

PROGRAMME OUTCOME OF IMBA

The Integrated MBA programme enables the student to embark on the journey of management leadership right after school. The programme is tailored to meet the unique needs and aspirations of the students in their learning journey.

The programme begins with foundational courses that give students a solid understanding of basic business and management concepts and skills to connect them. As the programme advances, students will acquire in-depth knowledge in various areas, including Business Analytics, Finance, Human Resource Management, Marketing, and Entrepreneurship. Hands-on and project-based learning are incorporated from the beginning, allowing students to tackle real-world challenges. Our industrial immersion and summer internship programme will allow students to gain practical experience in a business setting. The programme not only prepares students to be effective managers but also develops them as transformational leaders, responsible citizens, and better individuals.

The IMBA offers a stimulating learning environment, conducive to the achievement of these program learning outcomes. By mixing pedagogical innovations with well-established training methods we develop an effective learning process. The students are encouraged to collaborate successfully to engage in group work. They cultivate their passions and start relating them to bigger societal challenges.

IMBA - I

SEMESTER

PRINCIPLES OF MANAGEMENT	
SEMESTER: IMBA1st	COURSE TYPE: CORE
COURSE CODE: IMBA18101CR	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS:100	MIN. PASS MARKS: 40%
Course Description	
The course provides an overview of management and its evolution. It examines management functions of planning, organizing, leading, and controlling and its impact on the business organization. It discusses necessary skills and functions required for efficient manager in contemporary business environment.	

Course Objectives
<ol style="list-style-type: none"> 1. The purpose of this course is to introduce the student to the roles and responsibilities of managers in organizations. 2. The course will emphasize experiential learning and self-inquiry to explore the job of a manager, including the managerial environment, the five functions of management (planning, organizing, leading, staffing, and controlling), decision-making, effective communications, and management ethics.
Learning Outcomes
<ol style="list-style-type: none"> 1. Examine the functions of planning, organizing, leading, staffing and controlling. 2. Evaluate and anticipate the potential effectiveness of various management styles, communications, and decisions for a given situation.

UNIT-I

Nature, Meaning, and Significance of Management, Managerial functions, Principles of Management, Evolution of Management Thoughts-Traditional, Behavioral, Systems, Contingency and Quality viewpoints. Contemporary management practices, Managing in a global environment. Japanese approach to management.

UNIT-II

Nature & Elements of Planning, Planning types and Models, Planning in learning organizations; Decision-making styles; Process of decision making. Management by Objectives (MBO), SWOT Analysis.

UNIT-III

Nature of Organizing, Basic issues in organizing. Organization Design: Organization Structure and types, interdependence and its mechanism, locus of decision making. Work Specialization, chain of command, Delegation, Decentralization, Span of Management, Line-staff Authority and Decentralization.

UNIT-IV

Nature of Evaluation, Design and Problems – Appraising Techniques– Developing Compensation Plans, Direction, Co-ordination, Quantitative and Qualitative measures of Control, Feedback Management; System and Process of Controlling, Control techniques.

Note:- Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Robbins, S.P., Management Concepts, Pearson Education India, New Delhi.
2. Koontz, Weilhrich & Cannice, Management: A Global and Entrepreneurial Perspective, McGraw Hill.
3. Jones and George, Contemporary Management, McGraw Hill.
4. Richard. Draft, The New Era of Management, Cengage India

FINANCIAL ACCOUNTING	
SEMESTER: IMBA1st	COURSE TYPE: CORE
COURSE CODE: IMBA18102 CR	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<i>This course provides students with a comprehensive understanding of financial accounting principles and practices. It covers the preparation, analysis in accordance with Generally Accepted Accounting Principles (GAAP) and International Financial Reporting Standards (IFRS). Through theoretical concepts, practical applications, and case studies, students develop the necessary skills to communicate financial information effectively and make Informed business decisions.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. Understand the conceptual framework and principles underlying financial accounting. 2. Learn to record financial transactions accurately using double-entry accounting. 3. Prepare and analyze financial statements, including the balance sheet, income statement. 4. Apply accounting standards and regulations to ensure compliance and transparency in financial reporting. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Demonstrate a thorough understanding fundamental accounting principles and concepts. 2. Record financial transactions and prepare basic financial statements in accordance with GAAP and IFRS. 3. Apply accounting knowledge to address real-world business challenges and make informed decisions. 4. Communicate financial information effectively to stakeholders with clarity and transparency. 	

