, How the Internet and the web change business: strategy, structure and process, The Internet: Technology Background, The Internet Today, Internet II- The Future Infrastructure, The World Wide Web, The Internet and the Web : Features	15	CO2
Module III: Building an ecommerce web site Building an E-commerce Web Site: A systematic Approach, The e-commerce security environment, Security threats in the e-commerce environment, Technology solution, Management policies, Business procedures, and public laws, Payment system, E-commerce payment system, Electronic billing presentment and payment	15	CO3
Module IV: E-commerce marketing concept: Consumer online: The Internet Audience and Consumer Behaviour, Basic Marketing Concepts, Internet Marketing Technologies, B2C and B2B. E-commerce marketing and business strategies, Online Retailing (e-tailing) & market places. The service sector: offline and online, Online financial services, Online Travel Services, Online career services.	15	CO4
Suggested Readings:		

- Elias. M. Awad, " Electronic Commerce", Prentice-Hall of India Pvt Ltd.
- Ravi Kalakota, Andrew B. Whinston, "Electronic Commerce-A Manager's guide, Addison Wesley.
- Electronic Business and Electronic Commerce Management, 2nd edition, Dave Chaffey, Prentice Hall, 2006.
- e-Learning Tools and Technologies, Horton and Horton, Wiley Publishing.

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	2				2		3				2	2	3
CO2	2	2		2		2		3				2	2	3
CO3	2	2				2		3				2	2	3
CO4	2	2		2		2		3				2	2	3
Avg	2.00	2.00		2.00		2.00		3.00				2.00	2.00	3.00

Program	IMBA				
Year	II	Semester		III	
Course Title	Financial Literacy	L	T	P	Credits
Course Code	MBAI4304	3	0	0	3

Course Objectives:	An integrated approach to understand the concepts and applications of financial planning.
---------------------------	---

Course Outcomes:	
CO1	Describe the importance of financial literacy and list out the institutions providing financial services
CO2	Construct financial plan and budget and manage personal finances
CO3	Analyse various types of products and services offered by banks and post office
CO4	Evaluate the appropriate financial instrument for investment

Course Contents	No of Hours	Mapped CO
Module I : Introduction Meaning, importance and scope of financial literacy; Prerequisites of Financial Literacy – level of education, numerical and communication ability; Various financial institutions – banks, insurance companies, Post Offices; Mobile App based services.	10	CO1
Module II: Financial Planning and Budgeting Meaning, importance and need for financial planning; Personal Budget, Family Budget, Business Budget and National Budget; Procedure for financial planning and preparing budget; Budget surplus and Budget deficit, avenues for savings from surplus, sources for meeting deficit.	11	CO2
Module III: Banking Services Types of bank deposit accounts – Savings Bank Account, Term Deposit, Current Account, Recurring Deposit, PPF, NSC etc., PAN Card, Address proof, KYC norm; Various types of loans – short term, medium term, long term, micro finance, agricultural etc. and related interest rates offered by various nationalized banks and post office; Cashless banking, e-banking, Check Counterfeit Currency; CIBIL, ATM, Debit and Credit Card	12	CO3
Module IV: Financial Services from Post Office Monthly Income Scheme, Kishan Vikas Patra, NSC, PPF, Senior Citizen Savings Scheme (SCSS), Sukanya Samriddhi Yojana/ Account (SSY/SSA); India Post Payments Bank (IPPB). Money Transfer: Money Order, E-Money order. Instant Money Order, collaboration with the Western Union Financial Services; MO Videsh	12	CO4
Suggested Readings: - Kothari, R. (2010). Financial Services in India-Concept and Application. New Delhi: Sage Publications India Pvt. Ltd. - Milling, B. E. (2003). The Basics of Finance: Financial Tools for Non-Financial Managers. Indiana: universe Company. - Mitra, S., Rai, S. K., Sahu, A. P., & Starn, H. J. (2015). Financial Planning. New Delhi: Sage Publications India Pvt. Ltd. 4. Zokaityte, A. (2017). Financial Literacy Education. London: Palgrave Macmillan.		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	1	1	2		2			1	1		2	2	2
CO2	2	1	1	2		2		1	1	1	1	2	2	2
CO3	2	1	1	2		1			1	1		2	2	2
CO4		2		2		2			1	1		2	2	2
Avg	2.00	1.25	1.00	2.00		1.75		1.00	1.00	1.00	1.00	2.00	2.00	2.00

Program	IMBA				
Year	II	Semester		III	
Course Title	Cost & Management Accounting	L	T	P	Credits
Course Code	MBAI4305	3	2	0	4

Course Objectives:	To understand and appreciate the utility of management accounting in managerial decision making. To assess the role of management accountant in installation of cost and management accounting system in organization.
	To have knowledge of concepts of costs with regard to managerial decision making.
	To understand accounting and control of the three main elements of cost, i.e., material, labour and overhead, and also the various methods of costing in different industries.
	To develop skills for managerial decision making by using various techniques of management accounting.

Course Outcomes:	
CO1	To identify the basic concepts of Cost Accounting and Management Accounting, their principles and procedures, cost elements, techniques and classification.
CO2	To illustrate the use, interpretation and analysis of financial statements by using management accounting techniques.
CO3	To carry out analysis of cost-volume-profit techniques and variance analysis to determine optimal managerial decisions thereby contributing to strategic planning and control.
CO4	To prepare and analyse budgets for monitoring and control.

Course Contents	No of Hours	Mapped CO
Module I : Basic Fundamentals of Cost & Management Accounting. Meaning, nature, scope and functions of Management accounting, Importance and Limitations of Management Accounting. Role of management accountant, Tools and techniques of management accounting, Distinction between financial accounting, cost accounting and management accounting. Classification of costs and Elements of Costs. Tools and techniques of management accounting	15	CO1
Module II: Analysis of Financial Statements and its Applications Meaning, nature, scope, importance and limitations of financial statements. Meaning, nature, scope, importance and limitations of Financial Statement Analysis. Techniques of Financial Statement Analysis. Ratio Analysis - Classification of ratios, their calculation and interpretation. Advantages and limitations of accounting ratios. Funds Flow Statements - meaning, nature, scope and preparation. Cash Flow Statement - meaning, nature, scope, advantages and limitations. Preparation of Cash Flow Statement as per AS-3. Difference between Funds Flow Statement and Cash Flow Statement.	15	CO2
Module III: Marginal and Absorption Costing Techniques and Variance Analysis	15	CO3

Marginal Costing: Break Even Analysis, Cost - Volume - Profit Analysis, Managerial Application of CVP Analysis and cost-: decision-making, BEP Charts, P/V Charts, Cash B.E.P charts and decision-making, simulated BEP analysis, Marginal costing and decisions regarding product mix, make or buy decisions, and dropping of product. Application of BEP in decision making. Standard Costing and variance analysis: Types of standards, determination of standards, variance analysis disposal and reporting of variances to management. Manufacturing standards for material, labor, and overhead. Price/rate and usage/efficiency variances for materials, labor and overhead. Further subdivision of total usage/efficiency variances into mix and yield components. Fixed overhead variances. Interpretation, interrelationship, significance and application of these variances.		
Module IV: Budgeting for Profit Planning and Control Concept of budgeting and budgetary control; Objectives, advantages and limitations of preparing budgets. Preparation of various types of budgets viz fixed and flexible budget, cash budget, zero based budgeting, production budgets, sales budget, cash budget etc. Performance based budgeting. Budgeting as a powerful tool to take critical managerial decisions. Budgeting viz a viz forecasting. Techniques of budgeting and forecasting.	15	CO4
Suggested Readings: • Lall, B.M. and I.C. Jain, Cost Accounting: Principles and Practice, Prentice Hall, New DELHI. • Homgren, Charles T., George Foster and Srikant M. Dallar, Cost Accounting: A Managerial Emphasis Prentice Hall, New Delhi. • Anthony, Robert, Management Accounting, Tara pore – wale, Mumbai. • Homgren, Charles T., Gary L Sundem, and William D. Statton, An Introduction to Management Accounting, Prentice Hall, New Delhi. • Pandey, I.M. Management Accounting, VIKAS publications, New Delhi. • Horngren, Foster & Datar, Cost Accounting: A Managerial Emphasis (Pearson).		

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	1	3									2	2	2
CO2	3	2	2	1	2							2	2	2
CO3	3	3	3	3	3	1	2					3	3	2
CO4	1	1	1	2	2	2	2	1				3	3	2
Avg	2.50	1.75	2.25	2.00	2.33	1.50	2.00	1.00				2.50	2.50	2.00

Program	IMBA				
Year	II	Semester		III	
Course Title	Human Resource Management & Development	L	T	P	Credits
Course Code	MBAI4306	3	0	0	3

Course Objectives:	To equip students with a comprehensive understanding of Human Resource Management concepts, principles, and practices.
	To enable them to effectively manage human resources through staffing, training and development, performance appraisal, HRD, job enrichment, stress management, and welfare measures.

Course Outcomes:	
CO1	Demonstrate the knowledge of HRM functions and its importance in present scenario.
CO2	Demonstrate and apply the knowledge of various training and development methods, concept of performance appraisal and welfare activities
CO3	Demonstrate the knowledge of the concept of Human Resource Development and its various aspects.
CO4	Assess Job Enrichment concept, quality circles and stress management

Course Contents	No of Hours	Mapped CO
Module I: Introduction to HRM Basic of HRM: Concept, objectives, importance and functions of human resource management. Manpower planning. Personnel policies, Programs and Procedures. Staffing: Meaning of recruitment, Process, Factors affecting recruitment, Sources of recruitment. Selection: Process, Selection test, Interview, Group discussion, Orientation, Placement, Promotion, Demotion, Transfer, Job analysis	12	CO1
Module II: Training & Development, Performance Appraisal and Welfare Measures Objectives and importance of training, Training methods (on-the-job and off-the-job training): Apprenticeship training, Vestibule training, Simulated learning, Classroom lectures, Audiovisual based training. Development methods: Case study, Business games, In basket, Role playing, Sensitivity training, Transactional Analysis, Special courses, Coaching, Understudy, and Job rotation, Multiple management, Selective readings, Special meetings and Special projects. Welfare activities, Health and safety to workers, Social security measures. Wages and salary determination. Performance appraisal: Objectives, Methods. Job evaluation.	12	CO2
Module III: Human Resource Development HRD Meaning, Need, Linkage between mechanism, processes and outcomes, HRD strategies, HRD Areas: Individual employee, Role, Team, Organization. HRD matrix, Role of line manager in HRD, Organizing the HRD department, HRD department and their tasks. Trends of issues relating to HRD functions. Task Analysis: Meaning & Uses. Potential appraisal.	11	CO3
Module IV: Job Enrichment & Stress Management	10	CO4

Job Enrichment: Concept, Principles, Steps for Job Enrichment, Hurdles In Job Enrichment, Making Job Enrichment Effective, Job and Work Redesign. Quality Circles: Concept, Structure, Training in Quality Circle, Problem Solving Techniques, Role of Management, Quality Circles in India. Stress Management: Definition, Sources of Stress, Consequences of Stress, Managing Stress.

Suggested Readings:

- Aswathappa K., Human Resource and Personnel Management, TMH, 5th Edition.
- Rao V.S.P., Human Resource Management: Text and Cases, Excel Books, 2nd Edition.
- Ivansevich, Human Resource Management, Tata McGraw Hill, 10th Edition.

Course Articulation Matrix

PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	1	1		1	2						1	2	2
CO2	3	2			2	2				1		1	2	2
CO3	3	1			1	2				1		2	2	2
CO4	3	2			1	2				1		2	2	3
Avg	3.00	1.50	1.00		1.25	2.00				1.00		1.50	2.00	2.25

Program	IMBA				
Year	II	Semester		IV	
Course Title	Cyber Security	L	T	P	Credits
Course Code	MBAI4401	4	0	0	4

Course Objectives:	To develop foundational knowledge of cyber security threats, practices, and legal frameworks.
	To develop skills in managing data protection, cryptography, and cyber risk in modern business contexts.

Course Outcomes:	
CO1	Understand the various domains of cyber security.
CO2	Explain the use of digital signature and their use in electronic records.
CO3	Analyse data protection principles and privacy control implementation.
CO4	Assess various issues and threats in cyber security in business world.

Course Contents	No of Hours	Mapped CO
Module I: Introduction of Cyber Security Cyber Security: Concept, Importance in Business and Governance. Digital Privacy and Security Risks. Types of Malwares: Viruses, Worms, Trojans, Ransomware, Adware, Spyware. Attacks: Hacking, Phishing, Pharming, Wi-Fi Eavesdropping. Antivirus and Firewalls. Safe Browsing Practices, Secure Online Behaviour. Social Engineering, Password Policies. Cybersecurity Compliance: IT Act 2000, E-Money, RBI Guidelines. Business Implications of Cyber Attacks. Secure Operations in Cyber Space	15	CO1
Module II: Cryptography, Digital Signatures & Electronic Records Cryptography: Basics, Types (Symmetric/ Asymmetric), Applications. Public Key Infrastructure (PKI). Concept of Public and Private Keys. Digital Signatures and Certificates. Electronic Authentication and Certificate Authorities. Secure Electronic Records Management. Legal Recognition of Electronic Records (Indian IT Act, 2000). Encryption and Decryption Techniques. Cyber Laws related to Electronic Transactions. E-Governance Security Measures.	15	CO2
Module III: Data Protection and Privacy Data Privacy Principles (GDPR, Indian Data Protection Bill). Personally Identifiable Information (PII) & Business Confidentiality. Data Protection Techniques and Technologies. Consent and User Data Rights. Role of CIO/CISO in Data Governance. Secure Handling and Disposal of Sensitive Data. Insider Threats and Prevention. Data Breach: Prevention, Response, and Management. Digital Forensics Overview.	15	CO3
Module IV: Cyber Security in Business & Emerging Threats Types of Cybercrimes: Identity Theft, Cyber Fraud, Corporate Espionage. Sectoral Applications: Banking, E-Commerce, Healthcare, Education. Cyber Security in Cloud Computing & IoT. Threats from AI/ML & Deepfake Technology. Mobile Security & BYOD Policies. Blockchain & Cybersecurity. Regulatory	15	CO4

Frameworks: CERT-In, NIST, ISO 27001. Disaster Recovery and Business Continuity. Ethical Hacking, Penetration Testing. Future Trends in Cyber Security.

Suggested Readings:

- Craig, B. (2012). Cyberlaw: The Law of the Internet and Information Technology. London: Pearson Education.
- Dietel, H.M. (2001). E-business And e-commerce for managers. London: Pearson Education.
- Ismail, N., & Cie, E.L.Y. (2013). Beyond Data Protection: Strategic Case Studies and Practical Guidance. Berlin: Springer.
- Rattan, J. (2017). Cyber Laws & Information Technology. New Delhi: Bharat Law House Pvt. Ltd.

Course Articulation Matrix

PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1		2				2	2	3		1		2	2	2
CO2	1	2	2			2	1	3		1		2	3	2
CO3	2	2	1			2	3	3		1		2	3	2
CO4	1	2				2	3	3		1		2	3	2
Avg	1.33	2.00	1.50			2.00	2.25	3.00		1.00		2.00	2.75	2.00

Program	IMBA				
Year	II	Semester		IV	
Course Title	Rural Management	L	T	P	Credits
Course Code	MBAI4402	4	0	0	4

Course Objectives:	To equip students with the knowledge and skills to use management concepts in the rural context to foster development in the rural areas.
---------------------------	---

Course Outcomes:	
CO1	Explain rural management, its scope and the problems & remedies associated with rural areas.
CO2	Identify demographic characteristics of rural consumers and the various sources available for rural credit.
CO3	Analyse various marketing strategies adopted by industries for agricultural (Consumables/ non-consumables) and other rural products.
CO4	Assess the working of Co-Operative Credit societies. Illustrate some successful co-operative organizations.

Course Contents	No of Hours	Mapped CO
Module I: Introduction Definition, Scope and Importance of Rural Management. Agriculture and Non-Agriculture sections of Economy. Rural Development problems and Remedies.	15	CO1
Module II: Rural Consumer and Rural Finance Consumption theory and Characteristics of Rural Consumers. Village Economy sources and structure of Income. Rural Financial Environment: Organization of rural Credit supply, Credit Planning and Implementation of Credit Programmers for Rural Development, Saving and Deposits. Mobilization in Rural India.	15	CO2
Module III: Rural Marketing Rural Marketing: Meaning, principles and practice. Rural marketing for Seed, Fertilizers, Pesticides Machinery and other inputs of Rural Industry. Marketing Strategies for rural industry.	15	CO3
Module IV: Co-operative Management Co-operation: Meaning, Objectives and Scope. Development of Cooperatives in Rural Area: Co-operative Credit Societies & Cooperative Marketing. Some successful Co-operative organization.	15	CO4
Suggested Readings: - Kashyap, Pradeep., Raut, Siddhartha. And Biztantra ., Rural Marketing. - Gopal Swamy, T.P. , Rural Marketing, Vikas Publishing House, 2/e - Barkar, J.W., Agricultural Marketing, Oxford University Press, New York. - Mathur, Rural Marketing, Excel Books.		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	2				3				2		3	3	2
CO2	3	2				3				2		3	3	2
CO3	3	2				3				2		3	3	2
CO4	3	2				3				2		3	3	2
Avg	3.00	2.00				3.00				2.00		3.00	3.00	2.00

Program	IMBA				
Year	II	Semester		IV	
Course Title	Leadership & Personality Development	L	T	P	Credits
Course Code	MBAI4403	3	0	0	3

Course Objectives:	To familiarize with the concept of Leadership, skills and theories related to it
	To develop students' understanding of personality and its determinants, and how it can be developed at the workplace.

Course Outcomes:	
CO1	Demonstrate the knowledge of leadership concept, styles and theories of leadership
CO2	Demonstrate the knowledge of Basic and advanced leadership skills
CO3	Apply the knowledge of Professionalism at workplace
CO4	Evaluate and design strategies for personality development at workplace

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Leadership Concept and nature of Leadership, Styles of Leadership, Trait theory of Leadership, Behavioral theory of Leadership, Situational Theory of Leadership, Transformational & Transactional Leadership, Recognition and motivating tips for leading Staff.	12	CO1
Module II: Leadership Skills Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills, Emerging trends in leadership, Emotional Intelligence & leadership, Nature of Executive leadership, Patterns of leadership effectiveness, Ethical leadership & issues.	11	CO2
Module III: Professionalism & Grooming Meaning of professionalism, Developing Professionalism at workplace, Learning Time management, Dress and grooming for Success, Role of verbal and non-verbal Communication in Organization, Barriers to Communication.	11	CO3
Module IV: Personality Development & Leadership Concept of Personality, Determinants of Personality, Significance of Personality Development, Group Communication, Active Listening, Art of Public Speaking, Work ethics and Business Etiquettes, Team building exercises to understand and develop the personality.	11	CO4
Suggested Readings: - John Mitchell, Natalie Mitchell & Bogdan Gudzenko (2012) - Leadership Development - Hurlock, E.B. (2006), Personality Development, TMH, New Delhi. 3. Heller, Robert, Effective Leadership, Essential Manager Series, D.K. Publishing 2002		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	1	1			1				2		2	2	2
CO2	3	1	1		2	1	1			2		2	2	2
CO3	3	2	2			2				2		2	3	2
CO4	3	2	1		2	2	1			2		2	3	2
Avg	3.00	1.50	1.25		2.00	1.50	1.00			2.00		2.00	2.50	2.00

Program	IMBA				
Year	II	Semester		IV	
Course Title	Digital Marketing	L	T	P	Credits
Course Code	MBAI4404	2	0	0	2

Course Objectives:	To introduce students to the fundamental concepts, scope, and significance of digital marketing
	To enable learners to identify and differentiate between various digital marketing channels,
	To equip students with a practical understanding of Search Engine Optimization and Search Engine Marketing (SEM)
	To provide hands-on exposure to the application of social media platforms

Course Outcomes:	
CO1	Understand the concept, scope, and functions of Digital Marketing
CO2	Understand various channels of Digital marketing, content, and campaign management.
CO3	Develop insight about SEO and its types; tools and techniques of SEM.
CO4	Application of social media marketing and it's platforms in digital marketing.

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Digital Marketing: concept, importance and scope of digital marketing, Evolution of digital marketing. Difference between traditional and digital marketing. Contemporary best practices in digital marketing. Case-study	7	CO1
Module II: Acquiring and engaging users through Digital Channels: Introduction to content marketing and management. Understanding the relationship between content and branding, mobile marketing, video marketing, Email marketing. Online campaign management- preparation, execution, and tracking. Case-study	8	CO2
Module III: Overview of SEO and SEM: Search Engine Optimisation (SEO)- concept, importance, On-page Optimisation and Off-page Optimisation, Google AdWords. Search engine marketing (SEM)- Strategy building and execution through SEM tools and techniques. Difference between SEO and SEM. Case-study	7	CO3
Module IV: Social Media Marketing (SMM): -concept, Importance, and objectives. Blogging, social networking, introduction, and use of various social media platforms in digital world. Digital innovations and trends - in Indian and global context. Case-study.	8	CO4
Suggested Readings: - McDonald, William. J., (1998), Direct Marketing: An integrated approach, McGraw Hill, Singapore, 1st Edition, - Stone, Bob., (1995), Successful Direct Marketing Methods, NTC Business BOOK, USA, 5th Ed. - Chaffey, Dave. and Chadwick, Fiona Ellis.,(2012), Digital Marketing: Strategy, Implementation and Practice, Pearson Education.		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	1	2	1	1			2	1		2	3	2	3
CO2		1	2	1	1		1	2	1		2	3	2	3
CO3	2	1	2	1	2	1		2		1	2	3	2	3
CO4	2	1	2	1	1		1	2	1		2	3	2	3
Avg	2.00	1.00	2.00	1.00	1.25	1.00	1.00	2.00	1.00	1.00	2.00	3.00	2.00	3.00

Program	IMBA				
Year	II	Semester		IV	
Course Title	Research Methodology	L	T	P	Credits
Course Code	MBAI4405	4	0	0	4

Course Objectives:	To develop the skills to investigate the research problems with a view to arrive at findings, interpretation of data in the form of systematic reports.
	To equip the students to apply statistical tools for sharper research studies.