UNIT-I

Accounting: Conceptual Framework; Nature, Development and Need of accounting, Accounting and other disciplines, Branches of Accounting, Accounting Principles: GAAP; Accounting Standards in India; Accounting as MIS. Capital & Revenue: Classification of Income, Expenditure and Receipts.

UNIT-II

Accounting Transaction; Accounting Cycle; Journal; Rules of debit and credit; Compound journal entry; Opening entry; Ledger Posting; Rules regarding posting; Subdivision of journal; Trial Balance – objectives and methods of preparation.

UNIT-III

Final Accounts: Meaning, features, uses and preparation of Manufacturing Account, Trading Account, Profit & Loss Account and Balance Sheet - Adjusting and Closing entries.

Errors and their Rectification - Types of Errors - Rectification before and after preparations of final Accounts - Suspense Account- Effect of Errors on Profit.

UNIT-IV

Depreciation – Concept and Causes- objects of providing for depreciation – Factors affecting depreciation - Accounting Treatment- Methods of providing depreciation-Straight line method –Diminishing Balance Method. Depreciation of replacement cost; Depreciation policy as per Accounting Standard, Provisions and Reserves - Reserve Fund – Different Types of Provisions and Reserves. Accounting Concept of Income: Accounting Concept and Income Measurement.

Note:-

1. *This paper shall have 70% numerical and 30% theoretical questions.*
2. *Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.*

Suggested Readings:

1. Gupta, RL and Radha Swamy, M: Financial Accounting; Sultan Chand and Sons
2. Maheshwari, Introduction to Accounting, Vikas Publishing
3. Anthony, RN and Reece, JS: Accounting Principles; Richard Inwin Inc

MANAGERIAL ECONOMICS	
SEMESTER:IMBA1st	COURSETYPE:CORE
COURSECODE:IMBA18103CR	CREDITS: 04
CONT. ASSESSMENTMARKS: 20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%
Course Description	
<p><i>Managerial Economics is a foundational course in the MBA program, focusing on the application of economic principles and theories to managerial decision-making. This course covers a wide range of topics including demand and supply analysis, production theory, cost analysis, market structures, pricing strategies, macroeconomic concepts, and their implications for managerial strategies. Through case studies, lectures, and discussions, students will develop the analytical skills and economic insights necessary to make informed business decisions in various market environments.</i></p>	
Course Objectives	
<ol style="list-style-type: none"> 1. To provide students with a comprehensive understanding of the nature, scope, and role of Managerial Economics in business decision-making. 2. To develop students' proficiency in analyzing demand and supply dynamics, including the management of elasticity and demand forecasting techniques. 3. To familiarize students with production theory, cost analysis, and the principles of optimal resource allocation in production processes. 4. To explore different market structures and their implications for pricing, revenue determination, and strategic decision-making. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Analyze and apply economic concepts such as demand, supply, and elasticity to assess market conditions and consumer behavior. 2. Evaluate production processes and determine optimal input combinations to minimize costs and maximize output. 3. Assess market structures and devise pricing strategies to optimize revenue and profit in different competitive environments. 5. Understand macro-economic indicators and their impact on business decision-making, including national income, inflation, and trade cycles. 	

UNIT-I

Managerial Economics, Nature, Scope and Role of Managerial Economics. Basic Concepts Demand and supply. Management of Elasticity of demand and its measurements Indifference Curve analysis, Law of diminishing Marginal Rate of substitution. Demand Analysis and theory of demand estimation and demand forecasting. Utility Analysis.

UNIT-II

Theory of Production. ISO quant and its properties, Least Cost combination. The law of variable properties, Returns to scale. Concepts of Cost, Cost input scale relationship. Cost Analysis and its aid to decision making.

UNIT-III

Market Structure and Theory Revenue curve. Pricing and Marketing Structure. Perfect and imperfect competition .Monopolies- Price output and determination Monopoly. Discriminating Monopoly Monopolistic Competition. Oligopoly. Duopoly.