Course Outcomes:	
CO1	Understand the meaning, nature, scope, objectives, and types of research and distinguish among different research approaches.
CO2	Develop effective data collection instruments, such as questionnaires and schedules, with attention to design, reliability, and validity.
CO3	Apply analysis of variance (one-way and two-way) and factor analysis; identify basic usage of statistical tools like SPSS, R, or Python for data analysis.
CO4	Prepare comprehensive research reports with appropriate structure, layout, annexures, references, and conclusions.

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Research: Meaning, Nature, characteristics, Scope, Objectives and Types of research; Approaches to research, Research Process & its components. Scientific Methods of Research. Application of Research, Ethical considerations in research.	15	CO1
Module II: Research Design and Problem Formulation: Formulating research problems and hypotheses. Research design: Exploratory, descriptive, and Experimental designs. Variables: Dependent, Independent, and Confounding. Sampling- Concept & types of sampling technique, Sampling Errors, Non-Sampling errors, Techniques for selecting representative samples. Data- Types, Classification of data, Data collection methods, Preparation of Questionnaire and Schedule, Types of Questionnaire, Precautions in Preparation of Questionnaire, Significance and Reliability of Questionnaire, Measurement scales: nominal, ordinal, interval and ratio, comparative and non-comparative scale.	15	CO2
Module III: Data Handling and Analysis: Coding, Editing and Tabulation of Data. Various Kinds of Charts and Diagrams Used in Data Analysis: Line, Bar and Pie, Histogram Graphs and their Significance, Hypothesis: Concept of Hypothesis, Framing Null Hypothesis & Alternative Hypothesis. Hypothesis Testing – t-tests, ANOVA, Chi-square tests. Confidence level, Significance of p-value. Correlation, Regression, Interpreting results and drawing conclusions. Analysis of Variance: One way and two	15	CO3

way, Factor analysis: Characteristics & Uses. Introduction to the advanced Research Tools: Use of statistical software (e.g., SPSS, R, Python) for data analysis.		
Module IV: Report Preparation, Types and Layout of Research Report, Precautions in Preparing the Research Report, Structure and components of a research report Significance of Annexure, References, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons. Referencing styles: APA,etc... Common pitfalls in report writing and how to avoid them.	15	CO4
Suggested Readings: - Cooper and Schindler, Business Research Methods, 9th Edition, Tata McGraw Hill. - Kothari C R, Research Methodology Methods &Techniques, 2nd Edition, New Age International Publishers. - Naresh Malhotra, Market Research, Pearson Education.		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	1	1					2	2		1		2	3	2
CO2	2	2						3		2		1	2	3
CO3	2	2						3		2		2	2	3
CO4	2	2						2	2	2		2	3	2
Avg	1.75	1.75					2.00	2.50	2.00	1.75		1.75	2.50	2.50

Program	IMBA				
Year	II	Semester		IV	
Course Title	Financial Management	L	T	P	Credits
Course Code	MBAI4406	4	0	0	4

Course Objectives:	The theory and practice of Corporate Finance in the light of agency problems and conflict of interest among corporations' stakeholders.
	Various options for sourcing and utilization of funds and determination of risk associated in term of cost and benefits.
	Capital Structure for the value maximization of the firm.
	The key issues related to dividend policy and their implications for the value of the firm

Course Outcomes:	
CO1	Understanding of Investment, Financing decisions to maximize the value of the firm and Shareholder's wealth maximization and calculate future & annuity values.
CO2	Evaluate and make capital budgeting decisions based on NPV, IRR and PI concepts and the concept and importance of Working Capital Management
CO3	Understand the concept of leveraging and calculate Cost of Capital of companies
CO4	Understand how specific techniques and decision rules can be used to develop best capital structure for any organization and relevance of Dividend decision

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Financial Management: Concept of Financial Management, Traditional Financial Management Vs Modern Financial Management, Functions of Financial Management, Objectives of financial Management Profit maximization vs. Wealth Maximization, Methods of Financial Management. Time Value of Money.	15	CO1
Module II: Investment Decisions (Long Term & Short Term): Appraisal of project, Concept of Capital Budgeting: Process & Techniques of Capital Budgeting and its applications. Risk and Uncertainty in Capital Budgeting. Overview of Working Capital Decision: Concept, Components, factors affecting working Capital Requirement	15	CO2
Module III: Financial Decisions& Leverage Analysis: Financial, operating and combined leverage along with implications. EBIT-EPS Analysis & Indifference Points. Long-term sources of finance, Valuation of equity shares, Preference shares, debentures and bonds. Cost of Capital, Cost of Debentures, Cost of Preference, Cost of Equity & Retained earnings, Weighted average cost of capital and its implication.	15	CO3
Module IV: Capital Structure Decision & Dividend Decisions: Concept and Approaches of Capital Structure decision: NI, NOI, Traditional and Modigliani Miller Approach. Concept of retained earnings and plough back of profits. Relevance and Irrelevance Theories of dividend decision: Walter's Model,	15	CO4

Gordon's Model and Modigliani Miller Model, Factors affecting dividend decision.		
--	--	--

Suggested Readings:

- Pandey I M, Financial Management, 9th Ed, Vikas, 2004.
- Van Horne, Financial Management and Policy, 12th Ed, Pearson Education, 2003.
- Knott G, Financial Management, Palgrave, 2004.
- Khan and Jain, Financial Management, 3rd Ed, Tata McGraw Hill.
- R P Rustagi , Financial Management, 2nd revised ed, Galgotia, 2000.
- Damodaran , Corporate Finance –Theory & Practice, Wiley, 1st Ed.

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	3	2	1	2							2	2	2
CO2	3	3	3	3	3	1	2					3	3	2
CO3	1	1	1	2	2	2	1					3	3	1
CO4			1			1				1			3	2
Avg	2.33	2.33	1.75	2.00	2.33	1.33	1.50			1.00		2.67	2.75	1.75

Program	IMBA				
Year	III	Semester		V	
Course Title	Consumer Behaviour	L	T	P	Credits
Course Code	MBAI4501	4	0	0	4

Course Objectives:	To study how perception, attitude, memory, and choices shape consumer behavior
	To examine how social, cultural, and group factors affect consumer decisions
	To understand opinion leaders, innovation spread, and models of buying behaviour.
	To explore how organizations make buying decisions locally and globally

Course Outcomes:	
CO1	Understand the mental processes that guide consumer perceptions, attitudes, memory and choices
CO2	Analyze the differences in these processes as a consequence of social, cultural and group influences
CO3	Demonstrate the knowledge of opinion leadership, innovation diffusion and various models to help understand buying behaviour
CO4	Evaluate intricacies involved in organizational buying process in domestic and global perspective

Course Contents	No of Hours	Mapped CO
Module I: Introduction Defining Consumer Behaviour. Scope and Application of Consumer Behaviour. Evolution of Consumer Behavioural Field of Study and its relationship with Marketing: Behavioural Dimension. The interdisciplinary nature of Consumer Behaviour. Profiling the consumer and understanding their needs. Relevance of Market Research with Consumer Behaviour. Approaches to Consumer Behaviour Research.	15	CO1
Module II: Consumer Behaviour Theory, Application and its Determinants Consumer Behaviour Theory and Its Application to Marketing Strategy: Consumer buying Process, Extensive, Limited and Routine Problems solving Behaviour. Internal Determinants of Consumer Behaviour: Needs, Motivation and Involvement, Information Processing and Consumer Perception, Learning, Attitude and Attitude Change, Personality, Psychograph, Values and Lifestyle. External Determinants to Buying Behaviour: Family and House Hold influences, Reference Groups and Social Class, Influence of Culture and Sub-culture.	15	CO2
Module III: Opinion Leadership, Innovation & Diffusion and CB Models Opinion Leadership, Innovation & Diffusion: Opinion Leadership Process, Measurement and Profile, Opinion Leadership and Firms' Promotional Strategy, Innovation, Diffusion and Adaptation Process, Innovator as Opinion Leader. Models of	15	CO3

Consumer and Individual Buying Behaviour. Models of Consumers Decision Making. Marketing, consumer behaviour and society. Consumption and persuasion: Issues of manipulation and long-term impacts on society and children. Consumer materialism.		
Module IV: Organizational Buying Differences between: Industrial Markets & Consumer Market and Organizational & Consumer Buying. Buying Decisions in Organizational Buying Process: Types of Decision Making. Organization Buyer's Decision-Making Process. Factors influencing Organizational Buying Behaviour. Decision Makers in Organizational Buying. Webster and Wind model of Organizational buying behaviour. The Sheth model of Industrial buying. Cross-cultural Consumer and Individual Buying Behaviour: Globalization of Consumer Markets and Market Implications, Impact of Information Technology on Consumer Behaviour.	15	CO4
Suggested Readings: • Schiffman and Kanuk, Consumer Behaviour, Prentice Hall. • Loudon, D.A., Consumer Behaviour, Concepts and Application, Tata McGraw Hill. • Howard, John A., (1989). Consumer Behaviour in marketing Englewood Cliffs, New Jersey, Prentice Hall Inc. • Hawkins, D.I., (1995). Consumer Behaviour Implications for Marketing Strategy, Texas, Business		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	2	2		2			1		1	1	2	3	3
CO2	2	2	1		2	1		1		2		3	3	2
CO3	2	2	2	3	2			2				2	3	3
CO4	2	2	2	3	2	2		2		2		2	3	2
Avg	2.00	2.00	1.75	3.00	2.00	1.50		1.50		1.67	1.00	2.25	3.00	2.50

Program	IMBA				
Year	III	Semester		V	
Course Title	Entrepreneurial Finance	L	T	P	Credits
Course Code	MBAI4502	2	0	0	2

Course Objectives:	To understand the role of finance in entrepreneurship and develop a new business plan.
	To analyze financial statements and ratios to assess the financial health of a start-up.
	To analyze the various sources of investment and also know the support provided by the state and central government for entrepreneurship.
	To determine the various financial support schemes provided by different institutions to entrepreneurs.

Course Outcomes:	
CO1	Understand the importance of finance in entrepreneurship and developing a business plan.
CO2	Analysis of the financial statements and ratios to assess the financial health of a start-up.
CO3	Identify the various investment sources and the support provided by the state and central government for entrepreneurship.
CO4	Determine the various financial support schemes provided by different institutions to entrepreneurs.

Course Contents	No of Hours	Mapped CO
Module I : Introduction to Entrepreneurial Finance: Definition and scope of entrepreneurial finance, Role of finance in entrepreneurship, Characteristics of entrepreneurial finance, Developing a business plan, Estimating start-up costs and funding needs, Financial projections and forecasting, Valuation of start-ups.	8	CO1
Module II: Financial Statements & Analysis: Introduction to financial statements (balance sheet, income statement, and cash flow statement), financial ratio analysis for start-ups, assessing the financial health of a start-up, Benchmarking, and industry analysis.	7	CO2
Module III: Sources of Finance: Various sources of Investment - Basics of Venture Capital and Angel Investment - Start-up Culture - Various measures of encouragement and support being provided by the State and Central Government for strengthening the Entrepreneurial Culture.	7	CO3
Module IV: Institutional Financial Support: Schemes and functions of Industries- District Industries Centres (DICs)-Industrial Development Corporation (IDC)-State Financial Corporation (SFCs)-Small Scale Industries Development Corporations (SSIDCs) -Khadi and Village Industries Commission (KVIC)-Technical Consultancy Organisation (TCO)- Small Industries Service Institute (SISI)-National Small Industries Corporation (NSIC)-Small Industries Development Bank of India (SIDBI).	8	CO4

Suggested Readings:

- Philip J. Adelman, Alan M. Marks, Entrepreneurial Finance, 5e, Pearson, 2011.
- Steven Rogers, Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur 3e, Tata Mc Graw Hill, 2014.
- Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, 2nd Edition, Pearson Education, 2012

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	1	2	3	2	1	1			1	1	2	2	2
CO2	2	1	2	1	2	1	1			1	2	2	2	2
CO3	2	1	2	3	1	1	1			2	1	2	2	2
CO4	2	1	2	3	2	1	1			1	1	2	2	2
Avg	2.00	1.00	2.00	2.50	1.75	1.00	1.00			1.25	1.25	2.00	2.00	2.00

Program	IMBA				
Year	III	Semester		V	
Course Title	Operations Research	L	T	P	Credits
Course Code	MBAI4503	4	0	0	4

Course Objectives:	To familiarize students with the quantitative techniques for improving the quality of managerial decisions.
	To build Generalist approach towards Operations Research

Course Outcomes:	
CO1	Understand the need of using operational research for effective decision making.
CO2	Identify how linear programming, transportation and assignment helps in business decision making and interpret their solutions.
CO3	Make use of the sequencing and game theory in business problem solving.
CO4	Distinguish between several queuing models and derive performance measures for each of them; examine network technique in resource allocation.

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Operations Research & Decision-Making Environment Uses, Scope and Applications of Operation Research in Managerial Decision-Making. Decision-Making under Certainty, Uncertainty and Risk Situations, Decision Tree Approach and its Applications.	15	CO1
Module II: Linear Programming, Transportation Problem & Assignment Problem Linear Programming: Mathematical Formulations of LP Models for Product-Mix Problems, Graphical Method of Solving LP Problems, Simplex Method of Solving LP Problems, Duality of LP Problem. Transportation Problem: Various methods of finding Initial Basic Feasible Solution and Optimal Solution. Assignment Model: Hungarian Algorithm and its Applications in terms of Maximisation and Minimisation.	15	CO2
Module III: Game Theory & Sequencing Problem Game Theory: Concept of Game, Two-Person Zero-Sum Game, Pure and Mixed Strategy Games, Saddle Point, Odds Method, Dominance Method and Graphical Method for Solving Mixed Strategy Game. Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines.	15	CO3
Module IV : Queuing Theory & Project Management Queuing Theory: Characteristics of M/M/I Queue model, Application of Poisson and Exponential distribution in estimating Arrival Rate and Service Rate, Applications of Queue Model for better service to the customers. Project Management: Rules for drawing the Network Diagram, Applications of CPM and PERT Techniques in Project Planning and Control, Crashing of Operations.	15	CO4
Suggested Readings: - Vohra, Quantitative Techniques in Management, 2nd edition, Tata McGraw-Hill, 2003. - Taha Hamdy, Operations Research - An Introduction, 7th edition, Prentice-Hall.		

- Kothari, Quantitative Techniques, 3rd Edition , Vikas Publication, 1996.
- Sharma J K, Operations Research , 3rd Edition . Pearson.
- Kapoor V.K., Operations Research, 4th Edition, S. Chand.

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	1				2						1	3	2
CO2	3	3				2				2		1	3	2
CO3	3	3				2				2		1	3	2
CO4	3	3				2				2		1	3	2
Avg	3.00	2.50				2.00				2.00		1.00	3.00	2.00

Program	IMBA				
Year	III	Semester		V	
Course Title	Operations Management	L	T	P	Credits
Course Code	MBAI4504	4	0	0	4

Course Objectives:	To provide students with a comprehensive understanding of the strategic importance of Operations Management in achieving organizational effectiveness across various sectors. It aims to enhance students' analytical and decision-making abilities by equipping them with the knowledge and skills required to plan, manage, and improve operational processes. The course also seeks to develop students' competence in addressing real-world operational challenges, fostering a mindset of continuous improvement, and promoting alignment between operations and overall business strategy.
---------------------------	--

Course Outcomes:	
CO1	Understand the strategic importance of operations management in both manufacturing and service sectors, and evaluate key decisions related to plant location, layout, and operations strategy.
CO2	Apply appropriate qualitative and quantitative forecasting methods and work study techniques to improve productivity and support effective operational planning.
CO3	Understanding and ability to use production planning techniques and inventory management techniques for optimizing resource allocation and workflow.
CO4	Analyse and apply quality management principles and tools, including TQM, Six Sigma, and Lean, to drive continuous improvement and operational excellence.

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Operations Management Operations Management: An overview, Definition of Operations Management, Production Cycle, Classification of Operations Systems, Responsibilities of Operations Manager, The Strategic Role and Objectives of Operations, Plant Location, Plant Layout Planning. Introduction to Operations in Service Industry: Nature of Services, Difference between Operations in Service and Manufacturing Industry, Major Operation Management Issues and Decisions in Service Industry. Service Quality Gap Model.	15	CO1
Module II: Forecasting & Work Study Definition and Scope of Forecasting, Methods of Forecasting: Qualitative & Quantitative Methods: Delphi, Expert Opinion, Brainstorming, Market Survey Methods, Regression, Time Series based Method, Exponential Smoothing. Work Study: Method Study, Work Measurement.	15	CO2
Module III: Production Planning & Inventory Management Introduction to Planning Techniques, Capacity Plan, Aggregate Plan, Scheduling: Forward and Backward, Master Production Schedule, Material Requirement Planning (MRP). Inventory Management:	15	CO3

Objectives & Factors, Inventory Control Techniques namely ABC, VED, FSN and EOQ analysis, JIT, Kanban.		
Module IV: Quality Management Basic Concepts of Quality, Dimensions of Quality, Juran's Quality Trilogy, Deming's 14 Principles, PDCA Cycle, Quality Circles, 7QC Tools and 7 New QC Tools, Six Sigma: DMAIC, DMADV.	15	CO4
Suggested Readings: • Heizer and Render, Operations Management, 14th edition, Prentice-Hall. • Hill T, Operations Management, Palgrave Macmillan, 2017. • K. Aswathapa, Production and Operations Management, Himalayan Publication. • B. Mahadevan, Operations Management, Pearson		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	2				3		2		3		2	3	2
CO2	2	3				2		2		2		2	3	2
CO3	2	2			1	3		2		2		2	3	2
CO4	2	3			2	3		2		3		2	2	3
Avg	2.25	2.50			1.50	2.75		2.00		2.50		2.00	2.75	2.25

Program	IMBA				
Year	III	Semester		V	
Course Title	Research-Based Learning I	L	T	P	Credits
Course Code	MBAI4505	0	0	2	1

Course Objectives:	Understand the role of research in business decision-making.
	Develop skills to identify and frame research problems.
	Formulate a focused research title through critical thinking and collaboration.
	Strengthen the ability to review and synthesize literature from credible sources.

Course Outcomes:	
CO1	Explain the importance of research in business and apply it to real-world situations.
CO2	Identify and frame research problems by analyzing current industry trends.
CO3	Formulate precise and relevant research titles through critical thinking and collaboration.
CO4	Review, analyze, and synthesize literature from credible academic and industry sources.

Course Structure (Classroom Activity)

Topic	Learning Activities
Introduction to Research-Based Learning	Importance and use of research in business
Identifying Research Problems	Group activity: Problem framing from current industry trends
Finalize the Title for Research-Based Learning	Brainstorming session and peer review of proposed titles
Literature Review	Accessing authentic journals, databases, and industry reports

Assessment Pattern

The performance of students will be evaluated through an audit-based evaluation system, which includes presentations and viva-voce.

Guidelines for RBL Teacher

- Introduce the importance of research in business through case discussions and examples.
- Guide students in identifying research problems using industry trends.
- Facilitate brainstorming sessions to guide students in identifying suitable titles.
- Train students in accessing and reviewing authentic journals, databases, and industry reports.
- Explain how to write using APA referencing style.
- Emphasize academic honesty and research ethics.

Guidelines for RBL Guide

- Guide students in refining research problems into focused titles.
- Provide academic or industry insights to strengthen research direction.
- Guiding Students in reviewing at least 10 good research papers related to the title.
- Guiding Students about drafting the literature review as per the given format.

Format for Literature Review

S.No	Title of the Paper	Authors' Names	Abstract	Keywords	Summary (150-200 words)	Findings/ Conclusion
------	--------------------	----------------	----------	----------	-------------------------	----------------------

- Provide a detailed explanation of writing in accordance with the APA referencing style.
- Interact regularly to monitor progress and resolve difficulties.
- Make helpful suggestions for viva-voce and presentation finalization.

Guidelines for Students

- Choose a broad area of interest (e.g., marketing, finance, HR, entrepreneurship, digital business etc.) and narrow it down to a feasible, relevant, and researchable problem.
- Engage actively in research discussions to frame problems and finalize titles.
- Read and summarize at least 10 research papers (200 words each), compare studies, and identify research gaps.
- Strengthen literature review skills through credible resources and systematic drafting.
- Present research progress confidently and respond effectively during viva-voce.
- Maintain academic integrity by avoiding plagiarism and applying APA referencing correctly.

Referencing List (Strictly Follow APA Style)

1. **Book**
Author, A. A. (Year). *Title of the book* (xth ed.). Publisher.
(Note: Write edition in parentheses after the title, e.g., (2nd ed.). Italicize the title of the book.)
2. **Journal Article**
Author, A. A., & Author, B. B. (Year). Title of the article. *Title of the Journal*, Volume(Issue), page range. <https://doi.org/xxxx>
(Note: Journal title and volume are italicized; issue number is in parentheses but **not** italicized.)
3. **Website**
Author/Organization. (Year, Month Day). Title of the webpage. *Website Name*. URL
(Note: Italicize the webpage title, not the website name. If no date, use n.d.)
4. **Report/Company Document**
Organization. (Year). *Title of the report* (Report No. xxx if available). Publisher. URL
(Note: Italicize the report title. If publisher and author are the same, omit the publisher name.)

Program	IMBA				
Year	III	Semester		VI	
Course Title	Business Ethics & Indian Value System	L	T	P	Credits
Course Code	MBAI4601	4	0	0	4

Course Objectives:	To familiarise students with the ethical issues and dilemmas faced by the managers in business organizations.
---------------------------	---

Course Outcomes:	
CO1	Explain Ethical and Value Based thought process for future managerial performance.
CO2	Explain corporate social responsibility and consumer protection.
CO3	Interpret the concept of progress and manage transformation
CO4	Identify the concept of ethical philosophies and its relevance in present scenario.

Course Contents	No of Hours	Mapped CO
Module I: Introduction Values: Concept, types and formation of values. Relationship between ethics, values and behaviour, Values of Indian Managers. Ethics: development of ethics, ethical decision making and decision-making process, relevance of ethics and values in business. Management of Ethics: Management process and ethics, ethical issues, ethos of Vedanta in management, Hierarchism as an organizational value. Ethical Dilemma in business, whistle blowing.	15	CO1
Module II: Corporate Social Responsibility and Consumer Protection Corporate responsibility of business towards employees, consumers and community. Corporate Governance & Code of Corporate Governance. Different approaches of corporate governance, Consumerism. Unethical issues in sales, marketing and technology	15	CO2
Module III: Understanding Progress & Results, Managing Transformation and Success Progress & Results: Definition and functions of progress. Transformation: Need for transformation, process and challenges of transformation. Understanding Success: Definitions of success, Principles for competitive success, prerequisites to create blue print for success. Successful stories of business Gurus.	15	CO3
Module IV: Ethical Philosophies Relationship between Ethics & Corporate Excellence, Corporate Mission Statement, Code of Ethics, Organizational Culture, TQM. Gandhian Philosophy of Wealth Management, Philosophy of Trusteeship, Gandhi's Seven Greatest Social Sins, Concept of knowledge management and wisdom management.	15	CO4
Suggested Readings: - Chakraborty, S.K., Human values for Managers. - Chakraborty, S.K., Ethics in Management: A Vedantic Perspective, Oxford University Press.		

- Gaur, R.R., Sangal, R. and Bagaria, G.P., A Foundation Course in Human Values and Professional Ethics, Excel Books Private Limited, New Delhi.

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	2				2	3			2		3	3	2
CO2	3	2				2	3			2		3	3	2
CO3	3	2				2	3			2		3	3	2
CO4	3	2				2	3			2		3	3	2
Avg	3.00	2.00				2.00	3.00			2.00		3.00	3.00	2.00

Program	IMBA				
Year	III	Semester		VI	
Course Title	Goods & Services Tax and Customs Law	L	T	P	Credits
Course Code	MBAI4602	4	0	0	4

Course Objectives:	To provide understanding about salient features of GST law.
	To understand the implications of provisions for different classes of suppliers.
	To provide an understanding of compliances and procedures laid down in GST law
	To provide the understanding about significant provisions of the customs law

Course Outcomes:	
CO1	Explain concept, need, and utility of indirect taxes and understand and analyse the taxable event, i.e., supply under GST.
CO2	Describe the provisions relating to levy of GST
CO3	Identify exemptions for different types of goods and services and examine the various provisions of input tax credit.
CO4	Analyse provisions regarding penalties and interest and to prepare and file GST return on-line.

Course Contents	No of Hours	Mapped CO
Module I: Concept and features of Indirect Taxes, Difference between Direct and Indirect Taxes, Concept of GST, Relevant Definitions under GST law, Constitutional aspects of GST. GST Council: Constitution, Structure and functioning.	15	CO1
Module II: Concept of supply and Levy of GST: Concept of supply including composite and mixed supply, Place, Time and Value of taxable supply, Significance of consideration. Basis of Charge of GST, Inter-State Supply, Intra-state supply, GST rates notified for supply of various goods and services, Reverse charge mechanism, Composition levy, Exemptions from GST, Power to grant exemptions, Exempted goods under exemption notifications, Exempted services under exemption notifications, Input tax credit.	15	CO2
Module III: Procedures under GST: Registration under GST law, Tax invoice credit and debit notes, Different GST returns, Electronic liability Ledger, Electronic credit Ledger, Electronic cash ledger, Different assessment under GST, Interest applicable under GST (Period), Penalty under GST, Various provisions regarding e-way bill in GST, Mechanism of Tax Deducted at Source (TDS) and tax collected at source (TCS), Audit under GST.	15	CO3, CO4
Module IV: Customs Law: Custom Law: Concepts; Territorial waters; High seas; Levy of customs duty, Types of custom duties; Valuation; Baggage rules & exemptions. Practical Exercise: Learners are required to:	15	CO4

- Fill up online various forms of GST Returns for hypothetical firm.
- Prepare e-Way bill for hypothetical firm.
- Practical problems on computation of input tax under reverse charge for hypothetical firm.
- Practical problems on payment of tax and interest, if any, for hypothetical firm

Suggested Readings

- Singhanian, V. K., &Singhanian, M. (2020). Student's Guide to Income Tax Including GST. New Delhi: Taxmann Publication.
- Singhanian, V. K., &Singhanian, K. (2020). Direct Taxes: Law & Practice. New Delhi: Taxmann Publication.
- Ahuja, G., & Gupta, R. (2020). Direct Taxes Ready Reckoner. New Delhi: Wolters Kluwer India Private Limited.
- The ICAI Study Material for Final Course Group-II, Paper-8: Indirect Tax Laws [Module 1, 2, 3 and 4]

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	1	1				2	1	1	1				1	1
CO2	1	1				2	1	1		1	1	1	1	1
CO3	1	1											1	1
CO4	1	1				1	1	1				1	1	1
Avg	1.00	1.00				1.67	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

Program	IMBA				
Year	III	Semester		VI	
Course Title	Project Management	L	T	P	Credits
Course Code	MBAI4603	4	0	0	4

Course Objectives:	Develop the understanding of concepts, processes, methods, techniques and tools required for the proper selection and management of each stage of the project and techniques of project appraisal and risk control, needed for meeting stakeholder expectations.
---------------------------	--

Course Outcomes:	
CO1	Understand the principles of the project management, Entrepreneurial skills and project lifecycle
CO2	Analysing the Market and Demand Analysis for Project Management
CO3	Apply project appraisal methods with respect to Technological, Financial and Socio-economic Appraisal of Project.
CO4	Evaluating the risks associated with the selection of a Project and cost Control.

Course Contents	No of Hours	Mapped CO
Module I : Introduction to Project Management Introduction to project management, Definition of a Project, concept of projects. Characteristics need and scope of Project management, Types of Project starting a new venture, Entrepreneurial skills Project financing. Identification of investment opportunities. Preliminary Screening and Project formulation. Feasibility Study: Pre feasibility and project feasibility. Lifecycle phases of project.	15	CO1
Module II: Marketing and Demand Analysis Market and Demand Analysis: Situational Analysis and Specification of Objectives. Collection Primary and Secondary Information, Conduct of Market Survey, Characterization of Market. Demand Forecasting, Uncertainties in Demand Forecasting. Market Planning	15	CO2
Module III: Technological Financial and Socio, Economic Appraisal Technical Analysis of project: Manufacturing Process/ Technology, Material Inputs and Utilities, Product Mix, Plant Capacity, Location and Site, Machineries and Equipment, Structures and Civil Works, Environmental Aspects, Project Charts and Layouts Schedule of Project Implementation, Need for Considering Alternatives. Financial analysis of projects. Discount rates as project appraisal criteria. Social cost, benefit analysis. Environmental appraisal of projects.	15	CO3
Module IV: Risk and Cost Control Project risks: Types of Project risks and measures of Project Risks. Risk identification and risk analysis, Cost control. Network Techniques: Development of Project Network, Time Estimation with Simple Practical Problem, Determination of the Critical Path, Resource allocation, Scheduling, PERT Model, CPM Model.	15	CO4
Suggested Readings:		

- Marwah., Project Management, Wiley Dreamtech.
- Chaturvedi and Jauhari., Project Management, Himalaya Publishing.
- Chandra, Prasanna. , Project: Preparation, Appraisal, Budgeting and Implementation, TMH, 5th Ed.
- Mishra, Project Management, Excel Books.
- Goyal, B.B., Project Management: A Development Perspective, Deep and Deep.
- Gopalan., Project Management Core Text Book ,Wiley.

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	1	2	1	2							2	2	2
CO2	3	3	2	2	2	1			2			3	3	2
CO3	3	3	1	3	3	1	1	1	2	1		3	3	3
CO4	1	3		2			3	1	1				1	2
Avg	2.50	2.50	1.67	2.00	2.33	1.00	2.00	1.00	1.67	1.00		2.67	2.25	2.25

Program	IMBA				
Year	III	Semester		VI	
Course Title	Supply Chain Management	L	T	P	Credits
Course Code	MBAI4604	4	0	0	4

Course Objectives:	To develop knowledge about the elements of Logistics and Supply Chain Management processes.
	To acquaint with the recent trends and issues in the supply chain management function.

Course Outcomes:	
CO1	Describe the role and basic concepts of supply chain management, various value flows and key issues in supply chain management
CO2	Explain logistic management, different models including distribution and warehouse management.
CO3	Explain various techniques of inventory management. Calculate various costs associated with inventory, EOQ, buffer stock, lead time etc.
CO4	Explain the role of IT in supply chain management and Customer relationship management.

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Supply Chain Management Basic Concept, Objectives and importance of Supply Chain Management, Cycle view of SCM, Pull & Push system, competitive and supply chain strategies, achieving strategic fit, Supply chain Drivers & Obstacles, Key Issues in SCM and Benefits.	15	CO1
Module II: Logistics Management, Purchase and Vendor Management Logistics Management: Logistics as part of SCM, Logistics costs, Inbound and outbound logistics, Bullwhip effect in logistics. Reverse Logistics. Distribution and warehousing management, Cross docking, Milkrun, Super stores. Purchase & Vendor management, vendor rating.	15	CO2
Module III: Inventory Management Concept of Inventory Management, Various costs associated with inventory, Various EOQ models, Buffer stock (trade- off between stock out / working capital cost), Lead time reduction, Re-order point / re-order level fixation, ABC, SDE / VED Analysis, Just-In-Time & Kanban System.	15	CO3
Module IV: Recent Issues in SCM Role of Computer & IT in Supply Chain Management, CRM Vs SCM, Bench-marking concept: Features and Implementation, Outsourcing basic concept, 3 PL, 4 PL, Value Addition in SCM, Concept of demand chain management.	15	CO4
Suggested Readings: - Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.) - Krishnan Dr. Gopal - Material Management, (Pearson, New Delhi, 5th Ed.)		

- Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1st Ed.).
- Sahay B.S. - Supply Chain Management (Macmillan, 1st Ed.)
- Chopra Sunil and Peter Meindl - Supply chain management (Pearson, 3rd Ed.)
- Ballou, Ronald H: Supply Chain Management: Pearson Education

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	2			2	3		1	1	2		1	2	2
CO2	3	2			2	3		1	1	2		2	2	2
CO3	3	2			2	3		3	2	2		2	2	2
CO4	3	2			2	3		3	2	2		2	2	2
Avg	3.00	2.00			2.00	3.00		2.00	1.50	2.00		1.75	2.00	2.00

Program	IMBA				
Year	III	Semester		VI	
Course Title	Strategic Management	L	T	P	Credits
Course Code	MBAI4605	4	0	0	4

Course Objectives:	To understand the basic model of strategic management & develop the ability to formulate effective corporate and business strategies based on internal and external assessments.
	To develop competencies in translating strategic plans into actionable organizational initiatives across various organizational functions.

Course Outcomes:	
CO1	Explain the foundational concepts of strategic management, including its evolution, strategic intent (mission, vision, and objectives), and differentiate between policy, strategy, and tactics while analysing the impact of information systems, internet, and e-commerce on strategic decision-making.
CO2	Perform comprehensive environmental and organizational analyses using frameworks such as PESTEL, Porter's Five Forces, SWOT, VRIO, ETOP, and the Value Chain to assess internal capabilities and external opportunities and threats for strategic planning.
CO3	Analyse corporate and business-level strategies including growth, stability, retrenchment, and competitive strategies using tools like the BCG Matrix, GE 9 Cell, Porter's models, and understand their relevance in strategic positioning and choice.
CO4	Analyse various models of strategic implementation such as McKinsey's 7S and functional strategy alignment (HR, marketing, finance, operations), and evaluate strategic effectiveness using control techniques, performance criteria, and ethical considerations.

Course Contents	No of Hours	Mapped CO
Module I : Foundations of Strategy :- Definition, Scope and Importance. Evolution of Strategic Management, Difference between Business Policy and Strategic Management. Basic Model of Strategic Management (Strategic Intent) - Mission, Vision and Objectives. Conceptual Framework- Policy, Strategy and Tactics Strategic Decision Making- Dimensions and Levels. Strategic Information System. Impact of Internet and E-Commerce on Strategic Management.	15	CO1
Module II: Environmental Scanning and Internal Analysis: Environmental Scanning: Concept, Factors of Environmental Scanning- ETOP Study, Industry Analysis, Competitive Intelligence, Internal Analysis (VRIO, Value Chain, SWOT) External Environment Analysis (PESTEL, Porter's Five Forces). Organizational Analysis: Concept, Resource based approach, Scanning Functional Resources. OCP, SAP Scanning Core competency, Competitive Advantage., TOWS Matrix.	15	CO2
Module III: Types of Strategies and Strategy formulation: Corporate Strategies- Stability Strategy, Growth/ Expansion-	15	CO3

Diversification, Mergers & Acquisitions, Joint Venture, Strategic Alliances. Retrenchment & Combination Strategy-Corporate Restructuring. Business Strategies -Generic Business Strategies. Cost Leadership Strategy, Differentiation Strategy, Focus Strategy. Competitive Gaming & Functional Strategies. Strategic Choice: Strategic Positioning and Portfolio Analysis BCG Model, GE 9 Cell, Porters 5 Force Model and Porters Diamond Model.		
Module IV: Strategic Implementation & Control: McKinsey's 7S Model, Strategy Implementation through Structure, Strategy Implementation through Behaviour, Implementation through Human Resource Management, Strategy Implementation through Marketing, Strategy Implementation through Financial Policies, Strategy Implementation through Production/ operations Policies, Strategy Implementation through values and ethics. Strategy Evaluation & Control: Concept, Criteria and control techniques.	15	CO4
Suggested Readings: - Kazmi Azhar Strategic Management and Business Policy, 4th Edition McGraw Hill Education. - Lawrence R. Jauch., Glueck William F. - Business Policy and Strategic Management (Frank Brothers) - Pearce II John A. and Robinson J.R. and Richard B. - Strategic Management (AITBS). - Wheelen Thomas L., Hunger J. David and Rangarajan Krish - Concepts in Strategic Management and Business Policy (Pearson Education, 1st Ed.).		

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	2		1		2		1		1		2	2	2
CO2	3	2		1		2				2		2	3	2
CO3	3	2		1		2				2		2	3	2
CO4	3	2		1		2	1			2		2	3	2
Avg	3.00	2.00		1.00		2.00	1.00	1.00		1.75		2.00	2.75	2.00

Program	IMBA				
Year	III	Semester		VI	
Course Title	Research-Based Learning II	L	T	P	Credits
Course Code	MBAI4606	0	0	2	1

Course Objectives:	Help students understand fundamental research methods and approaches.
	Enable students to transform finalized research titles into clear research objectives, questions, and hypothesis.
	Enhance student's capability to conduct a critical and comparative literature review.
	Develop Conceptual Framework by identifying the variables and define relationship among them.

Course Outcomes:	
CO1	Explain different types of research designs and methodologies.
CO2	Frame well-defined research objectives aligned with business problems.
CO3	Develop research questions and hypothesis logically derived from literature.
CO4	Identify research gaps through comparative analysis of studies.

Course Structure (Classroom Activity)

Topic	Learning Activities
Research Design Basics	Types of research, qualitative vs. quantitative Activity: Case discussion
Objectives & Research Questions	Framing research objectives, research questions, and hypothesis Activity: Group exercise
Literature Review (Advanced)	Comparing prior studies and finding research gaps Activity: Literature comparison table
Develop Conceptual Framework	Identify variables and define relationship among them

Assessment Pattern

Student performance shall be evaluated through continuous assessment by RBL Guide and Viva-Voce under an audit-based evaluation system,

Guidelines for RBL Teacher

Introduce students to the objectives, outcomes, and expectations of Research-Based Learning (RBL).
Explain basic research concepts including research design, objectives, research questions and hypothesis
Provide illustrative examples, case discussions, and hands-on activities to reinforce learning.
Encourage that students adhere to APA referencing standards.

Guidelines for RBL Guide

Guide students in formulating clear research objectives, research questions, and hypothesis.
Mentoring students in identifying research gaps
Provide feedback on research methodology draft and ethical considerations.
Assess student performance through continuous evaluation.

Guidelines for Students

Actively participate in classroom discussions, group activities, and research exercises.
Follow the instruction in developing research objectives and drafting research methodology
Use APA style consistently for citations and references.
Meet all submission deadlines as prescribed by the RBL Teacher and Guide.

Referencing List (Strictly Follow APA Style)

1. Book

Author, A. A. (Year). Title of the book (xth ed.). Publisher.

(Note: Write edition in parentheses after the title, e.g., (2nd ed.). Italicize the title of the book.)

2. Journal Article

Author, A. A., & Author, B. B. (Year). Title of the article. Title of the Journal, Volume (Issue), page range. <https://doi.org/xxxx>

(Note: Journal title and volume are italicized; issue number is in parentheses but not italicized.)

3. Website

Author/Organization. (Year, Month Day). Title of the webpage. Website Name. URL

(Note: Italicize the webpage title, not the website name. If no date, use n.d.)

4. Report/Company Document

Organization. (Year). Title of the report (Report No. xxx if available). Publisher. URL

(Note: Italicize the report title. If publisher and author are the same, omit the publisher name.)

Program	MBA				
Year	IV	Semester		VII	
Course Title	Emerging Markets and International Business	L	T	P	Credits
Course Code	MBAI4701	4	0	0	4

Course Objectives:	To familiarize the students with the concept of emerging markets and the investment opportunities around the globe.
	To render in-depth knowledge about the dynamics of International Business, their key drivers and the important international institutions

Course Outcomes:	
CO1	Understand basic concepts and theoretical frameworks for strategy formulation and leveraging emerging markets.
CO2	Evaluate and interpret information for utilizing the investments opportunities in emerging markets.
CO3	Demonstrate the ability to interpret business and trade policies in global scenario.
CO4	Understand the modalities of international institutions operating in the world.

Course Contents	No of Hours	Mapped CO
Module I : Introduction to the concept of “Emerging Markets” and other related matters. Concept and types of economies. Concept of market and “emerging market”. Economic growth vs. economic development. Characteristics of an emerging market and its differences with a frontier market. Risks associated with an emerging market and their evaluation (risk scoring). Major emerging markets of the world. BRICS: History, formation, constituents, roles, functions and an analysis of its significant contributions. Case study on global share of top significant emerging markets. Innovation and technology in doing business in emerging markets: roles, importance and recent developments.	15	CO1
Module II: Investing in Emerging Markets and Regulatory Framework Investment opportunities in an emerging market. Potential benefits of investing in an emerging market. Potential risks of investing in an emerging market. An analysis of past and current risk management practices in emerging markets. Financial risk management in emerging markets. Analysis of reasons for some regions stronger than others for the rise of developing economies. Key drivers of emerging markets. Tools of investment in emerging markets. Principles of investment in emerging markets. Impact of corporate governance, export – import policies, financial market regulation, intellectual property rights, trade policies, exchange rate policies and taxation policies on doing business in emerging market economy.	15	CO2
Module III: Introduction to International Business, International Business theories and trade policies.	15	CO3

Meaning, nature and significance of international Business, Drivers of International Business, Players in international business, MNC benefits and problems to host country and home country, Globalization, Strategies in globalization, Challenges of international business. Mercantilism, Absolute Advantage Theory, Comparative Cost Theory, Hecksher-Ohlin Theory, Product Cycle Theory, Instruments of Trade Policy: Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.		
Module IV: International Institutions UNCTAD, Its Basic Principles and Major Achievements, World Bank, IMF, Role of IMF for developing countries in recent years and origin of AIIB, NDB, ADB, IBRD, Features of IBRD. GATT, WTO, Role and Advantages of WTO with special focus on India.	15	CO4
Suggested Readings: • C.W. Hill - International Business (TMH, 5th Ed.) • Macroeconomics of Emerging Markets - 2nd edition, Peter Montiel, ISBN: 978-0521733045 • Wylde, Ch. (2017) Emerging Markets and the State. Developmentalism in the 21st Century, London & New York: Palgrave Macmillan. DOI: 10.1057/978-1-137-55655-4 • Grosse, R., Meyer, K.E. (eds) (2019) The Oxford Handbook of Management in Emerging Markets. Oxford: Oxford University Press. DOI: 10.1093/oxfordhb/9780190683948.001.0001 • Karolyi, G.A. (2015) Cracking the Emerging Markets Enigma, Oxford: Oxford University Press. ISBN: 9780199336623 • Cavusgil, S. T., Ghauri, P. N. and Akcal, A. A. (2013) Doing Business in Emerging Markets, London: Sage.		