UNIT-IV

Introducing Macroeconomics- Meaning and Concept Nation income- Measurement & its problems. Nation income in closed and open economy. Trade Cycles. Inflation Cause and Consequences Concept of Profit and its Theories. The New Economy- Definition and Characteristics .Managerial economics – Analysis, Policies and Cases.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Joel Dean Managerial Economics, Heritage Publishers
2. Sanpat Mukerjee Managerial Economics, New central book agency ltd.8/1 Chinatamoni Das lane Calcutta
3. Suma Damodarann Managerial Economics, Oxford Publishers.
4. HL Ahuja, Macroeconomics, S.Chand & Compan

COMPUTER APPLICATIONS IN MANAGEMENT	
SEMESTER: IMBA 1st	COURSE TYPE: DCE
COURSE CODE: IMBA18105DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM ENDEXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%

Course Description
<i>The course provides students with a comprehensive understanding of computer fundamentals and practical skills in utilizing productivity software for managerial tasks. The course covers topics ranging from the basics of computer hardware and software to the advanced features of popular productivity applications such as Microsoft Word, Excel, and PowerPoint.</i>

Course Objectives
<ol style="list-style-type: none"> 1. Introduce students to the basic components of computers, their functions, and the advantages and disadvantages of computer usage in management contexts. 2. Provide an overview of the evolution of computers and their classification based on size and purpose, including supercomputers, mainframes, minicomputers, and microcomputers. Familiarize with Input/Output Devices and Memory 3. Examine the functions and types of operating systems, including multiprogramming, multiprocessing, timesharing, real-time, online, and batch systems, and learn about the booting process. 4. Develop Word Processing Skills with MS Word: Learn to create, format, and edit documents using Microsoft Word, including working with text, tables, graphics, and Checking spelling and grammar.

Learning Outcomes
<ol style="list-style-type: none"> 1. Understand the evolution and classification of computers and their relevance in management. 2. Identify and utilize common input/output devices and memory storage 3. Devices effectively. 4. Classify and discuss different types of computer software and understand the role of operating systems in managing computer resources. 5. Demonstrate proficiency in using computer hardware and software for managerial tasks.

UNIT-I

Introduction to computers, Block Diagram of Computer, Advantages and Disadvantages of computers. Evolution (Generations) and classification of computers (super, main frame, Mini, Micro etc). Common I/O devices and their characteristics. Primary and secondary memory: RAM and ROM, Hard Disk, Magnetic Tape and Optical devices.

UNIT-II

Computer software: Classification and Types. Generations of computer Languages Operating System: Functions, types-Multiprogramming, Multiprocessing, Timesharing, Real-time, Online and Batch Systems, Booting process.

UNIT-III

Windows Basics: The Desktop, My Computer, Working with Files and Folders. Windows Explorer, Windows Help and Support Center, Searching in Windows and System utilities. Start Menu, Accessories like Notepad, Paint and WordPad.

UNIT-IV

Word Processing with MS Word: Working with Word documents, Working with Text-fonts, size, formatting etc, Working with tables, checking spelling and grammar, Adding Graphics to documents Spreadsheets and MS Excel, Working with Excel workbooks and worksheets, Formulas and functions, inserting charts, MS-Power point-preparing PowerPoint presentations.

Note: Practical work, case studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. ITLES," Introduction to Information Technology", Pearson Education.
2. Peter Norton," Introduction to Computers", PHI.
3. Sanders M, "Computers in Business: An introduction" McGraw-Hill

BUSINESS COMMUNICATION	
SEMESTER: IMBA 1st	COURSE TYPE: DCE
COURSE CODE: IMBA18106DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%

Course Description
<i>Business Communication is a comprehensive course designed to equip students with the essential communication skills required for success in professional settings. Through a combination of theory, practical exercises, case studies, and real-world applications, students will develop proficiency in written, verbal, and nonverbal communication within the context of business environments.</i>

Course Objectives
<ol style="list-style-type: none"> 1. Understanding Communication Theory 2. Developing Written Communication Skills 3. Mastering Nonverbal Communication 4. Applying Communication Strategies 5. Utilizing Technology for Communication

Learning Outcomes
<ol style="list-style-type: none"> 1. Students will be able to compose clear, concise, and professional business documents. 2. Students will be able to compose clear, concise, and professional business documents. 3. Students will develop strong oral communication skills, including the ability to deliver engaging presentations. 4. Students will learn to adapt their communication style and approach to various audiences, contexts, and communication channels. 5. Students will enhance their ability to actively listen, comprehend, and respond appropriately to verbal and nonverbal cues in business interactions.