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	1		1		2				1		2	2	2
CO2	2	1		1		2				1		2	2	2
CO3	2	1		1		2				1		2	2	2
CO4	2	1		1		2				1		2	2	2
Avg	2.00	1.00		1.00		2.00				1.00		2.00	2.00	2.00

Program	IMBA				
Year	IV	Semester		VII	
Course Title	Research-Based Learning III	L	T	P	Credits
Course Code	MBAI4702	0	0	4	2

Course Objectives:	Enable students to develop appropriate research instruments for data collection.
	Train students in conducting pilot studies and refining research tools.
	Develop practical understanding of primary and secondary data collection procedures.
	Enhance students' capability in data coding, tabulation, and preparation for analysis.
	Develop students' ability to perform data analysis and derive meaningful findings from Collected data.
	Strengthen ethical practices in field research and data handling.

Course Outcomes:	
CO1	Develop structured questionnaires/interview schedules aligned with research objectives.
CO2	Conduct pilot testing and refine research instruments.
CO3	Execute primary and/or secondary data collection systematically.
CO4	Apply ethical practices during field research and respondent interaction.
CO5	Organize, code, and prepare collected data for statistical analysis.
CO6	Analyze collected data using appropriate statistical tools.
CO7	Present findings through tables, charts, and graphical representations.
CO8	Draw preliminary conclusions based on the analyzed data.

Course Structure (Classroom Activity)

Topic	Learning Activities
Research Instrument Development	Questionnaire and interview schedule drafting
Measurement Scales	Designing Likert scale, ranking scale, semantic differential scale
Pilot Study	Activity: Pilot testing and refinement of tools
Data Collection Process	Field survey/interview/secondary data collection
Ethical Considerations in Research	Consent, confidentiality, and academic integrity
Data Preparation	Coding, tabulation, data entry, and data cleaning
Data Analysis	Descriptive statistics using SPSS/Excel (frequency, percentage, mean, charts)
Findings and Interpretation	Preparation and presentation of key findings and observations

Assessment Pattern

Student performance shall be evaluated through continuous assessment, research instrument development, data collection progress, data analysis, practical exercises, presentations, and viva-voce under an audit-based evaluation system.

Guidelines for RBL Teacher

- Guide students in developing appropriate data collection instruments.
- Conduct practical sessions on measurement scales and questionnaire design.
- Explain pilot testing procedures and refinement techniques.
- Train students in ethical data collection practices.
- Introduce students to data coding, tabulation, data analysis, and software tools such as SPSS/Excel.
- Guide students in presenting findings through tables, charts, and graphical representations.
- Ensure adherence to APA referencing standards.

Guidelines for RBL Guide

- Review and approve research instruments before data collection.
- Guide students during pilot study and refinement of tools.
- Monitor progress of primary/secondary data collection.
- Verify authenticity, adequacy, and ethical compliance of collected data.
- Assist students in coding, organizing, and analyzing data.
- Review preliminary findings and provide constructive feedback.
- Provide continuous feedback and mentoring.

Guidelines for Students

- Develop research instruments aligned with approved objectives and hypothesis.
- Conduct pilot study and incorporate suggested modifications.
- Complete primary and/or secondary data collection within the semester timeline.
- Follow ethical standards while interacting with respondents.
- Organize, code, and analyze collected data using appropriate tools.
- Prepare tables, charts, and graphical presentations of findings.
- Present preliminary findings and observations systematically.
- Maintain APA style in all documentation and references.

Referencing List (Strictly Follow APA Style)

1. Book

Author, A. A. (Year). *Title of the book* (xth ed.). Publisher.

(Note: Write edition in parentheses after the title, e.g., (2nd ed.). Italicize the title of the book.)

2. Journal Article

Author, A. A., & Author, B. B. (Year). Title of the article. *Title of the Journal*, Volume(Issue), page range. <https://doi.org/xxxx>

(Note: Journal title and volume are italicized; issue number is in parentheses but not italicized.)

3. Website

Author/Organization. (Year, Month Day). *Title of the webpage*. Website Name. URL

(Note: Italicize the webpage title, not the website name. If no date, use n.d.)

4. Report/Company Document

Organization. (Year). *Title of the report* (Report No. xxx if available). Publisher. URL

(Note: Italicize the report title. If publisher and author are the same, omit the publisher name.)

Program	IMBA				
Year	IV	Semester		VIII	
Course Title	Entrepreneurship Development and Start up Management	L	T	P	Credits
Course Code	MBAI4801	4	0	0	4

Course Objectives:	To impart in depth knowledge about the concept of entrepreneurship.
	To develop entrepreneurial skills in exploiting environmental opportunities, national and international.

Course Outcomes:	
CO1	Explain the concept of entrepreneurship and the skills required.
CO2	Assess the entrepreneurial opportunities and prepare a business plan.
CO3	Evaluate various funding options and the support infrastructure for growth and survival.
CO4	Judge financial stability and decide upon expansion possibilities.

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Entrepreneurship Definition of Entrepreneur, Characteristics of an Entrepreneur, Functions of an Entrepreneur, Stages in entrepreneurial process, Theories of Entrepreneurship, Internal and External Factors influencing entrepreneurship, Role of Entrepreneurs in economic development. Family and Non- Family Entrepreneur: Role of Professionals, Professionalism vs family entrepreneurs. International entrepreneurship: Nature and Importance. Role of Woman entrepreneur.	15	CO1
Module II: Start-up environment and Entrepreneurial Plan Creativity and Creative Performance, Entrepreneurial Plan: Idea Generation, Screening and Project Identification. Feasibility Analysis: Economic, Marketing, Financial and Technical. Project Report Project Implementation: Evaluation, Monitoring and Control.	15	CO2
Module III: Sources of finance and Institutional Support Debt or equity financing, Role of Commercial Banks, Venture Capital: Nature and Overview of venture capital, Venture capital process, Locating venture capitalists. Institutional support for new ventures, Supporting Organizations, Incentives and facilities, Financial Institutions. Small scale Industries, Govt. Policies for SSIs.	15	CO3
Module IV: Start-up Survival, Growth and Exit Stages of growth in New Venture, Scaling the new ventures, growth and expansion into new markets. Exit strategies: Mergers and acquisitions, IPO etc. Reasons for failure of new ventures and the process of bankruptcy.	15	CO4
Suggested Readings: • S.S. Khanka, Entrepreneurial Development, S. Chand		

- Sangeeta Sharma, Entrepreneurship Development, PHI Learning
- Vasant Desai, The Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House
- Understanding Enterprise: Entrepreneurship & Small Business (Palgrave, 2003)

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	1		3	1	2				1		1	3	2
CO2	3	2		3	1	2				1		1	3	2
CO3	3	2		3	1	2				1		1	3	2
CO4	3	2		3	1	2				1		1	3	2
Avg	3.00	1.75		3.00	1.00	2.00				1.00		1.00	3.00	2.00

Program	IMBA				
Year	IV	Semester		VIII	
Course Title	Research-Based Learning IV	L	T	P	Credits
Course Code	MBAI4802	0	0	6	3

Course Objectives:	Enable students to interpret research findings and draw meaningful conclusions.
	Develop the ability to derive managerial implications and practical recommendations from Research outcomes.
	Enhance students' skills in academic writing and report preparation.
	Familiarize students with book chapter writing and publication ethics.
	Prepare students for effective presentation and defence of their research work.

Course Outcomes:	
CO1	Interpret research findings in relation to research objectives and hypothesis.
CO2	Draw valid conclusions and formulate recommendations based on research outcomes.
CO3	Prepare a structured research report following academic standards.
CO4	Develop a book chapter from their research work
CO5	Demonstrate effective presentation and communication skills during viva-voce
CO6	Adhere to publication ethics, plagiarism guidelines, and APA referencing standards.

Course Structure (Classroom Activity)

Topic	Learning Activities
Interpretation of Findings	Relating findings to research objectives, hypothesis, and existing literature
Conclusion, Recommendations and Managerial Implications	Drawing conclusions and developing practical recommendations based on research findings
Research Report Writing and Documentation	Preparation of final RBL report, APA referencing, formatting, and documentation
Publication Ethics and Publication-Oriented Writing	Similarity check, ethical publishing practices, and preparation of book chapter manuscript
Presentation and Viva Preparation	PPT preparation, mock presentations, and viva-voce practice
Final Submission of RBL Report / Book Chapter	Submission of the final RBL report by all students and preparation of book chapters for publication based on the quality of research work

Assessment Pattern

Student performance shall be evaluated through continuous assessment, research report preparation / book chapter development, presentation, and viva-voce under an audit-based evaluation system.

Guidelines for RBL Teacher

- Guide students in interpreting research findings and developing conclusions.
- Conduct sessions on report writing and academic documentation.
- Introduce publication ethics, plagiarism guidelines, and manuscript preparation.
- Train students in APA referencing and citation management.
- Facilitate mock presentations and viva sessions.
- Provide constructive feedback on research reports and manuscripts.

Guidelines for RBL Guide

- Guide students in drawing conclusions and managerial implications.
- Review draft reports / book chapters.

- Ensure quality, originality, and academic rigor in the final submission.
- Verify adherence to ethical standards and plagiarism norms.
- Mentor students in preparing presentations and viva-voce.
- Assess student performance through continuous evaluation and feedback.

Guidelines for Students

- Interpret research findings logically and objectively.
- Prepare conclusions and recommendations aligned with research objectives.
- Prepare a complete research report in the prescribed format / convert quality research work into book chapters for publication.
- Follow APA style consistently for citations and references.
- Ensure originality and compliance with plagiarism guidelines.
- Participate actively in presentations and viva-voce sessions.
- Submit all deliverables within the prescribed timeline.

Referencing List (Strictly Follow APA Style)

1. Book

Author, A. A. (Year). *Title of the book* (xth ed.). Publisher.

(Note: Write edition in parentheses after the title, e.g., (2nd ed.). Italicize the title of the book.)

2. Journal Article

Author, A. A., & Author, B. B. (Year). Title of the article. *Title of the Journal, Volume(Issue)*, page range. <https://doi.org/xxxx>

(Note: Journal title and volume are italicized; issue number is in parentheses but not italicized.)

3. Website

Author/Organization. (Year, Month Day). *Title of the webpage*. Website Name. URL

(Note: Italicize the webpage title, not the website name. If no date, use n.d.)

4. Report/Company Document

Organization. (Year). *Title of the report* (Report No. xxx if available). Publisher. URL

(Note: Italicize the report title. If publisher and author are the same, omit the publisher name.)

Program	IMBA				
Year	IV	Semester		VII	
Course Title	Management of Financial Institutions & Services	L	T	P	Credits
Course Code	MBAIFM401	4	0	0	4

Course Objectives:	To provide students with foundational knowledge of the Indian financial system.
	To enable students to understand and interpret the functions, regulations, and performance parameters of banking and non-banking financial institutions.
	To acquaint students with the components of Indian financial markets.
	To introduce students to a range of modern financial services and to explore their operational mechanisms and strategic relevance in financial innovation.

Course Outcomes:	
CO1	Demonstrate a comprehensive understanding of the structure, constituents, and regulatory mechanisms of the Indian financial system.
CO2	Analyze the operational and regulatory framework of banking and non-banking financial institutions in India.
CO3	Evaluate the structure and functioning of Indian financial markets and assess the instruments and strategies used for financial intermediation.
CO4	Assess the scope, mechanisms, and business implications of various financial services including their role in financial innovation.

Course Contents	No of Hours	Mapped CO
Module I: Financial System and Markets Financial System and Markets: Constituents and functioning, Regulation of money and credit, Techniques of regulation and rates, Major Issues in Indian Financial System. Financial sector reforms in Indian Financial System.	15	CO1
Module II: Management of Banking and Non-banking Financial Institutions Banking Industry in India, Central Banking and Role of RBI as a Central Bank Structure, Functions and working reforms, BASEL Accord, Banking terms and terminology: Capital Adequacy, CRR, SLR, SWIFT etc. Income Recognition Norms: Fixed income portfolio liability & structure, Combination of the two capital adequacy norms, Liquidity Management, Asset Liability Management: Gap analysis, Management of Non- performing assets, Strategies for making commercial banks viable. Developmental Financial Institutions (DFIs) in India namely IFCI, SIDBI & IIBI Investment Institutions: LIC, GIC & Mutual Funds.	15	CO2

Specialized Financial Institutions: EXIM Bank, NABARD, RRBs, State Level Institutions, and NBFCs: Their status, types, working and strategies for commercial viability.		
Module III: Financial Market Money Market: Call Money Market, Treasury Bills Market, Commercial Bills Market, Certificates of Deposits (CDs), International Certificate of Deposits (ICDs) and Commercial Papers (CPs) Capital Market: New Issues Market & Secondary Market, FI Bonds, PSU Bonds & Corporate Bonds. Foreign Exchange Market in India.	15	CO3
Module IV: Other Financial Services Securitization: concept, nature, scope and their implications, Securitization of auto and housing loans, Securitization in India. Leasing and Hire Purchase: Industry, size, scope and parties involved, Evaluation of lease transaction, Types of lease and their implications. Hire purchase and lease: differences and implications for the business. Other financial services: Factoring, Forfeiting, Microfinance, Venture Capital and Plastic Money: concept, working and uses of each.	15	CO4
Suggested Readings: - Fabozzi - Foundations of Financial Markets and Institutions (Pearson Education, 3rd Ed.). - Khan M Y - Financial Services (Tata McGraw Hill, 1998). - Machiraju H R - Indian Financial System (Vikas, 2004). - Bhole L M - Financial Institutions and Markets (Tata McGraw-Hill, 3rd edition, 2003). - Srivastava, R.M & Nigam Divya - Management of Financial Institutions (Himalaya, 2003) .		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	1		2		2	1	1	2	1		2	2	3
CO2	3	1		3		2	1	2	3	1		2	3	3
CO3	3	2		3		2	1	1	3	1		2	3	3
CO4	3	1		3		2	1	2	3	1		2	3	3
Avg	3.00	1.25		2.75		2.00	1.00	1.50	2.75	1.00		2.00	2.75	3.00

Program	IMBA				
Year	IV	Semester		VII	
Course Title	Capital Markets & Financial Instruments	L	T	P	Credits
Course Code	MBAIFM402	4	0	0	4

Course Objectives:	The history of Indian capital market along with their working and detailed study about the regulatory body governing the capital market.
	Market intermediaries and their working in primary Market
	Working Mechanisms of secondary market along with Investor and speculator working
	Bond market and the working of credit rating agencies.

Course Outcomes:	
CO1	Identify the working of Indian capital market and regulation body regulating and controlling the Capital Market
CO2	To understand the process for issue of shares in primary market and its functioning
CO3	Illustrate the working of stock exchange which helps them to analyze the importance of various procedures and stock exchange intermediaries involve in it.
CO4	Understand how bond market mechanism and to Identify the relevance of credit rating agencies and their role in India.

Course Contents	No of Hours	Mapped CO
Module I: Indian Capital Market, Regulation of Indian Capital Market: Development Since 1991, Traditional and Emerging (ECB, ADR, GDR). SEBI - Objectives - Management - Powers and functions - Regulatory role - Investor Protection - Insider Trading. Rationale - Insiders - Insider information - Connected persons. National Stock Exchange (NSE), Bombay stock Exchange (BSE) & Over the Counter Exchange of India(OTCEI)	15	CO1
Module II: Primary Market Meaning - New Issue Market Vs Secondary Market - Methods of New Issue - Intermediaries in the New issues market - SE BI Guidelines on Primary Market - Listing - Agreement - Benefits - Consequences of Non-listing - Underwriting - Definition - Types - Mechanics - Benefits - Book Building - Concept - Characteristics - Process - IPO including e-IPO - Reverse book - building.	15	CO2
Module III: Stock Exchanges in India: History and development and importance listing of Scripts, On-line Trading, and Managing Shareholder Relations. Depositories: Growth & Development Share Market Instruments: Stock Exchange Trading Mechanism, Basics of Pricing Mechanism, Demat Account - Electronic Settlement of Trading Process, Carry Forward, Badala Transaction, . Players on Stock Exchange: Investors, Speculators, Market Makers, Bulls, Bears, Stags	15	CO3
Module IV: Bond Market Instruments and Credit Ratings: Concept of Bond Market. Bond Structure in India, bonds with embedded option, types of risk in bond investment. Credit rating: concept &	15	CO4

types, Functions & limitations, Profile of Indian Rating Agencies.
Merchant Banking: Functions & Roles of Merchant Banking in India.

Suggested Readings:

- Relevant text of SEBI guidelines.
- Merchant Banking & Securities Management - M.A.Kohak.
- Khan, M. Y., Indian Financial System-Theory and Practice, TMH.
- Bhole, L. M.,: Financial Markets and Institutions, TMH.
- Nayak and Sana,: Indian Financial System and Financial Market Operations, Rabindra Library.
- Gurusamy; Financial Services, TMH.
- Pathak, B.,: Indian Financial System, Pearson.

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	1	2	1	1	1	2	1	2	2	2		2	2	2
CO2	1	2	1	2	1	3	2	3	3	3	1	3	3	3
CO3	1	3		2	2	3	1	2	3	3		3	3	3
CO4	1	2		1	1	2	1	3	3	3	1	3	3	3
Avg	1.00	2.25	1.00	1.50	1.25	2.50	1.25	2.50	2.75	2.75	1.00	2.75	2.75	2.75

Program	IMBA				
Year	IV	Semester		VII	
Course Title	Advanced Financial Management	L	T	P	Credits
Course Code	MBAIFM403	4	0	0	4

Course Objectives:	To familiarize students with the theory and practice of corporate finance, issues of interest of stakeholders and agency problems and tools and techniques for interpretation of business information and application of financial theory in financing related decisions.
---------------------------	---

Course Outcomes:	
CO1	Understand role of CFO in value creation, Strategic financial decision framework and balancing financial goals vis-à-vis sustainable growth
CO2	Understand dealing with risk in investment decisions and current trends in capital budgeting
CO3	Understand how specific techniques and decision rules can be used to develop best capital structure for any organization.
CO4	Understand the concept of Securitization, Startup and successful planning in Business and PSUs

Course Contents	No of Hours	Mapped CO
Module I : Introduction to Advanced Financial Management and Advanced Financial Appraisal Management's role and responsibility towards stakeholders, Conflicting stakeholder interests, The role and responsibility of senior financial executive/advisor in various matter including value Creation Financial strategy formulation: Financial Forecasting & its Techniques, Financial Planning Process, Strategic Financial Decision making framework, Strategy at different Hierarchy Levels, Financial Policy and Strategic Management, Balancing Financial Goals vis-à-vis Sustainable Growth	15	CO1
Module II: Risk Management and Advanced Investment Appraisal Identification of types of Risks faced by the organization and Evaluation of Financial Risk, Value at Risk (VAR), Appropriate Methods for Identification and Management of Financial Risks. Current trends in Investment Appraisal, Dealing with risk in investment decision, factors affecting the investment decisions, Methods of incorporating risks in Investment appraisal, Discount Cash Flows Techniques, with Sensitivity Analysis and Simulation Analysis, Risk and Uncertainty Monte Carlo Simulation, Decision Tree analysis, Capital Rationing, Modified Internal Rate of Return (MIRR), Replacement decisions and Adjusted Present Value	15	CO2
Module III: Capital Decision, Valuation and Enterprise Performance Appraisal Modes of Capital: Fundamentals of Equity Shares; and Issue Procedures, Term Loans, Debentures / Bonds, Seed capital, Angel Investment, Venture Capital and Private Equity.	15	CO3

Hybrid Financing Instruments: Preference Share Capital; Convertible Debentures Bonds; Warrants; and Options. Valuation and Financing: Beta, Cost of capital and Capital Structure, Free cash Flow and WACC, Adjusted Cost of Capital, Miles- Ezzell's Formula for Adjusted Cost of capital, Valuation Approach. Enterprise Performance Measurement Systems: Balanced Score Card, EVA		
Module IV: Securitization, Startup Finance and Financial Management of PSUs Securitization: Concept and Benefits, Participants and Mechanism in Securitization, Challenges and Risks in Securitization, Tokenization Startup Finance: Basics of Startup Finance, Innovative ways to finance, Pitch Presentation, Concept of Unicorn, Mode of Financing, Venture Capital, Startup India Initiative. Financial Management of PSUs: Peculiarities of PSUs with Focus on Accounting and Finance; Financial Decisions in PSUs; Memorandum of Understanding (MoU) in PSUs; and Disinvestment in Public Sector Enterprises.	15	CO4
Suggested Readings: • Stern, Joel, M., and Chew, Donald, H., (2003) -The Revolution in Corporate Finance, 4e, Blackwell Publishing • Buckley, Adrian, Multinational Finance, 5e, - F T Prentice Hall • Chisholm, Andrew, M., An Introduction to Capital Markets – products, strategies and participants, Wiley Finance • Koller, Tim, Goedhardt, Marc, and Weasels, David,(2005) -Valuation measuring and managing the value of companies, Wiley. • I Demirang and S Goddard, Financial Management for International Business, - McGraw Hill. • Ryan, Bob (2006), Corporate Finance and Valuation,- Thompson Press, • IM PANDEY – Financial Management – VIKAS PUBLISHING. • Van Horne financial management - Prentice Hall. • Wider and regular reading of articles in the Student Accountant and finance journals are encouraged.		

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	1	2	1			2	1		1	1	2	2	2	2
CO2	1	1				1		1	2	1		1	2	1
CO3	1	2			1	1	1	1	1	1		1	2	1
CO4	1	1	2	2		2	2		2	1		2	2	2
Avg	1.00	1.50	1.50	2.00	1.00	1.50	1.33	1.00	1.50	1.00	2.00	1.50	2.00	1.50

Program	IMBA				
Year	IV	Semester		VII	
Course Title	Working Capital Management	L	T	P	Credits
Course Code	MBAIFM407	4	0	0	4

Course Objectives:	To familiarize with the concept of working capital and different forms of working capital policy.
	To explain the concept of cash management and marketable securities.
	To examine receivable management, factors and policy for receivable management and different techniques for inventor control.
	The analyse the working capital financing, its pattern with reference to government policy. Working capital control and banking policy.

Course Outcomes:	
CO1	To understand concept of working capital, its requirement and the different forms of working capital policy used by organizations.
CO2	Evaluate Management of cash and marketable securities, different motives of holding cash and cash management models used by Business Firm. And identifying cash management practices used in India.
CO3	Enable to understand the concept of receivable management to assess and control receivables. Provide with problem-solving skills to address inventory analysis with different techniques.
CO4	Illustrate the practical implications of working capital financing in India with reference to government policies and working capital control and banking policy with reference to different committees.

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Working Capital Nature, Scope and Definition of Working Capital, Working Capital Cycle, Assessment and Computation of Working Capital Requirement, Profitability-Liquidity trade-off, Working Capital Policy - Aggressive & Defensive. Overview of Working Capital Management	15	CO1
Module II: Management of Cash and Marketable Securities Meaning of Cash, Motives for holding cash, objectives of cash management, factors determining cash needs, Cash Management Models, Cash Budget, Cash Management: basic strategies, techniques and processes, compensating balances. Marketable Securities: Concept, types, reasons for holding marketable securities, alternative strategies, choice of securities; Cash Management Practices in India.	15	CO2
Module III: Management of Receivables & Inventory Receivables Receivables: Nature & cost of maintaining receivables, objectives of receivables management, factors affecting size of receivables, policies for managing accounts receivables, Credit Policy Variables - Credit Standards - Credit period - Cash discount and Collection efforts - Credit evaluation - Control of receivables.	15	CO3

Inventory: Need for Inventories and Importance of its Management - Techniques for managing Inventory - Economic Order Quantity (EOQ) - Stock levels - Analysis of Investment in inventory - Selective Inventory Control - (Always Better Control) ABC, (Vital, Essential and Desirable) VED and (Fast Moving, Slow Moving and Non-moving Inventory) FSN Analysis.		
Module IV: Working Capital Financing Working Capital Financing: Need and objectives of financing of working capital, Sources of working capital: Long term sources of working capital, Medium and short term sources of working capital: Internal Sources- Depreciation, taxation, accrued expenses, private loans, reserves and provisions. External Sources- Bank credit, trade credit, discounting bills, notes and hundies, accounts receivable financing, government assistance, customer's credit, loans from directors, hire purchase and sale. Pattern and sources of Working Capital Financing in India with reference to Government policies. Working Capital Control and Banking Policy: Tandon Committee Recommendation and Chore Committee Report.	15	CO4
Suggested Readings: • Rangrajan and Mishra - Working Capital Management (Excel Books, 1st Ed. 2014) • Periasamy, P - Working Capital Management -Theory & Practice (Himalaya, 2nd Ed. 2022) • Pandey, I.M. - Financial Management (Pearson, 12th Ed. 2021) • V.K. Bhalla - Working Capital Management (S. Chand Co., 1st Edition 2014) • Dhiraj Sharma - Working Capital Management (Himalaya, 2022) • Ravi M. Kishore - Financial Management (Taxmann, 8th Ed. 2020) • Khan & Jain - Financial Management (Mc Graw Hill, 8th Ed. 2018)		

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	1	2	1	2	1	2			1	1		1	2	1
CO2	1	1	1	1		2	1			1			1	2
CO3	1	1	1	1	1	2			1			1	2	2
CO4	1	1	1	2								1	1	2
Avg	1.00	1.25	1.00	1.50	1.00	2.00	1.00		1.00	1.00		1.00	1.50	1.75

Program	IMBA				
Year	IV	Semester		VII	
Course Title	International Financial & Forex Management	L	T	P	Credits
Course Code	MBAIFM408	4	0	0	4

Course Objectives:	To familiarize the ways by which corporations manage cash flows generated in their international trading operations while addressing the various forms of risk related with international businesses.
	The International Trade Flows and monetary system and agencies regulating the same.
	Understanding the Forex market and risks associated with the same.
	Hedging, International financing and new trends in the markets.

Course Outcomes:	
CO1	Analyse financial decisions of globally operated businesses on the basis of critical reflection on conceptual and practical knowledge regarding the functioning of the foreign exchange market and international financial markets and instruments.
CO2	Understand balance-of-payments, price, and income adjustments under fixed, flexible, and gold standard exchange rate regimes and Understand today's current monetary system, which developed after the Bretton Woods Agreement collapse.
CO3	Evaluate and apply technical knowledge to appraise the distinctive nature of international financial management decisions and emphasize the significance of managing foreign exchange exposure.
CO4	Methods of International financing with evolution of Fintech methodologies and crypto currencies.

Course Contents	No of Hours	Mapped CO
Module I : Introduction to IFM International Financial Management: An overview, Importance, nature and scope, International Business Methods, Recent changes and challenges in IFM.	15	CO1
Module II: International Monetary System Balance of Payments (BoP), Factors affecting International Trade flows, Agencies that facilitate International flows, Indian BoP Trends. International Monetary System: Evolution, Gold Standard, Bretton Woods's system, IMF Objectives & function.	15	CO2
Module III : Forex market Function and Structure of the Forex markets, Determination of Foreign exchange, Spot & Forward rates of Exchange, Foreign exchange quotations, Process of arbitrage, Factors influencing exchange rates. Managing Foreign exchange Risk: Interest rate parity, Purchasing Power Parity, International Foreign Risk exposure: Transactions & Translation. Measuring exchange rate movements, RBI as the Exchange Controller, Exchange rate systems in India.	15	CO3
Module IV : Hedging Techniques and International Financing Hedging in Derivative Markets. International Financing: Equity, Bond financing, parallel loans, International Cash management,	15	CO4

Payment methods of international trade, Trade finance methods, Export – Import bank of India, Recent amendments in EXIM policy, regulations and guidelines. CBDC and Crypto currencies. New Fintech technologies emerging in international market.

Suggested Readings:

- Alan C.Shapiro: Multinational Financial Management, John Wiley, 2012.
- Sharan.V: International Financial Management 5Th Ed.PHI 2012.
- Madhu Vij: International Financial Management, Excel, 2012.
- Ephraim Clark: International Finance, , Second Edition, Thomson.
- P.G.Apte: International Financial Management, TMH 2012.
- S.Eun Choel and Risnick Bruce: International Financial Management, TMH, 2012.

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	1	1	1		2				1		1	2	2
CO2	2	2				1	1	1	1	1		1	1	1
CO3	1	3	1			2		1				2	2	2
CO4	2	1	1	1		1	1	2		1	1	1	2	1
Avg	1.75	1.75	1.00	1.00		1.50	1.00	1.33	1.00	1.00	1.00	1.25	1.75	1.50

Program	IMBA				
Year	IV	Semester		VIII	
Course Title	Corporate Restructuring & Business Valuation	L	T	P	Credits
Course Code	MBAIFM404	4	0	0	4

Course Objectives:	An insight to fundamental concepts in Corporate restructuring through mergers & acquisitions and its business valuation.
	An insights for take over and anti-takeover strategies
	To check the FDI available for corporate restructuring
	Relevant business strategies for growth, funding and valuation

Course Outcomes:	
CO1	Describe the basic concepts and characteristics of corporate restructuring & Anti-takeover strategy
CO2	Apply the concepts of corporate mergers and acquisitions for business growth and Illustrate the integrative models and process involved in mergers & defensive measures against acquisitions.
CO3	Explain the various legislative and valuation measures on Divestiture, Joint Ventures and LBO as a business strategy.
CO4	Develop ability to identify and illustrate the aspects for corporate valuation.

Course Contents	No of Hours	Mapped CO
Module I: Business Expansion Strategies & Corporate Restructuring: Business Expansion strategies: Organic vs. Inorganic, Green Ocean vs. Blue Ocean, Greenfield vs. acquisitions, Anti-takeover strategies: Golden Handcuffs, Golden Parachute, Poison Pill, White Knight, Golden Handshake etc	15	CO1
Module II: M&A and FDI Merger & Acquisition Concept: History of merger and acquisition, Types of Merger, Factors affecting Mergers & Acquisitions. Theory of Merger's like Efficiency Theories (Differential efficiency, Inefficient Management), Synergy Theory (Operating Synergy, Financial Synergy, Pure Diversification). International M&As: Reasons having International Mergers & Acquisitions, Recent cases related to International M&As. FDI policy and norms in India, Allowable FDI in recent times in various sectors in India, Licensing requirements etc.	15	CO2
Module III: Sell-Offs and Divestitures & Divestment of PSU and Leveraged Buyouts Sell-Offs and divestitures: Definition and examples, Background on divestitures, Financial effects of divestitures, Analysis of divestitures, Motives for divestitures, Case Illustrations of Spinoffs and Divestitures, Voluntary liquidations and takeovers, Joint Ventures: Joint Ventures as a business strategy, Joint Ventures and Complex Learning, Tax Aspects of Joint Ventures, International JVs, Rationale for JV, Reasons for Failure of Joint Ventures	15	CO3

Leveraged Buyouts: Characteristics of LBO, steps of LBO, Share Repurchases, Cash Tender Offers to Repurchase, The Theories behind Share Repurchase, Empirical Evidence on Exchange Offers.		
Module IV: Capital Budgeting, Valuation Tools and Techniques Definitions for valuation Analysis, Application of Capital Budgeting to various phases of business: No Growth Case, Constant Growth, Supernormal Growth Increasing the Value of the Organization, Total Capitalization EBIT Measure, Operating Assets NOI Measure, Calculation of the Cost of Capital, Capital Asset Pricing Model, Bond Yield, Plus Equity Risk Premium, Average Investor's Realized Yield, Dividend Growth Model, Valuation tools and techniques: Discounted Cash Flows, Leverage Buy Out, Comparative valuation, Operating and financial metric based valuation, Trading and transaction comparable, Dividend discounting	15	CO4
Suggested Readings: • Mergers & Acquisitions Weston, Fred. McGraw Hill 2001 • The Complete Guide to Mergers and Acquisitions: Process Tools to Support M&A Integration at Every Level, 2 nd Galpin, Timothy J. / Herndon, Mark. JosseyBass 2007 • Five Frogs on A Log: A CEO's Field Guide to Accelerating the Transition in Mergers, Acquisitions, and Gut Wrenching Change, 1st e Feldman, Mark L / Spratt, Michael Frederick. New York: Harper Business 1999 • Harvard business review on mergers and acquisitions Boston: Harvard Business School Press 2001 • Barbarians at The Gate: The Fall of RJRN abisco, 1st e Burrough, Bryan / Helyar, John. New York: Harper & Row; 1990. xvi, 528 p., 32 p of plates ISBN: 0060161728. • Collins Business 2008 Mergers What Can Go Wrong and How to Prevent it, 1 st e Gaughan, Patrick A. Wiley Finance 2005 • Damodaran on Valuation, 2nd e Damodaran, Ashwath. John Wiley 2006 M&A and Corporate Restructuring, 4th e Gaughan, Patrick A. Wiley 2007		

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	2	1	2	2	2	1	2	2	2	1	2	2	2
CO2	1	2	1	2	1	3	2	3	3	3	1	3	2	2
CO3	1	3	1	2	2	3	2	2	3	3		2	3	3
CO4	2	2		1	1	2	1	3	3	3	1	3	3	3
Avg	1.50	2.25	1.00	1.75	1.50	2.50	1.50	2.50	2.75	2.75	1.00	2.50	2.50	2.50

Program	IMBA				
Year	IV	Semester		VIII	
Course Title	Securities Analysis & Portfolio Management	L	T	P	Credits
Course Code	MBAIFM405	4	0	0	4

Course Objective	The basic purpose of this course is to develop competencies for analyzing different investment opportunities and construct an optimal portfolio of investments as per risk profile and investment objectives with respect to the various avenues of investment and their management strategies.
-------------------------	---

Course Outcomes:	
CO1	Describe the concept of Securities and Evaluate role of SEBI with regard to Secondary Markets & Credit Rating Services
CO2	Measure risk and return and analyze RBI guidelines for credit & market risk.
CO3	Apply Valuation Models on Securities to estimate the value
CO4	Prepare a portfolio that meets an investor's risk and return objectives and satisfies investment constraints.

Course Contents	No of Hours	Mapped CO
Module I: Investment Environment Nature and scope of investment decision, introduction to Indian securities market, Regulatory framework Investment vs. speculation, type of investments – commodities, real estate, financial assets and other investment avenues, sources of investment information Investment Environment: Investment process, Procedure of investment in securities market, Stock Market Indices, Role of SEBI with regard to Secondary Markets, The Role and Functions of Various Players and Agencies in the Secondary Market.	15	CO1
Module II: Risk and Return Concept of Risk, Measures of Risk and Return and its Calculation, Trade off, systematic and Unsystematic Risk Components. Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision. Fundamental Analysis: Approach to Equity valuation – Economy, Industry and Company analysis. Technical analysis: Technical Analysis Charts: Candlestick and its Pattern, Head and Shoulder, Inverse Head and Shoulder, Bar and Line Charts, Price trends, Technical Chart indicators, oscillators, MACD, MACD Divergence, Gap Wave theory and Dow Theory, Technical vs Fundamental Analysis.	15	CO2
Module III : Valuation of Securities Valuation Concepts: Different approaches to Valuation, Valuation of Convertibles & Warrants, Valuation of Future & option, Estimation of Net Asset Value of mutual funds. Valuation of Equity: Nature of Equity Instruments, Equity Valuation Models, Technical Approach to Equity valuation–overview of concept & tools used.	15	CO3

Valuation of Debentures/Bonds: Nature of Bonds, Valuation, Bond Theorem, Yield to Maturity		
Module IV : Portfolio Management Portfolio Analysis and Selection: Portfolio concept, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory, Building Fixed Income Security Portfolio, Performance evaluation of existing portfolio, Sharpe, Jenson and Treynor Measures of Performance Evaluation, Finding alternatives and Revision of Portfolio, Portfolio Management and Mutual Fund Industry. Contemporary Issues in Portfolio Management Case studies in analyzing securities and its valuation, practical cases related to portfolio management and its analysis, recent developments	15	CO4
Suggested Readings: • Kevin –Security Analysis and Portfolio Management –PHI • Jack Clark Francis - Management of Invest, McGraw Hill • Elton & Gruber - Modern Portfolio Theory and Investment Strategy, Willey • Shape Alexander Ballen - Investment, Eastern Economy Ed • Donald E. Fisher and Ronald J. Jordan, "Securities Analysis and Portfolio Management", Prentice Hall, New Delhi • Sourain, Harry. "Investment Management", Prentice Hall of India		

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	1	2				1	1			1		1	2	1
CO2	1	2	2			1		1		1		1	2	1
CO3	1	1				1		1		2		1	2	1
CO4	1	1	2	1		1	1			1		1	2	1
Avg	1.00	1.50	2.00	1.00		1.00	1.00	1.00		1.25		1.00	2.00	1.00

Program	IMBA				
Year	IV	Semester		VIII	
Course Title	Financial and Commodity Derivatives	L	T	P	Credits
Course Code	MBAIFM406	4	0	0	4

Course Objectives:	The understanding of derivative instruments, their pricing and application in financial market.
	The knowledge and skills to analyze, manage, and mitigate risks using derivatives instruments.

Course Outcomes:	
CO1	Understand and explain the functioning and types of financial derivatives.
CO2	Describe the main features and mechanisms of commodity derivative markets
CO3	Evaluate the price of Option and Future by applying mathematical models and numerical methods
CO4	Assess and evaluate the techniques that can be used to hedge the risk

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Derivatives Brief History of Derivatives, Definition of Derivative Securities, Meaning and purpose of derivatives, Classification of Derivatives , Type of traders, Forward contracts and its features. , Trading future contracts, Specification of the future contracts, Operation of margins, Settlement and regulations, Difference between Forward & Future Derivatives. Derivative Market Present Position in India - regulation, working and trading activity,	15	CO1
Module II: Commodities Derivatives Concept of Commodities derivatives, Regulatory structure of Commodities Derivatives Markets in India, Regulator Role of intermediaries in Commodities Markets, Commodity Futures, Commodity Options, Uses of Commodity Derivatives, Hedging, Speculation and Arbitrage, Commodity Market indices, Basis Risk and its importance in pricing, Commodities as a New Asset Class, Essential Commodities Act and role of state governments, Warehousing Act Bill and its implications	15	CO2
Module III: Pricing of Derivatives Options' pricing, Types of options, Option trading, Margins, Valuation of options, Binomial Option Pricing Model, Black Scholes model for Call Options, Valuation of put options, Index options, Option markets-exchange traded options (NSE & BSE), over-the-counter options, quotes, trading, margins, clearing, regulation and taxation, Currency, Stocks and Explaining Cash Market Micro structure and Derivative Markets, Derivation and Models for Option prices: Definitions and Terminology, Continuous-Time Models- Intrinsic and Extrinsic Value, Put -Call parity, Relationship between Futures and Spot Price (cost of carry and reverse cost of carry), Futures on Dividend-paying Assets	15	CO3
Module IV: Hedging the Risk Hedging the risk, Types of risk in derivative trading, Managing derivative risk, Option's Delta, Gamma, Vega, Theta, Rho, Hedging with Future.	15	CO4

Derivatives Disclosure: T - Bill, Bond Note futures contract Euro dollar cash future markets short, long hedge, Hedge ratio choosing between strip and stack hedge interest rate swaps plain vanilla fixed for floating interest rate swap currency swap, credit risk in swap		
Suggested Readings: 1. Chance, Don M: An Introduction to Derivatives, Dryden Press, International Edition. 2. Chew, Lilian: Managing Derivative Risk, John Wiley, New Jersey 3. Das, Satyajit: Swap & Derivative financing, Probus. 4. Hull, J.: Options: Futures and other Derivatives, Prentice Hall, New Delhi 5. Gupta, S.L: Financial Derivatives, Prentice Hall Inc., New Delhi		

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	1	1				1				2		1	2	1
CO2	1	1				2				1		1	2	1
CO3	1	2				1		1		1		1	2	1
CO4	1	2				1				1		1	2	1
Avg	1.0	1.5				1.25		1.0		1.25		1.0	2.0	1.0

Program	IMBA				
Year	IV	Semester		VIII	
Course Title	Financial Credit Risk Analysis	L	T	P	Credits
Course Code	MBAIFM409	4	0	0	4

Course Objectives:	To familiarize students with financial credit and brief details about product and investment about long term projects.
	To Understand trade credit risk and loan commitments and risk management techniques in financial appraisal.
	To have knowledge about operational risk and current and potential risk management strategies.
	To acquire knowledge about different types of credit analysis and rating for alternative methods of risk transfer with evaluating tools for corporate risk management.

Course Outcomes:	
CO1	To understand various types of financial credit their analysis ,process and documentation and credit facilities.
CO2	To Understand credit risk, credit commitments and its application with the knowledge about various types of bank guarantees.
CO3	To understand operational risk management ,system audit and corporate governance .
CO4	To measure riskiness of a stock or portfolio position and acquire knowledge about credit analysis and its rating

Course Contents	No of Hours	Mapped CO
Module I : Introduction to Financial Credit: Financial Credit: Meaning & Objectives, Credit Risk, Credit Analysis, Seven C's, Credit Analysis Process, Credit Process, Documentation, Loan Pricing and Profitability Analysis. Regulations, Types of Credit Facilities: Various types of Credit Facilities- Cash Credit, Overdrafts, Demand Loan, Bill Finance – Drawee Bill Scheme, Bill Discounting. Cash Delivery: Types of Facilities, Modes of Delivery.	15	CO1
Module II: Trade credit Risk: Sole -Banking Arrangement, Multiple Banking Arrangement, Consortium Lending, Syndication. Credit Thrust, Credit Priorities, Credit Acquisitions, Statutory & Regulatory restrictions on Advances. Letter of Credit and Loan Commitments : Quasi Credit Facilities: Advantages of Non-Fund Facilities, Various types of NFB Facilities, Various types Letter of Credits, Assessment of LC limits, Bills Purchase/ Discounting under LC. Loan commitments, Un-funded lines of credit and their characteristics Various types of Bank Guarantees: Performance Guarantee, Financial Guarantees, Deferred Payment Guarantees, Types of Performance and Financial Guarantees, Assessment of Bank Guarantees Limit, Period of Claim under Guarantee.	15	CO2
Module III: Operational Risk: Overview	15	CO3

Risk & Uncertainty, Financial Sector, Risk Types, Operational Risk Management- Recruitment & Training, Work flow Design, Work Flow Documentation, Delegation of Authority, Independent Internal Audit, Independent Compliance Function, Independent Risk Management Function, System Audit, Corporate Governance, Whistle Blower Policy, Risk Management Culture.		
Module IV: Credit Analysis & Rating Importance of credit analysis, Stages of credit analysis profitability analysis and pricing of loans, Credit risk analysis (Debt ratios and risk of leverage), Analysis of working capital, liquidity, operating and cash cycle risk. Credit Rating: Measurement of Risk, Objective of Rating, Internal & External Rating, Model Credit Rating, Methodology of Rating, Internal & External Comparison, Model Rating Formats.	15	CO4
Suggested Readings: - Fundamentals of Credit and Credit Analysis: Corporate Credit Analysis Kindle Edition by Arnold Ziegel (Author), Ronna Ziegel (Editor) - Credit Appraisal Risk Analysis & Decision Making by V.Rajaraman (Author) - Financial Engineering, Risk Management & Financial Institutions (English, Paperback, Rao S.S. Prasada) - The Bank Credit Analysis Handbook: A Guide for Analysts, (Wiley Finance) Hardcover by Jonathan Golin (Author), Philippe Delhaise (Author) - Credit Risk Measurement: New Approaches to Value at Risk and Other Paradigms (Wiley Finance) by Anthony Saunders (Author), Linda Allen (Author) - Credit Risk Analytics: Measurement Techniques, Applications, and Examples in SAS (Wiley and SAS Business Series) Hardcover – by Daniel Roesch (Author), Harald Scheule (Author), Bart Baesens (Author) - Credit Risk Modeling Theory And Applications by David Lando, New Age International (P) Ltd., Publishers		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	1	2	1	1	2				2		2	2	2
CO2	1	1	2	1	1	3	1	1	1	2	1	3	3	2
CO3	2	3	2	1	2	3	2	2	2	2	1	2	3	2
CO4	2	2	2	1	1	2	2	2	2	2	1	2	2	2
Avg	1.75	1.75	2.00	1.00	1.25	2.50	1.67	1.67	1.67	2.00	1.00	2.25	2.50	2.00

Program	IMBA				
Year	IV	Semester		VIII	
Course Title	Behavioral Finance	L	T	P	Credits
Course Code	MBAIFM410	4	0	0	4

Course Objectives:	The theories of finance and investment focused on financial tools to characterize and quantify wealth creation and its associated risks.
	Tools that assist investors to compute asset price and make investment decisions.
	Psychological influence of investor behaviour and the behavioural biases that people have when making purchasing or investing decisions.