UNIT-I

Communication in Business, the process of communication, models of communication, principles of communication, barriers of communication, and Strategies for overcoming Barriers.

UNIT-II

Channel effectiveness, Channel limitations. Media of communication approaches to effective communication, Essentials of non-verbal communication, types: kinesics, proxemics, paralanguage, time language, colour, report writing organization and techniques, Short& Long Formal Reports.

UNIT-III

Group communication through committees, conferences and other formal communication with the public at large, interviews, seminars, symposia and conferences. Specific business communication: essentials of effective business communication. structure of business correspondence: inquires and replies, orders and their executions, complaints and adjustments, credit and status inquires, agency letters and sales letters.

UNIT-IV

Strategies to improve - reading skills, speaking skills, listening skills; Guidelines to effective public speaking; developing job application – Covering letter, Resume; Essentials of Interviewing: Negotiating the job offer.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Lesikar, Petit & Lesikar's, Basic Business, Tata McGraw
2. Poe & Fruchling, Basic Communication, AITBS
3. Diwan & Aggarwal Business Communication Excel
4. Baugh, Frayer & Thomas, How to write first-class Business Correspondence, Viva Books

BUSINESS MATHEMATICS	
SEMESTER: IMBA1st	COURSE TYPE: DCE
COURSE CODE: IMBA18107DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<p><i>Business Mathematics is a foundational course designed to equip students with the mathematical skills and techniques necessary for effective decision-making in business contexts. The course covers topics such as set theory, quadratic equations, matrix algebra, differential calculus, integral calculus, and permutations and combinations, with a focus on their applications in business situations. Through lectures, problem-solving exercises, and real-world examples, students will develop the quantitative skills required to analyse Business problems and make informed decisions.</i></p>	
Course Objectives	
<ol style="list-style-type: none"> 1. To provide students with a comprehensive understanding of mathematical concepts and techniques relevant to business decision-making. 2. To develop students' proficiency in applying mathematical methods to solve problems related to finance, operations, marketing, and other business functions. 3. To familiarize students with mathematical tools such as matrices, derivatives, integrals, and permutations and combinations, and their applications in business contexts. 4. To enable students to interpret and analyse mathematical models and data to support business decision-making processes. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Demonstrate a solid understanding of fundamental mathematical concepts such as set theory, quadratic equations, and arithmetic and geometric progressions. 2. Apply mathematical techniques to solve business problems related to finance, operations, marketing, and other functional areas. 3. Utilize matrix algebra to represent and solve systems of equations and analyze business data. 4. Apply differential and integral calculus to optimize business processes, analyze trends, and make predictions. 	

UNIT-I

Theory of Sets: Meaning, elements, types, presentation and equality of sets; Union, intersection, complement & difference of sets; Venn diagrams; Cartesian product of two sets; applications of set theory. Quadratic equations: solutions by factorization and formulae methods. Arithmetic and geometric progressions their means and sums to n terms.

UNIT- II

Matrix Algebra-Definition, Matrix Operations-Addition, Subtraction, and Multiplication of matrices, Types of Matrices: Square, Diagonal, null, Transpose of a matrix; Determinant of a Square matrix; Singular and non-singular matrix; Co-factor matrix, ad-joint of a matrix; Inverse of a matrix; Solution of simultaneous equations by using matrices and determinants; Properties of determinants.

UNIT-III

Differential Calculus: Differentiation, Differentiation of a product of two functions, Differentiation of a quotient of two functions, Differentiation of a function of function, Differentiation of a logarithmic and exponential function, Differentiation of implicit function, Maxima and Minima Applications for determining sales revenue, profits and cost in business situations.

UNIT-IV

Integral Calculus: Fundamental Rules of Integration, Integration by substitution, integration by parts, Integration by decomposition into a sum using partial fractions (Simple Problems), and Simple business applications. Permutations, combinations and binomial theorem (positive index) Note:-Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Sancheti, D.C., A.M. Malhotra & V.K. Kapoor, Business Mathematics, Sultan Chand & Sons, New Delhi.
2. Zameer u din, Qazi, V.K. Khanna & S.K. Bhambri, Business Mathematics, Vikas Publishing House Pvt. Ltd, N. Delhi.
3. Reddy, R. Jaya Prakash, Y. Mallik arjuna Reddy, A Text Book of Business Mathematics, Ashish Publishing House, New Delhi.