Course Outcomes:	
CO1	Understand the new field of behavioral finance with the major implications of human psychology for financial decision-makers and for financial markets.
CO2	Elucidate the basic theories and strategies that make an investor aware of behavioral finance and investing
CO3	Analyze some of the underlying reasons and biases why investors behave in a rational, predictable and an unbiased manner
CO4	Interpret systematic approach of using Behavioral factors in corporate decision-making

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Behavioral Finance Behavioral Finance: Nature, Scope, Objectives and Significance & Application, History of Behavioral Finance, Psychology: Concept, Nature, Importance, The psychology of financial markets, The psychology of investor Behavior, Behavioral Finance Market Strategies, Prospect Theory, Loss aversion theory under Prospect Theory & mental accounting – investors Disposition effect. Bubbles and systematic investor sentiment	15	CO1
Module II: Building Blocks of Behavioral Finance Building block of Behavioral Finance, Cognitive Psychology and limits to arbitrage, Demand by arbitrageurs, Definition of arbitrageur, Long-short trades, Risk vs. Horizon, Transaction costs and short-selling costs, Fundamental risk, Noise-trader risk, Professional arbitrage, Destabilizing informed trading (positive feedback, predation)	15	CO2
Module III: Rationality and Demand by Average Investors Elsberg's paradoxes, Rationality from an economics and evolutionary prospective, Different ways to define rationality: dependence on time horizon, individual or group rationality, Herbert Simon and bounded rationality. Demand by average investors: Definition of average investor, Belief biases, Limited attention and categorization. Non-traditional preferences:	15	CO3
Module IV: External Factors and Investor Behavior & Behavioral Corporate Finance External factors and investor Behaviour, Fear & Greed in Financial Market, Emotions and financial markets, Geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock	15	CO4

market returns. Behavioral corporate finance, Empirical data on dividend presence or absence, Ex-dividend day behaviour, Timing of good and bad corporate news announcement

Suggested Readings:

- Finding Financial Wisdom in Unconventional Places (Columbia Business School Publishing)
- Bisen, Pandey-Learning Behavioral Finance (Excel Books)
- A History of Financial Speculation: Edward Chancellor
- Forbes- Behavioral Finance (Wiley India)
- The Little Book of Behavioral Investing (Montier)
- The Psychology of Persuasion (Collins Business Essentials)

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1		3		1	1	2	1		3			2	3	2
CO2	2	1			1	2			1			1	2	2
CO3	1	3				1			2			2	2	2
CO4	1	2		2	1	1	1		2			2	2	3
Avg	1.33	2.25		1.50	1.00	1.50	1.00		2.00			1.75	2.25	2.25

Program	IMBA				
Year	IV	Semester		VII	
Course Title	Negotiation and Counselling	L	T	P	Credits
Course Code	MBAIHR401	4	0	0	4

Course Objectives:	Understand the fundamental structure of negotiation and its sub processes
	Provide insights into the core approaches, skills, and models of counselling and the its application in organizational settings

Course Outcomes:	
CO1	Demonstrate the knowledge of the fundamentals of the negotiation process.
CO2	Apply the understanding of negotiation process in different cultural settings
CO3	Demonstrate the understanding of the core approaches, skills, and models of counselling
CO4	Apply the counselling skills, and ethical principles to address behavioural and performance-related challenges in organizational settings

Course Contents	No of Hours	Mapped CO
Module I: Fundamentals of Negotiation Negotiation: Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation; Strategy and Planning for Negotiation. Negotiation Sub processes: Perception, Cognition and Emotion, Communication Styles, What is communicated during negotiation and how people communicate in Negotiation	15	CO1
Module II: Negotiation Issues across Culture, Negotiation Context & Individual Differences Fundamental Structure of negotiation and BATNA, International and Cross Cultural Negotiation: Context and Concept, Influence of Culture on Negotiation, Relationships in Negotiation: Agents, Constituencies, Audiences, and Coalitions. Multiple Parties and Teams, Individual Differences: Gender, Personality, Work-Experience, and Family Background.	15	CO2
Module III: Introduction to Counselling Defining counselling, Major goals of counselling, Role of a counsellor Approaches to Counselling: Psychoanalytic approach, Behaviouristic and Humanistic approach. 5-D Model of the Counselling process, Counselling skills	15	CO3
Module IV: Role Conflicts & Organizational Application of Counseling Skills Role conflicts in Counselling: Dilemmas of a manager counsellor. Changing Behaviours through Counselling: Specific Techniques of Counselling. Dealing with problem Subordinates. Career Counselling and Performance Counselling. Alcoholism and Other Substance Abuse, Ethics in Counselling.	15	CO4
Suggested Readings: - Singh Kavita - Counseling Skills for Managers, 2nd Ed., PHI Learning Private Limited. - Robert L. Gibson, Marianne H. Mitchell, Introduction to Counseling and Guidance, 7th		

Ed., PHI Learning Private Limited.

- Roy J. Lewicki, Bruce Barry, David Saunders, Essentials of Negotiation, 6th Ed., McGraw- Hill
- Roy J. Lewicki, Bruce Barry, David Saunders, Negotiation: Readings, Exercise & Cases, 6th Ed., McGraw-Hill
- Moursund, J.: The Process of counselling and therapy, New Jersey: Prentice Hall.
- Patterson, L. E., &Welfel, E. R.: The counselling process: A multi theoretical integrative approach, New York: Brooks Cole.

Course Articulation Matrix

PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	2	1			2				2		2	2	2
CO2	2	2			2	2				2		1	2	2
CO3	3	2				2				2		1	3	3
CO4	3	2	1			2	2			2		1	3	3
Avg	2.50	2.00	1.00		2.00	2.00	2.00			2.00		1.25	2.50	2.50

Program	IMBA				
Year	IV	Semester		VII	
Course Title	Human Resource Planning	L	T	P	Credits
Course Code	MBAIHR402	4	0	0	4

Course Objectives:	Develop a foundational understanding of Human Resource Planning
	Understand various forecasting techniques in HR demand and supply and to understand the implications of HRMS and outsourcing in planning.
	To provide knowledge and practical insights into job analysis, recruitment, and selection methods, including contemporary practices such as employer branding and assessment centers.
	To understand the concept of HR accounting and audits, and understand HR challenges in mergers and acquisitions, including emerging trends and strategic HR issues

Course Outcomes:	
CO1	Explain the key concepts, objectives, and processes of Human Resource Planning and its strategic relevance in organizational success.
CO2	Apply forecasting techniques and models to determine HR demand and supply at macro and micro levels.
CO3	Conduct job analysis and implement effective recruitment and selection strategies, including the use of modern tools like assessment centers and employer branding.
CO4	Analyze emerging trends in HR planning, HR practices in mergers and acquisitions, conduct HR audit and apply HR accounting methods

Course Contents	No of Hours	Mapped CO
Module I : Introduction to HRP, Strategic HRP Defining HRP, Objectives of HRP, Activities and steps involved in HR planning, Factors affecting Human Resource Planning, HRP Process, Strategic HR planning: concept; benefits and key steps for strategic HRP, Linking HR planning to strategic planning, Aligning HR Strategy to Business Strategy, HR effectiveness, Productivity of people, Work study.	15	CO1
Module II: Ascertain HR Demand and Supply Manpower profiling and competency profiling, Manpower planning at macro & micro level, HR Forecasting process, Forecasting models and applications, Determining HR demand, Ascertain HR supply: Replacement Analysis, Markov Models, Cohort analysis and Census analysis, Career planning, Development and Succession Planning, Impact of HRMS on HR Planning, HR outsourcing.	15	CO2
Module III: Job Analysis, Recruitment and Selection Issues in recruitment function, effective recruitment strategies with example, Selection Measurement: basic testing concepts, types of tests, application blanks, Interview, Assessment and development centers, Job analysis, Employer branding	15	CO3
Module IV: HR Accounting and Audit, Mergers and Acquisitions	15	CO4

Concept of HR accounting and audit, Understanding the Strategic Dynamics of Mergers & Acquisitions, Cultural issues in mergers, HR issues in M&A, Emerging Trends in HR Planning (HR Scorecard, Knowledge management, HR Six Sigma, New HR roles and competencies)		
Suggested Readings: • Monica Belcourt- Kenneth J.M'cDey, Strategic human resource planning (Learning Inc.). • Dipak Kumar Bhattacharyya, Human resource planning, 3rd edition, Excel Books. • Garry Dessler, Varkkey – Human Resource Management, 13th Ed. (Pearson). • K Aswathappa- Human Resource Management, 6th Ed.		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	2				2				2		2	2	2
CO2	3	3				2		2		2		2	2	2
CO3	3	2	2			2		1		2		2	3	2
CO4	3	3	1			2		2		2		2	3	2
Avg	3.00	2.50	1.50			2.00		1.67		2.00		2.00	2.50	2.00

Program	IMBA				
Year	IV	Semester		VII	
Course Title	Industrial Relations & Labour Codes	L	T	P	Credits
Course Code	MBAIHR403	4	0	0	4

Course Objectives:	A comprehensive understanding of India's reformed labour law framework, including Industrial Relations, Wages, Social Security, and Occupational Safety codes, and their practical implications for employers and workers.
	The emerging challenges in employment relations arising from automation and Artificial Intelligence, with a focus on legal, ethical, and governance issues in the world of work.

Course Outcomes:	
CO1	Demonstrate the understanding of the concept of IR and basic provisions related to Code on Wages, including wage components, minimum wage fixation, payment of wages, deductions, and overtime provisions
CO2	Analyze the provisions of the Industrial Relations Code, 2020, and evaluate their practical implications in industrial relations through case studies.
CO3	Apply the provisions of the Social Security Code relating to employee compensation, ESI benefits, provident fund, gratuity, and workplace social security measures.
CO4	Evaluate workplace safety, health, welfare, and working condition provisions under the OSH Code and the implications of AI on employment relations.

Course Contents	No of Hours	Mapped CO
Module I: Industrial Relations & Code on Wages, 2019 Introduction to Industrial Relations: Meaning, Scope & Objectives of Industrial Relations, Evolution of IR in India, Role of Trade Unions and Employers' Associations, Role of Government in IR, Emerging Trends in Industrial Relations, Impact of Liberalization, Privatization & Globalization, Case Study Code on Wages, 2019: Objectives and Scope of the Code, Concept of "Wages" under the Code, Minimum Wages & Floor Wages, Payment of Wages, Bonus Provisions, Gender Equality in Wages, Authorities & Inspectors under the Code, Penalties and Compliance, Case Study	15	CO1
Module II: Trade Unions & Industrial Relations Code, 2020 Trade Unions: Meaning & Types of Trade Unions, Trade Union Movement in India, Registration & Recognition of Trade Unions, Rights & Liabilities of Trade Unions, Problems of Trade Unionism, Case Study Industrial Relations Code, 2020: Standing Orders, Notice of Change, Lay-off, Retrenchment & Closure, Strikes and Lockouts, Grievance Redressal Mechanism, Industrial Tribunals & Adjudication, Concept of Fixed-Term Employment, Case Study	15	CO2
Module III: Social Security & Code on Social Security, 2020	15	CO3

Social Security: Concept of Social Security, Types of Social Security: Social Assistance & Social Insurance, Role of Social Security in Employee Welfare, Case Study Code on Social Security, 2020: Applicability of the Code, Provident Fund, Employees' State Insurance, Gratuity, Maternity Benefit, Employee Compensation, Coverage of Gig & Platform Workers, Social Security Funds, Compliance & Registration, Case Study		
Module IV: Occupational Safety & Health and Code on OSHWC, 2020 Occupational Safety & Health: Concept of Occupational Safety & Health, Importance of Workplace Safety, Duties of Employer & Employees, Role of Safety Committees, Case Study Code on Occupational Safety, Health & Working Conditions (OSHWC), 2020: Applicability of the Code, Health, Safety & Working Conditions Standards, Working Hours & Leave, Welfare Provisions, Employment of Women, Contract Labour Provisions, Inter-State Migrant Workers, Inspector-cum-Facilitator, Offences & Penalties, Case Study	15	CO4
Suggested Readings: • Taxmann's New Labour Codes, 1st Edition 2025, Taxmann Publications Private Ltd. • Mamoria CB, Mamoria, Gankar, Dynamics of Industrial Relations, Himalayan Publications, 15th Ed. • Universal Law Publishing – Labour Codes with Rules • Ministry of Labour & Employment – Bare Acts of Four Labour Codes • Dr. Bhagyashree A. Despande, Textbook on new labour and industrial laws, Central Law Publications		

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	1	1					1					1	2	2
CO2	2	1				2	2			2	1	2	2	2
CO3	1	1				2	2			2	2	2	2	2
CO4	1	1				2	2			2	2	2	2	2
Avg	1.25	1.00				2.00	1.75			2.00	1.67	1.75	2.00	2.00

Program	IMBA				
Year	IV	Semester		VII	
Course Title	Organization Planning & Design	L	T	P	Credits
Course Code	MBAIHR407	4	0	0	4

Course Objectives:	Understand the contemporary approaches for designing and modifying organizational structures for enhanced effectiveness.
	Understand how changes in the external environment influence managerial decisions regarding organizational structure.

Course Outcomes:	
CO1	Understand the nature, structure, and evolution of organizations, and approaches to organizational effectiveness.
CO2	Analyse organizational design structures and their impact on managerial decision-making in dynamic environments.
CO3	Evaluate organizational power, politics and culture, and their influence on performance and strategy.
CO4	Examine change management processes, organizational development, and the role of HR in driving innovation and transformation.

Course Contents	No of Hours	Mapped CO
Module I: Nature of Organization Organization: Nature & Scope, various definitions, components & structure of organization, Evolution of Organization theory. Organizational Theories, Definition of Organizational, Effectiveness, Importance & approaches to organizational Effectiveness: the goal attainment approach, the system approach, the strategic approach.	15	CO1
Module II: Design and Configurations of Organization Basic challenges of organizational design, Differentiation Structures, Integration Structures, Centralization Structures, Decentralization Structures, Standardization Structures, Mutual adjustment Structures, Mechanistic Structures, Organic Structures, Technological and Environmental Impacts on Design, Importance of Design, Success and Failures in design, Implications for Managers, Design of organization and elements in their internal situation, Authority and control, Specialization and coordination, Organizational design and strategy in a changing global environment, Organizational design competencies and technology.	15	CO2
Module III: Power, Politics, and Culture Managing Power, politics, Organizational culture, Strong and Weak Cultures, Types of Cultures, Importance of Culture, Creating and Sustaining Culture, Culture and Strategy, Implications for practicing Managers.	15	CO3
Module IV: Change Management Meaning, Forces for Change, Resistance to Change, Types and forms of change, Evolutionary and Revolutionary change, Change process, Organization Development, HR functions and Strategic Change Management, Implications for practicing Managers, Organizational	15	CO4

life cycle, Models of transformation, Models of Organizational Decision making, Organizational Learning, Innovation, Entrepreneurship and Creativity HR implications.

Suggested Readings:

- Gareth R. Jones, 'Organisational Theory, Design & Change', Pearson Education,
- Madhukar Shukla, 'Understanding Organisations – Organisational Theory & Practice in India', Prentice Hall of India, 2005.
- Adrian Thorn Hill, Phil Lewis, Mike Millmore and Mark Saunders, 'Managing Change: A Human Resource Strategy Approach', Wiley, 2005.
- Robbins, 'Organisation Theory: Structure Design & Applications', Prentice Hall of India, 2005.

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	2			1	2	1			1		1	2	2
CO2	3	3			1	2	1			1		1	2	2
CO3	2	2			1	2	1			2		1	3	3
CO4	2	3			1	3	1			3		1	3	3
Avg	2.50	2.50			1.00	2.25	1.00			1.75		1.00	2.50	2.50

Program	IMBA				
Year	IV	Semester		VII	
Course Title	Retention Management & Employee Engagement	L	T	P	Credits
Course Code	MBAIHR408	4	0	0	4

Course Objectives:	Define the concept of employee retention, and explain its nature, significance, and key elements.
	Examine the concept of employee turnover and apply strategies for managing retention effectively.
	Understand the concept, types, and drivers of employee engagement and its role in employee satisfaction.
	Understand best practices for measuring employee engagement, and satisfaction, and creating a culture that fosters high levels of employee engagement and retention.

Course Outcomes:	
CO1	Demonstrate the knowledge of the nature, definitions, and importance of employee retention and engagement, and recognize their critical roles in organizational success.
CO2	Evaluate the drivers that influence employee engagement and retention strategies.
CO3	Identify and apply effective retention strategies and employee engagement initiatives that support workforce development.
CO4	Design strategies, models, and practices for measuring and enhancing employee engagement in organizations.

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Retention Retention: Definitions, Nature & Importance of employee retention. Retention as a critical issue. Key elements of retention, compensation, growth, environment, relationship & support. Challenges of employee retention & retention success mantras.	15	CO1
Module II: Employee Turnover & Managing Retention Employee Turnover: Meaning & Nature. Negative impact of turnover to the organization & individuals. Attrition rate, Attrition rate in different sector of India. Managing Retention: Key drivers to attract & retain employee, Retention strategies.	15	CO2
Module III: Employee Engagement Employee Engagement: Definitions & origin. Employee Engagement drivers. Types & attributes of Employee Engagement. Employee Engagement activities. Managing employee satisfaction.	15	CO3
Module IV: Practices of Employee Engagement Measuring Engagement & Strategies of Employee Engagement. Handling non-engaged employees. Employees Scheduling. Creating culture of Employee Engagement. Models of Employee Engagement	15	CO4
Suggested Readings: Managing Employee Retention: A Strategic Accountability Approach (Improving Human Performance), Jack J. Philips & Adele O. Connell, Elsevier Butterworth Heinemann.		

- Keeping Your Valuable Employees, Suzanne Dibble, Wiley & Sons Inc.
- 3. Employee Engagement, Debashish Sengupta, S. Ramadoss, Biztantra

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	2	2		2	2				1		2	3	2
CO2	3	3	2		2	2				2		3	3	3
CO3	2	2	3		2	2				3		3	3	3
CO4	2	3	3		3	3				3		3	3	3
Avg	2.50	2.50	2.50		2.25	2.25				2.25		2.75	3.00	2.75

Program	IMBA				
Year	IV	Semester		VIII	
Course Title	Compensation & Benefits	L	T	P	Credits
Course Code	MBAIHR404	5	0	0	5

Course Objectives:	Introduce the fundamental concepts and strategic importance of compensation.
	Understand the components and structure of compensation systems.
	Understand employee benefits, incentives, and pay-for-performance plans.
	Examine compensation issues related to special employee groups and legal frameworks.

Course Outcomes:	
CO1	Explain key theories and principles of compensation and benefits.
CO2	Design and evaluate compensation structures aligned with organizational goals.
CO3	Analyze and apply various incentive plans, employee services, and benefits.
CO4	Design compensation strategies for special employee categories within legal frameworks.

Course Contents	No of Hours	Mapped CO
Module I : Introduction to Compensation and Benefits- Role and significance of compensation in organization, Economic and Behavioural theories related to compensation, Strategic perspectives and motivational aspects of compensation, Compensation policy, Pay models and structure design, Job analysis, Job evaluation.	15	CO1
Module II: Compensation Structure and Competitiveness- Person based and skill-based pay systems, defining competitiveness, Designing pay levels, mix and pay structure, Employee contribution and Compensation differentials, Adminstrating compensation package.	15	CO2
Module III: Incentives and Employee Benefits- Components of compensation: fixed, variable, and fringe benefits, incentives and retirement plans Pay for performance plans, Employee benefits, Compensation of social group, Role of trade unions in compensation management.	15	CO3
Module IV: Compensation of Special Group and Legal Framework- Compensation of special group: Corporate Directors, Chief Executives & Senior Managers, Components of executive compensation package, Compensation of professionals and knowledge workers, R&D staff, Sales compensation plan, International compensation, Statutory provisions and institutional mechanisms (Wage Boards, Pay Commissions), Tax planning in compensation.	15	CO4
Suggested Readings: • Milkovich, George T. & Newman, J.M. – <i>Compensation</i>, Tata McGraw Hill • Henderson, R.O. – <i>Compensation Management</i>, Pearson Education • Martocchio, J.J. – <i>Strategic Compensation</i>, Pearson Education		

- Armstrong, M. & Murlis, H. – *Reward Management*, Kogan Page
- Singh, B.D. – *Compensation and Reward Management*, Excel Books

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	1										1	2	2
CO2	2	1	1		1	2	2			1		1	2	2
CO3	2	1	1		1	2	2			2		1	3	2
CO4	2	1	1		1	2	2			2		1	3	2
Avg	2.00	1.00	1.00		1.00	2.00	2.00			1.67		1.00	2.50	2.00

Program	IMBA				
Year	IV	Semester		VIII	
Course Title	Human Resource Development	L	T	P	Credits
Course Code	MBAIHR405	4	0	0	4

Course Objectives:	Understand the fundamental concepts, objectives, and evolution of Human Resource Development (HRD) and its relevance at both micro and macro levels.
	Understand HRD systems, including task analysis, job analysis, and the roles of HRD professionals.
	Familiarize with various HRD applications that enhance individual, team, and organizational effectiveness
	Understand training and development concepts and models, including needs assessment, program design, implementation, and evaluation.

Course Outcomes:	
CO1	Explain the concept, objectives, and scope of HRD, including its benefits and challenges, and evaluate HRD practices in Indian organizations.
CO2	Design and administer HRD systems, analyzing HRD functions, integrating the role of line managers, and applying task and job analysis in HRD contexts.
CO3	Apply appropriate OD interventions and other HRD mechanisms to improve individual, team, and organizational performance while fostering a positive HRD climate.
CO4	Assess training needs and design, implement, and evaluate effective training and development programs to enhance employee competencies.

Course Contents	No of Hours	Mapped CO
Module I : Introduction HRD Concept, Overview, Objectives, Challenges, Benefits of HRD, Evolution of HRD, HRD at Micro and Macro Level, Areas of HRD- Individual, Role, Team and Organization Effectiveness, HRD mechanisms, Processes and Outcomes, HRD Matrix, HRD Strategies, HRD practices in some Indian organizations, Need for HRD in Indian Industries	15	CO1
Module II : Planning and Organizing the HRD System Planning the HRD systems: HRD Philosophy, objectives, policies and practices, sub-systems, HRD strategy and action plans, steps in traducing HRD system. Role of Line Managers in HRD, Organizing the HRD function, Tasks of HRD Department, HRD functions, Strategic management and HRD, Roles and competencies of an HRD Professional, Task Analysis: meaning, purpose, steps, Job Analysis in HRD.	15	CO2
Module III: HRD Applications Organization Development (OD): Definition & types of OD Interventions, Determinants and Approaches to Personality Development, Stress and Coping, Improving Group Performance, Building Effective Teams, Managing Dissatisfaction, Concept and Process of Coaching and Mentoring, Performance management and	15	CO3

Potential management, Career management and Planning, Rewards, HRD for Workers, HRD and Change Management, HRD Climate or Culture		
Module IV: Training and Development Training and employee development, Training and HRD process model: Training needs assessment, Designing, Implementation, and Evaluation of training program.	15	CO4
Suggested Readings: • Human resource development, P C. Tripathi, 3rd edition, Sultan Chand Sons • Randy L. DeSimone and Jon M. Werner, Human Resource Development, 6th Ed, Cengage • Udai Pareek and T. V. Rao, Designing and Managing Human Resource Systems, 3rd Ed, Oxford & IBH Publishing • TVRao, Human resource development, Experiences, Interventions, Strategies, Sage Publications		

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	2			2	3				1		2	2	2
CO2	3	2				3				1		2	2	2
CO3	3	2	2		2	3	1			2		2	3	2
CO4	3	2				3				2		2	3	2
Avg	3.00	2.00	2.00		2.00	3.00	1.00			1.50		2.00	2.50	2.00

Program	IMBA				
Year	IV	Semester		VIII	
Course Title	Strategic Human Resource Management	L	T	P	Credits
Course Code	MBAIHR406	4	0	0	4

Course Objectives:	Gain knowledge about managing human resources and adopting a strategic approach for achieving organizational goals
	Understand the external environment and internal capabilities in HR context for developing strategies
	Understand the strategic approaches to training and development, and performance management systems.
	Familiarize with key components of compensation and reward system and HR evaluation strategies.

Course Outcomes:	
CO1	Demonstrate the understanding of strategic HRM, strategic planning, and international strategy. Understand investment perspective of HR and apply this understanding in practical situations.
CO2	Analyze HR external environment and internal capabilities and develop strategies.
CO3	Design and implement effective training, development, and performance management strategies
CO4	Critically evaluate compensation and rewards, and apply strategies to enhance organizational performance

Course Contents	No of Hours	Mapped CO
Module I: Strategic HRM & HR Environment SHRM: Definition and components, Objectives. From HRM to SHRM, Investment perspective of HR: HR investment considerations, Investments in job- secure workforces, Ethical implications of employment practices, Non-traditional investment approaches. Linking HR strategy and business strategy. Strategic fit approaches: best fit; HR bundle and best practice approach. HR Environment: Technology and organizational change, Management trends, Demographic trends, Trends in the utilization of HR, International developments, HR legal environment: Equal employment opportunity, Compensation strategy and Collective bargaining, Strategic impact of the legal environment.	15	CO1
Module II: Strategy Formulation, Workforce Utilization and Employment Practices Theoretical Foundations: Strategic Concept and definition, strategy, strategic planning, competitive strategy in business units, planning in SBUs, HR Strategy, HR Planning. International strategy, HR contributions to strategy. Strategy-driven role behaviours and practices. Strategic role of human resource planning. Efficient utilization of Human Resources, Dealing with employee shortages and surpluses, Special implementation challenges.	15	CO2
Module III: Training and Development Strategies & Performance Management system	15	CO3

Training and development process, Training as a strategic organisational activity, HRM Approaches to T&D, Linkage between strategy and training, Special form of T & D, New developments in T&D, Performance Management system: From appraisal to management, Objectives, Developing PMS, Problems and effective PMS, New developments, Strategic linkage of performance management.		
Module IV: Compensation and Reward Management & Retrenchment and HR Evaluation Compensation and Rewards: Determinants and Approaches, Pay for Performance approach, Equity in reward decisions, New developments in compensation, Skill based pay, Team based pay, Broad banding, Profit sharing, Executive compensation, Variable pay. Total compensation and reward strategy Retrenchment Strategies: Rightsizing, Voluntary retirement schemes (VRS), HR Outsourcing, Early Retirement plans. HR Evaluation: Approaches to evaluation, Evaluating strategic contributions of traditional areas, Evaluating strategic contributions in emerging areas	15	CO4
Suggested Readings: - Charles Greer, Pearson education Asia, New Delhi, Strategic HRM - Tanuja Agarwal, Oxford university press, New Delhi, Strategic HRM - Jeffery Mello, Thompson publication, New Delhi, Strategic HRM - Michael Armstrong, Kogan page, London, Strategic HRM 5. Garry Dessler, PHI, New Delhi, Human Resource Management		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	3				2	2			2	1	2	2	2
CO2	3	3				2	2			2	1	2	2	2
CO3	3	3				2	1			2	1	2	3	3
CO4	3	3				2	1			2	1	2	3	3
Avg	3.00	3.00				2.00	1.50			2.00	1.00	2.00	2.50	2.50

Program	IMBA				
Year	IV	Semester		VIII	
Course Title	International Human Resource Management	L	T	P	Credits
Course Code	MBAIHR409	4	0	0	4

Course Objectives:	Develop an understanding of Human Resource Management from a global perspective.
	Understand the challenges and implications of managing workforce diversity in an international context.
	Identify the structure and dynamics of international labour relations.
	Understand the processes involved in expatriate recruitment, training, and development programs.

Course Outcomes:	
CO1	Understand the perspectives, strategic developments, and technological advancements in International Human Resource Management.
CO2	Demonstrate the understanding of global staffing practices, including recruitment, training, performance management, compensation, and the role of AI in international staffing.
CO3	Demonstrate knowledge of international industrial relations, labor standards, CSR, global unions, and the impact of digitalization on global IR practices.
CO4	Identify and analyze the emerging trends in employee relations and involvement, and evaluate the role of AI and diversity management in the global context.

Course Contents	No of Hours	Mapped CO
Module I: Introduction to IHRM Overview of International Human Resource Management, Strategic Developments leading to International HRM Perspectives, International Human Resource Management: Role and Distinguishing Activities, International Human Resource Planning. Technology and AI: Strategic applications in global HR planning and analytics	15	CO1
Module II: Staffing in International Context Global Staffing Practices, Recruitment and Selection for Overseas Projects, Training and Development in International Context, International Transfers and Repatriation Strategies, International Performance Management, Global Compensation Practices, AI in Global Staffing and Talent Management	15	CO2
Module III: International Practices in Industrial Relations International Strategic Human Resource Management, International Labor Standards, Emerging Trends in International HRM, HR/IR issues in MNCs and Corporate Social Responsibility, Global Unions, AI and Digitalization in Global Industrial Relations	15	CO3
Module IV: Global Organization Structures and Emerging Trends in Employee Relations Global Context: Equal Opportunity and Diversity Management, Global Organization Structures, Emerging Trends in Employee Relations and Employee Involvement, Perception towards personnel	15	CO4

management in developed and developing economies. Role of Artificial Intelligence and emerging technologies in global employee relations, diversity analytics, and ethical considerations.

Suggested Readings:

- Peter J Dowling, Marion Fostling, Allen D Engle Sr- International Human Resource Management, 7th Edition, Cengage learning
- Anne Wil Harzing, Ashly H Pinnington- International Human Resource Management, 4th Edition, SAGE Publishing.
- P L Rao – International Human Resource Management, Excel Books 2008.
- K Ashwathappa & Sathna Dash – International Human Resource Management, 3rd Edition, Mc Graw Hill Education.
- Srinivas R. Kandula – International Human Resource Management, 2018 SAGE Publishing.
- Priti P. Parikh-Digital HR Strategy: Achieving Sustainable Transformation in the Digital Age, Kogan Page, 2022.

Course Articulation Matrix

PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	2			1	1		1		2		3	2	2
CO2	2	3			2	2		3		2		3	3	3
CO3	2	2			1	2		2		2		2	2	2
CO4	2	2			2	3		3		3		3	3	3
Avg	2.00	2.25			1.50	2.00		2.25		2.25		2.75	2.50	2.50

Program	IMBA				
Year	IV	Semester		VIII	
Course Title	Human Resource Analytics	L	T	P	Credits
Course Code	MBAIHR410	4	0	0	4

Course Objectives:	Understand the concept of HR Analytics, challenges of HR in VUCA world and the impact of measuring HR programs
	Gain knowledge of various techniques used in HRP, recruitment and selection
	Explore compensation analytics and equip students with analytical skills to design effective talent engagement and retention strategies
	To understand HR Tools & Techniques and ethics and integrity in HR analytics

Course Outcomes:	
CO1	Demonstrate knowledge in the field of HR Analytics and its strategic orientation
CO2	Apply both quantitative and qualitative methods to forecast HR demand, and evaluate the reliability and validity of recruitment and selection models while identifying and mitigating selection bias.
CO3	Apply analytical techniques to measure employee engagement and attrition, and design effective compensation systems that align with organizational objectives and employee expectations.
CO4	Apply Knowledge of software application in HR Analytics

Course Contents	No of Hours	Mapped CO
Module I: Introduction Concept and Evolution of HR Analytics, Challenges for HR in the VUCA (Volatile, Uncertain, Complex, Ambiguous) world, Meaning of Business Intelligence, Business Analytics & Big Data. Articulating business value of HR programs: Linking HR analytics to business outcomes, Measuring HR programs for business results linkages, Industry examples of measuring HR programs impact.	15	CO1
Module II: Quantitative and qualitative dimensions of HR Planning Human Resource Planning and Forecasting: Quantitative and qualitative dimensions of HR Planning, Methods and Techniques of HR Demand Forecasting, Data Base for Manpower Forecasting. Recruitment and Selection Analytics: Evaluating Reliability and Validity of Selection Models, Finding out Selection Bias.	15	CO2
Module III: Compensation, Talent Engagement & Retention Analysis Talent engagement & Retention: Business levers of Employee engagement, traditional measures of engagement, measuring attrition, employee retention, predictive modelling for attrition analysis. Designing a Compensation System: Compensation Analytics, Quantifiable Data, Factors Affecting Compensation & Benefits, Analytics for compensation planning, Competency Scorecard.	15	CO3
Module IV: HR Tools & Techniques, Ethical Implications	15	CO4

MS Excel - for Reporting, Presentation, and Visualization, Google sheet, Google spreadsheets for Data Presentation, R & SPSS.
Ethics and Integrity in HR Analytics: Understand & Address Ethical Implications while using HR Analytics Tools. Data Protection Regulations while using Personal Data of Employees

Suggested Readings:

- Fermin Diez , Mark Bussin , Venessa Lee., Fundamentals of HR Analytics: A Manual on Becoming HR Analytical,
- James C. Sesil, Applying advanced Analytics to HR Management Decisions, Pearson publication, 2018
- 3. Fitz-enz, Jac, The new HR analytics: predicting the economic value of your company's human capital investments.

Course Articulation Matrix

PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	3				2		1		1		2	2	2
CO2	3	3				2		3		1		2	2	2
CO3	3	3				2		3		1		2	3	2
CO4	3	3				2	2	3		1		2	3	2
Avg	3.00	3.00				2.00	2.00	2.50		1.00		2.00	2.50	2.00

Program	IMBA				
Year	IV	Semester		VII	
Course Title	Rural Marketing	L	T	P	Credits
Course Code	MBAIMK401	4	0	0	4

Course Objectives:	To gain Conceptual knowledge about rural marketing with special reference to Indian context.
	To understand the potential differences and similarities between urban and rural Indian markets.
	Effective implication of rural marketing techniques for consumable and durable inputs in rural economy.
	To examine rural credit sources unique to rural India.

Course Outcomes:	
CO1	Identify the relevance and basic concepts of rural marketing, size & structure of rural markets and factors influencing rural marketing.
CO2	Describe various Rural marketing strategies and communication media available in rural India.
CO3	Illustrate the role of regulated markets, cooperative marketing & processing societies in marketing of agricultural produce.
CO4	Comprehend the upcoming innovation and transformed paradigms in rural market.

Course Contents	No of Hours	Mapped CO
Module I : Introduction to Rural Marketing Rural Marketing: nature, definition, scope & importance in India, Size & structure of rural markets. Rural Marketing Mix, classification of rural markets, Characteristics of Rural consumer. Factors influencing rural marketing: Socio-cultural factors, population, occupation, literacy level, land distribution & use, credit availability, local requirements, Rural Market Index: Thompson index.	15	CO1
Module II: Rural Marketing Strategies and Tactics Segmentation, Targeting and Positioning in Rural market, Communication media & message, Distribution channels, Marketing strategies with special reference to seeds, fertilizers, farm equipment, new techniques, agricultural output & other services. Marketing of consumables & durables. Pricing strategies in rural marketing.	15	CO2
Module III: Marketing of Agricultural Product Marketing of agricultural produce in regulated markets, Cooperative marketing & processing societies, Rural Industry: various types, Marketing of rural industry, Problems in rural marketing, Consumer education in rural India, Role of government & NGOs in rural marketing. Digitalizing the Indian rural markets through e-rural marketing.	15	CO3
Module IV: Innovation and Future of Rural Marketing Significance of innovation in rural markets, The intervention of IT in Rural Markets: Importance and Initiatives, Introduction to Rural Financing, Sources of Finance, National Level Credit Agency- NABARD, Functions of NABARD, Present Scenario-Rural Female	15	CO4

Empowerment, Changing Role of Rural Sector in India, Growing Rural Tourism.		
Suggested Readings: • Krishnamacharyulu C. S. G., Ramakrishnan Lalitha, Rural Marketing: Text and Cases, Pearson Education. • Rural Marketing, Pradeep Kashyap & Siddhartha Raut, Biztantra. • Rural Marketing, T.P. Gopal Swamy, Vikas Publishing House, 2/e.		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	1	1				1		1		1	1	1	2	1
CO2	1	1	1			2		2		1		1	3	1
CO3	1	1			1	1		2		1			2	1
CO4	1	1		1		1		2		1			2	1
Avg	1.00	1.00	1.00	1.00	1.00	1.25		1.75		1.00	1.00	1.00	2.25	1.00

Program	IMBA				
Year	IV	Semester		VII	
Course Title	Sales and Distribution Management	L	T	P	Credits
Course Code	MBAIMK402	4	0	0	4

Course Objectives:	To familiarize students with knowledge and skills needed to manage a business's sales force and distribution functions to help gain a competitive advantage.
	To familiarize students with Sales Management, Sales Process, role of distribution channels, and management of channel partners.

Course Outcomes:	
CO1	Understanding of the concepts, attitudes, techniques, and approaches required for effective decision-making in Sales and Channel management.
CO2	Evaluate the techniques of sales forecasting and prepare a sales budget.
CO3	Develop skills critical for generating, evaluating, and selecting sales and channel members and developing strategies to deliver value.
CO4	Analyse how various distribution channels operate and suggest tactics for effectively managing each of them

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Sales Management Selling a part of marketing, Role of Sales Manager, Sales Management Process, Concept of Personal Selling, Sales Management and Salesmanship, Personal Selling, Process of Personal Selling, Qualities of a Successful Salesman, Goals in Sales Management, Goal Setting Process in Sales Management, Analysing Market Demand and Sales Potential, Techniques of Sales Forecasting, Preparation of Sales Budget, Formulating Selling Strategies. Internet as an Emerging Selling Technique	15	CO1, CO2
Module II: Selling Approaches and Channel Design Buying Formula Theory. Modern Sales Approaches: Partnering, Team Selling, Value Added Selling, Consultative Selling, Distribution Objective/Strategy, Interface between Sales force and Channel, Channel Design, Importance & types of channels like Primary Distributors, specialized & participants. Distributor's selection & appointment, Managing the distributor & his team	15	CO1, CO3, CO4
Module III: Channel Management Managing the Channel support Members, Channel Dynamics, Channel Power, Channel Conflict and Conflict Resolution, Channel Evaluation, Sales Quota Management, Territory Management and Allocation, Effective Selling, Salesman Recruitment, Compensation and Motivation of Sales Force, Supervisory Styles	15	CO3, CO4
Module IV: Monitoring and Performance Appraisal Monitoring, Reporting, Essentials of sales Force Monitoring, Evaluating performance standards, Field Sales Report Management of outbound supply chain, Damages & expiries, Concept selling in services industry, After sales services, Customer retention methodology,	15	CO1, CO3

Suggested Readings:

- Donaldson B - Sales Management: Theory and Practice (Palgrave).
- Jobber David and Lancaster Geoff - Selling and Sales Management (Pearson Education).
- 3. Still, R.R., Cundiff, E.W. and Govani, N.A.P.; Sales Management; Pearson Education 2.

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3		3	3	1	3	2	1		3	3	2	3	2
CO2	2	3		3		1	1	2	1	1			1	1
CO3	3	2	3	2	3	2	3	3	3	3	2	3	3	
CO4	3	1	1	1	2	1	1	3	2	2	1	3	3	2
Avg	2.75	2.00	2.33	2.25	2.00	1.75	1.75	2.25	2.00	2.25	2.00	2.67	2.50	1.67

Program	IMBA				
Year	IV	Semester		VII	
Course Title	Marketing of Services	L	T	P	Credits
Course Code	MBAIMK403	4	0	0	4

Course Objectives:	To understand the unique characteristics of services and their impact on service design and delivery.
	To gain insight into the key components of the service mix and how they influence service strategy.
	To explore the role of service marketing in sectors like finance and telecommunications.
	To comprehend with the dynamics of international service marketing

Course Outcomes:	
CO1	Understand the concept, nature, scope, and significance of service marketing, including its role in the service industry.
CO2	Examine how Customer Relationship Management (CRM) enhances service quality and builds long-term customer relationships.
CO3	Analyse customer expectations, their zone of tolerance, and the challenges of managing the service marketing mix (product, price, place, promotion, process, physical evidence, and people).
CO4	Apply service marketing principles to financial services like banking and insurance, while identifying global trends and driving forces shaping the international service marketing landscape.

Course Contents	No of Hours	Mapped CO
Module I : Introduction to marketing of Services Difference between Product and Services Marketing, Characteristics of Services Classification of Services, Paradigms in Services Marketing. Importance of Customer Relationship Management: Specific for Service Industry, Service Marketing System: Service Quality, Service Level, Segmentation, Targeting and Positioning of services, Pricing and Distribution, Understanding Customer Expectations and Zone of Tolerance, Services Marketing Mix, Augmented Marketing Mix	15	CO1
Module II: Developing the Service Product/ Intangible Product, Service Product Planning, Service Pricing Strategy, Services Promotions, Services Distributions, Physical Evidence, Role of Communication in Service Marketing, People and Internal Communication, Process of Operations and Delivery of Services, Role of Technology in Services Marketing.	15	CO2, CO3
Module III: Marketing of Financial Services Marketing of Financial Services, Deciding the Service Quality, Understanding the Customer Expectations, Segmenting, Targeting and Positioning of Financial Services, Devising Financial Services, Marketing Mix Strategies with Special Reference to Credit Cards, Home Loans, Insurance and Banking, Marketing of Telecom/ Insurance Services.	15	CO3, CO4
Module IV: International Marketing of Services International Marketing of Services, Recent Trends in international marketing of	15	CO4

services, Principal Driving Force in Global Marketing of Services, Key Decisions in Global Marketing, Services Strategy and Organizing for Global Marketing.		
Suggested Readings: - Valerie Zeithaml and Bitner Mary jo, Gremler & Pandit, Services Marketing, Tata McGraw Hill - Baron S and Harrisk - Services Marketing: Text and Cases (Palgrave, 2nd Ed.). - Payne Adrian - The Essence of Service Marketing (Prentice Hall of India).		

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	1	1				1				2		1	2	1
CO2	1	1	1	1		2		1	1	1		1	2	1
CO3	1	2	1		1	1				2		1	2	1
CO4	1	2				1		1		1		1	2	1
Avg	1.00	1.50	1.00	1.00	1.00	1.25		1.00	1.00	1.50		1.00	2.00	1.00

Program	IMBA				
Year	IV	Semester		VII	
Course Title	Consumer Behaviour and Integrated Marketing Communication	L	T	P	Credits
Course Code	MBAIMK407	4	0	0	4

Course Objectives:	To develop basic knowledge of Consumer Behaviour.
	To develop conceptual and theoretical understanding of variables affecting behavioural with their strategic implications to marketers
	To equip with different elements of integrated marketing communications and basics of marketing communications.
	To understand role of E-Commerce in Marketing Communication.

Course Outcomes:	
CO1	Understand the theoretical concepts of consumer behavior.
CO2	Identify and understand the major individual and external factors that affect consumers' decision-making process.
CO3	Analyze Marketing Communication, Integration of marketing tools and role of advertising.
CO4	Apply marketing messages strategy and implementing it through right media strategies using traditional and emerging marketing concepts.

Course Contents	No of Hours	Mapped CO
Module I : Understanding Consumer Behavior Meaning, scope and contemporary significance of consumer Behavior. Level of analysis in consumer Behavior. Consumer Decision Making Process. Consumer Behaviour Models: Black Box Model; Hawkins Stern Model; Howard-Sheth Model and Nicosia Model.	15	CO1
Module II: Internal and External Influences on Consumer Behaviour Internal influences on Consumer Behaviour- Motivation: theories and their application. Perception: Meaning and application of perception. Meaning and nature of personality and its effects on purchasing Self-Concept, Development of the self-Image Congruence assumptions. Application of absolute and differential threshold in consumer Behavior. Psychographics and Lifestyle. External influences on Consumer Behaviour- Cultural and subcultural influences- Social class- Reference groups and family influences- Opinion leadership and the diffusion of innovations Marketing implications of the above influences.	15	CO2
Module III: Marketing Communication and IMC and Advertising Marketing Communication process, Establishing marcom Objectives, Budgeting for Promotional Programmes, DAGMAR approach for setting objectives. Meaning and Role of IMC in marketing. IMC tools, Participants in IMC, Model of the IMC Planning Process, Challenges in IMC.	15	CO3

Advertising Management: Meaning, Nature and Scope of Advertising, Classification of advertising, Process of Advertising, Fundamentals of Advertising Campaigns, Advertising Effectiveness & its measurement. Advertising Agencies – their role, functions. Global vs local advertising.		
Module IV: Message Development, Media Planning and Emerging Concepts Message Strategies, Executional Framework of messages, Sources and Spokespersons, Source Characteristics, The Creative Brief, and Advertising Appeals. Media Planning and Strategy: Steps involved in media planning, Media Types and their characteristics; Setting Media objectives, Media Selection & Media Strategy. Interactive Marketing, Placing Ads and Promotions online, Buzz Marketing, Viral Marketing, and Mobile marketing.	15	CO4
Suggested Readings: • Leon G. Schiffman and Keshie, L.KamK.: Consumer Behavior, PHI, New Delhi. • Batra & Kazmi: Consumer Behavior, Excel Books, New Delhi. • Kotler, Keller, Koshy and Jha: Marketing Management, Pearson Education. • Shah Kruti & D' Souza Alan, Advertising & promotions an IMC perspective, McGraw Hill education. • Belch George E & Belch Michael A, Advertising and promotion- An integrated Marketing Communication Perspective, McGraw Hill Education.		

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3		2	1			1		1	1		2	2	
CO2	3	3	1	1			1		2	1		1	2	
CO3	2	2	2	1	3		1	2	1	1	1	1	2	2
CO4	2	2	1	1	2		1	3	2	1	1	2	2	2
Avg	2.50	2.33	1.50	1.00	2.50		1.00	2.50	1.50	1.00	1.00	1.50	2.00	2.00

Program	IMBA				
Year	IV	Semester		VII	
Course Title	International Marketing	L	T	P	Credits
Course Code	MBAMK408	4	0	0	4

Course Objectives:	To understand fundamental concepts in managing international marketing operation
	To familiarize with major types of decisions and problems facing marketers in an increasingly dynamic and competitive global environment
	To expose the students to the global business activities, marketing in international business and global forces transforming the international business
	To develop a general perspective about managing international business both in operational as well as strategic context

Course Outcomes:	
CO1	Demonstrate knowledge and understanding of contemporary theories of international marketing and relevance of WTO
CO2	Identifying the suitable modes of foreign market entry. Develop skills in analyzing diverse international marketing Pricing
CO3	Analyse the process of strategic marketing planning and its applications to the global customers and markets
CO4	Interpret the Export-import procedure and formalities their documentation

Course Contents	No of Hours	Mapped CO
Module I : Definition and scope of International Marketing, Bases of international trade, Methods of entry, Major international economic institutions and trading blocks, WTO and sectoral impacts	15	CO1
Module II: Foreign market identification, Product decisions, International Marketing Mix, Pricing decisions and methods, Factors influencing Pricing Decisions	15	CO2
Module III: International promotion, Assessing International Market Size and Sales Potential Drivers of the Global Consumers Cross cultural dimensions of advertising, Distributional channels,	15	CO3
Module IV: EXIM policy and export assistance, Export-import procedure and formalities, Export finance, Export documentation, Institutional infrastructure for exports, Import documents, , Outline of import procedures	15	CO4
Suggested Readings: • Daniel Baack, Barbara Czarnecka, Donal Baack, International Marketing, 2e, Sage, 2019. • Michael R. Czinkota, Ilkka A. Ronkainen, International Marketing, Cengage,10e, 2017. • Justin Paul, Ramneek Kapoor, International Marketing: Text and Cases, TMH, 2e,2018. • Prateek Maheshwari, International Marketing, Wiley,8e, 2019. • Philip R. Cateora John L Graham Prashant Salwan, International Marketing 2020		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	2	1								2	1	2	
CO2	2	3	2			3				2			3	3
CO3	3	3	3			3				3		2	3	3
CO4	2	3	2			3				3		2	3	
Avg	2.25	2.75	2.00			3.00				2.67	2.00	1.67	2.75	3.00

Program	IMBA				
Year	IV	Semester		VIII	
Course Title	Product & Brand Management	L	T	P	Credits
Course Code	MBAIMK404	4	0	0	4

Course Objectives:	To Introduce products and principles of brand management
	To develop an understanding of the brand concept
	To Establish the framework for managing brand equity and distinguishing different ways to leverage and measure brand equity.
	To analyse the variables that drive the success of brands and product lines and the interrelationships among these variables

Course Outcomes:	
CO1	Compare and construct the elements of a managing a product and brand.
CO2	Establish criteria for 'good management practice' to develop and maintain sustainable brands
CO3	Identify the framework and analyse the variables that drive the success of brands and product lines and the interrelationships among these variables
CO4	Provide comprehensive framework for managing brand equity and distinguish

Course Contents	No of Hours	Mapped CO
Module I : Product & New Product Development An Introduction to Product, Features Of product, Levels of Product, Product classifications: Durable Product, Consumer Product, Business Product, Product Mix and Product Line, Factors Influencing change in product mix, Product Mix Strategies: Expansion of Product Mix, Contracting Product Mix, Alteration Product Mix, Trading up/trading Down Strategies, Product Life Cycle and Marketing Strategies, Process of New Product Development.	15	CO1
Module II: Building Product, Testing & Launching Strategy: Product Management: Planning, Forecasting And Marketing. Significance of Product Management, The 5i Framework of Product Management, Design Thinking in Product Management, Market Research, User Research and Product Artefacts, Design and Prototyping , Usability Testing, Go-To-Market Strategies.	15	CO2
Module III : Branding Introduction to Brand Management and Crafting of Brand Elements, Consumer Brand Knowledge & positioning, Brand Identity, Personality and Brand Associations, Managing Brand Architecture and Brand Portfolios.	15	CO3
Module IV: Brand Equity Tools for Building Brand Equity, Leveraging Brand Equity, Brand Equity Models namely Brand Asset Valuation, Aaker Model, Brand Resonance, Measurement of Brand Equity.	15	CO4
Suggested Readings: - Brand Management- Harish V Verma, 2/e, Excel Book - Best Practice Cases in Branding: Lessons from the World's Strongest Brands, by Kevin Keller, Prentice Hall.		

- Kotler, Keller, Koshy and Jha: Marketing Management, Pearson Education

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	1	1				1		1		1	1	1	2	1
CO2	1	1				2		2		1		3	2	1
CO3	1	1				1		2		1			3	1
CO4	1	1				1		2		1			2	1
Avg	1.00	1.00				1.25		1.75		1.00	1.00	2.00	2.25	1.00

Program	IMBA				
Year	IV	Semester		VIII	
Course Title	Retail Management	L	T	P	Credits
Course Code	MBAMK405	4	0	0	4

Course Objectives:	To familiarize students with a comprehensive understanding of the theoretical and applied aspects of retail management.
	To examine the importance of retailing to the overall economy and explore the opportunities available within the retail sector.

Course Outcomes:	
CO1	Analyze modern retailing concepts, evaluate strategies, understand current retailing trends, and compare various retail formats to effectively navigate and contribute to the dynamic retail industry.
CO2	Understand the significance of retail store location decisions, evaluate retail performance, and formulate effective pricing strategies.
CO3	Apply the concept of merchandising in retail and demonstrate understanding of consumer behaviour in retail context.
CO4	Demonstrate the retail Store operations, retail Store Design and evaluate the supply chain management with its practical implications.

Course Contents	No of Hours	Mapped CO
Module I : An overview of Retailing, Classification and Types of retail store format, Product Retailing vs. Service Retailing. Retail strategy: Achieving competitive advantage and positioning, Retailing environment: Legal, Social, Economic, and Technological, Trends in the Indian Retailing and future prospects, The role of franchising in the retail industry. Globalization and changing retail formats: Online retailing, International retailing- Opportunities and Challenges	15	CO1
Module II: Store Location & Pricing The importance of store locations, Types of locations, Steps involved in choosing a location, Trade areas and their evaluation, Evaluation of a retail location, Measures of Financial Performance, the strategic profit model, Measures of retail performance, the concept of retail pricing and the factors affecting price, Elements of retail price, Developing a pricing strategy, Adjustment to retail price.	15	CO2
Module III: Retail Merchandising The concept of merchandising, the Evolution of the merchandising function in retail, the Process of Merchandising Buying, the Procedure for selecting vendors and building partnerships, the Concept of own brand and manufacturer's brand, the Concept of Category Management, the Role of private labels, Retail Communication, the concept of retail marketing mix, Segmentation Targeting and Positioning.	15	CO3
Module IV: Retail Store Operation, SCM, and Role of IT Retail Store Operations and Retail Store Design. The relationship between store image and store design, Components of exterior and interior, Consideration for selecting layout.	15	CO4

Supply Chain Management: The concept of SCM, Retail logistics, and Reverse logistics. Retail Management (IT) - Role and importance of IT, Application of IT, Customer Relationship Management (CRM), and HR in Retail.		
Suggested Readings: - Retail Management by Rosemary Varley and Mohammed Rafiq – Palgrave Macmillan - Retail Management by Chetan Bajaj – Oxford University Press - Information Technology for Retail by Giridhar Joshi – Oxford University Press, New Delhi		

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	1	2	1		2			2		1	2	2	1
CO2	2	1		2		2		1	1	1		1	3	1
CO3	1	1		2		1		1	1	1			2	1
CO4	1	1		1		1		2	1	1		1	2	1
Avg	1.50	1.00	2.00	1.50		1.50		1.33	1.25	1.00	1.00	1.33	2.25	1.00

Program	IMBA				
Year	IV	Semester		VIII	
Course Title	Digital and Social Media Marketing	L	T	P	Credits
Course Code	MBAIMK406	4	0	0	4

Course Objectives:	To understand concept of digital and social media and its uses
	To gain knowledge about how to set up a digital marketing platform
	To analyze digital marketing tools and planning a digital marketing campaign.
	To apply the concepts of social media marketing and its role in digital marketing.

Course Outcomes:	
CO1	Understand the digital marketing landscape, consumer online behavior and audience segmentation
CO2	Develop an understanding of consumer engagement, key metrics across different stages of the consumers' online journey and finally online lead generation and retention
CO3	Reconcile mobile applications and consumer usage behavior for mobile marketing. Illustrate the role of Search Engine Optimization, Google ad word
CO4	Apply the techniques of social media marketing and social networking.

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Digital Marketing The Digital Marketing Landscape, Role, scope & context of digital marketing, Emerging trends and patterns, Technology shifts, The online ecosystem, Role of digital marketing in B2B & B2C marketing, The digital consumer: Online consumer definition & types, Audience segmentation and profiling, Consumer online behavior, Consumer engagement	15	CO1
Module II: Digital Strategy Planning Key elements in digital planning, Planning process: acquisition, development & retention. Key metrics across different stages of the consumers' online journey, Key digital channel selection, Online lead generation vs. retention. Online Advertising: Content & Format, Display advertising, Online Video: trends, adoption & consumption, Monetization, In-Game advertising, Ad serving, Tagging. E-mail Marketing: Principles and best practices, Trigger marketing, Contact strategy.	15	CO2
Module III: Mobile-Marketing and Search Engine Optimization Mobile Marketing: The 3rd screen, Landscape & trends. Mobile advertising: WAP & mobile search, Mobile applications and consumer usage behavior, Role of the service provider, publisher & consumer. Search Engine Optimization: Process and methodology, Long tail in SEO, Link building, Key word analysis, Process and optimization, Search Engine Marketing: Paid versus natural Search, SEM landscape, Landing pages and their importance in conversion analysis, Google vs. Bing vs. Yahoo, Search Methodology.	15	CO3

Module IV : Social Media Marketing Social Media, Social Networking, Social Media Marketing, Social Media: Adapt or Die, Social Media & e-PR - Online reputation management, Tracking & Monitoring platforms, Content marketing and content seeding, How to use blogs, Forums and discussion boards, Blogs, Forums and communities, Viral campaigns and the social graph. Role of Facebook, Twitter, LinkedIn, Google in Social Media Marketing.	15	CO4
Suggested Readings: - Suggested Readings: Ahuja Vandana-Digital Marketing, Oxford University Press (2017) - A Complete Guide To Search Engine Optimization – Deepak Bansal		

Course Articulation Matrix														
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	2	2			2		3	1			2	3	2
CO2	3	3	2	2	2	3		3	2	2		2	3	3
CO3	2	2				2		3	1	2		1	3	2
CO4	2	2	3	2	2	2	1	3	2				3	3
Avg	2.50	2.25	2.33	2.00	2.00	2.25	1.00	3.00	1.50	2.00		1.67	3.00	2.50

Program	IMBA				
Year	IV	Semester		VIII	
Course Title	Green Marketing and Sustainable Development	L	T	P	Credits
Course Code	MBAIMK409	4	0	0	4

Course Objectives:	Understanding the concept of Green Marketing and Green Products
	To understand the importance of Green Marketing on consumer satisfaction and environmental safety
	To familiarize with marketing fundamentals with the 'green perspective' for defining Green 4Ps
	To know factors that affect consumers' purchase decision in general

Course Outcomes:	
CO1	Comprehensive understanding of the concept of Green Marketing and its significance
CO2	Increase the consciousness about the Green Products
CO3	Apply strategic approach to green marketing initiatives
CO4	Demonstrate the emerging green consumer segments

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Green Marketing Green Marketing: Definition, Evolution, Types, Differences, Green Products, Importance and Benefits. Green Marketing Adoption, Green Marketing Mix. Energy use and greenhouse gas emissions Long-term changes in sustainable production and consumption.	15	CO1
Module II: Green Marketing Strategies Green Marketing Strategies: Green Spinning - Green Selling - Green Harvesting - Enviropreneur Marketing - Compliance Marketing - Green Washing - Climate Performance Leadership Index, Promotional Channels of Green Marketing.	15	CO1, CO2
Module III: Green Products Introduction to Green Marketing Policy and Process: HCL's Green Management Policy and IBM's Green Solutions. - IndusInd Bank's Solar Powered ATMs - ITC's Paperkraft - Maruti's Green Supply Chain - ONCG's Mokshada Green Crematorium - Reva's Electric Car - Samsung's Eco-friendly phones - Wipro Infotech's Eco-friendly computer peripherals.	15	CO3
Module IV: Green Marketing Initiatives Green Technologies for Energy-intensive Selected emerging green technologies include carbon capture and storage (CCS) and renewable energy. Emerging green technologies that have a significant impact on manufacturing innovation. Manufacturing from the innovation dynamics of green technologies. Products with eco-friendly packaging. Products not to be tested on animals, products using permitted chemicals, be reusable and biodegradable, Emission and Waste management laws.	15	CO4
Suggested Readings:		

- Green Marketing Management by Robert Dahlstrom, Cengage Learning India. Latest Edition.
- Green Marketing - Concepts, Literatures and Examples. M.Meera. Evincepub Publishing. Latest Edition.
- Green Marketing and Environmental Responsibility in Modern Corporations, Esakki and Thangasamy, IGI Global, 2017. Latest Edition.
- Green Marketing: Challenges and Opportunities for the New Marketing Age, Jacquelyn A. Ottman, NTC Business Books, 1993. Latest Edition.
- The New Rules of Green Marketing, Jacquelyn A. Ottman, Berrett-Koehler Publishers, 2011. Latest Edition

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	1	1				1				2		1	2	1
CO2	1	1	1	1		2		1	1	1		1	2	1
CO3	1	2	1		1	1				2		1	2	1
CO4	1	2				1		1		1		1	2	1
Avg	1.00	1.50	1.00	1.00	1.00	1.25		1.00	1.00	1.50		1.00	2.00	1.00

Program	IMBA				
Year	IV	Semester		VIII	
Course Title	Marketing Analytics and Decision Making	L	T	P	Credits
Course Code	MBAIMK410	4	0	0	4

Course Objectives:	To develop basic concepts of Marketing Analytics.
	To understand various tools to have marketing insights in different marketing areas through empirical data.
	To interpret the marketing data for effective marketing decision making
	To use marketing data in real-life situations like sales, customers, and business planning.

Course Outcomes:	
CO1	Develop the skill and understanding of marketing analytics.
CO2	Appreciate and use of the range of tools available for marketing analytics.
CO3	Students will develop analytical skill for effective market decision.
CO4	Get an understanding of the marketing metrics and application of the metrics to data

Course Contents	No of Hours	Mapped CO
Module I: Introduction to Marketing Analytics Meaning, characteristics, advantages and disadvantages of marketing analytics, Market Data Sources (Primary and Secondary). Types of data relevant to marketing. Purpose-built data and data exhaust. Ways to use data, from generating ideas to automating decisions. Modeling interventions on customers and potential customers. Gaps between data and marketing decisions.	15	CO1
Module II: Sales Forecasting Introduction, Simple Linear Regression & Multiple Regression model to forecast sales, Time Series Forecasting Basics, Modeling trend and seasonality; Using S curves to Forecast Sales of a New Product Market Sizing: Stakeholders, Applications & Approaches (Top-down and Bottom-up), PESTLE Market Analysis, Porter Five Force Analysis.	15	CO2
Module III: Customer Analytics Customer Lifetime Value: Concept, Basic Customer Value, Measuring Customer Lifetime value, Estimating Chance that customer is still active, Using Customer Value to value a business. Segmentation targeting-positioning (STP) framework. Market Segmentation: The concept of market segmentation, Market Segmentation Techniques: Deriving market segments and describing the segments using RFM (Recency, Frequency and Monetary) analysis.	15	CO3
Module IV: Analytics in B2B marketing and startups Defining product lines through analytics and listening to customers. Growing and democratizing analytics in a growing company. Observing and responding to big societal changes. Hiring in analytics / data science building data-friendly culture. Data-Driven Pricing policies.	15	CO4

Suggested Readings:

- Wayne L Winston, Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley India Pvt. Ltd.
- 2. Sorger Stephan, Marketing Analytics: Strategic Models and Metrics, Create Space Publishing.

Course Articulation Matrix														
PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2	3	1		1	3		2	2	2	1		2	
CO2		2				3	1	3	2	2	1	1	2	
CO3			3	1	1		2	1	3	2	2	2	1	1
CO4	2	3	1		1	3		2	2	2	1		2	
Avg	2.00	2.67	1.67	1.00	1.00	3.00	1.50	2.00	2.25	2.00	1.25	1.50	1.75	1.00