EVENT MANAGEMENT	
SEMESTER:IMBA1st	COURSE TYPE:DCE
COURSE CODE:IMBA18108DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM ENDEXAM MARKS:80
MAX.MARKS:100	MIN.PASS MARKS:40%
Course Description	
<p><i>This course offers a comprehensive understanding of event management, covering its nature, significance, types, roles, and responsibilities. It delves into the practical aspects of planning, organizing, budgeting, and executing various events, along with marketing strategies, sponsorship approaches, and regulatory considerations. Students will gain insights into event lifecycle analysis, branding, pricing methods, negotiation techniques, and media management.</i></p>	
Course Objectives	
<ol style="list-style-type: none"> 1. Understand the fundamental principles and concepts of event management, including its scope, significance, and diverse types of events. 2. Develop practical skills in planning, organizing, and executing events by creating schedules, assigning responsibilities, and communicating effectively with stakeholders. 3. Explore the application of marketing mix strategies to events, analyzing event lifecycles, and identifying key drivers for successful strategic planning and execution. 4. Gain insights into sponsorship approaches, pricing methods, profitability analysis, negotiation techniques, and regulatory considerations essential for managing successful events. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Students will be able to demonstrate a comprehensive understanding of the nature, significance, and various types of events, along with their roles and responsibilities in event management. 2. Students will develop practical skills in planning, organizing, and executing events by creating effective schedules, assigning responsibilities, and communicating efficiently with stakeholders. 3. Students will be able to apply marketing mix strategies to design and develop successful events, analyze event lifecycles, and identify key drivers for strategic planning and execution. 4. Students will gain proficiency in sponsorship approaches, pricing methods, profitability analysis, negotiation techniques, and regulatory considerations, enabling them to manage successful events while maintaining positive interpersonal relationships and effective media management. 	

UNIT-I

Nature and Significance of Event Management, Types of Events, Roles & Responsibilities of Event Management in Different Events, Requirements of Event Manager, Analyzing the events, Scope of the Event, Decision-makers, Technical Staff, Developing Record-Keeping Systems, Approach towards Events

UNIT-II

Preparing a Planning Schedule, Organizing Tasks, Assigning Responsibility, and Communicating, The Budget, Overall Planning Tips, Checklists, Expert Resources, People on the Event, Locating People, Clarifying Roles, Participant Tips, Reference Checks, Requirement Forms, Introduction, Fees & Honorariums, Expense Reimbursement, Travel Arrangements, Worksheets, Computer Software Required

UNIT-III

Application of Marketing mix to events – designing and developing – Adoption of events – Event life cycle analysis – Key drivers influencing strategic planning and execution of different types of events – Branding issues for events; Dealing with agents, *-+Promoters and event executors; Marketing research on event-related issues.

UNIT-IV

Pricing methods for events – Approach towards sponsorships, funding agencies - types and choice of sponsorships – Profitability analysis – Negotiations for the best deal; Campaigning for events, Event advertising- Festivals – Conventions – Exhibitions - Public relations – Interpersonal relationship – Media management – Role of regulatory authorities.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Devesh Kishore, Ganga Sagar Singh, Event Management: A Blooming Industry and an Eventful Career - Her-Anand Publications Pvt. Ltd.
2. Swarup K. Goyal, Event Management - Adhyayan Publisher
3. Savita Mohan, Event Management & Public Relations, Enkay Publishing House
4. Leonard H.Hoyle, Event Marketing: How to successfully promote Events, Festivals, Conventions and Exposition, John Wiley and Sons.
5. Lieberman, Patricia Esgate, Pat Esgate, The Entertainment Marketing Revolution: Bringing the Moguls, the Media, and the Magic to the world, FT Press.

IMBA - II

SEMESTER

ORGANIZATIONAL BEHAVIOUR	
SEMESTER:IMBA2nd	COURSETYPE:CORE
COURSECODE:IMBA18201CR	CREDITS: 04
CONT. ASSESSMENTMARKS: 20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%

Course Description
<i>This course explores the multiplicity of interrelated factors which influence the behaviour and performance of people as members of work organisations. The course deals with theories of organisations, environment and organisational goal setting, behaviour and individual attitude, perception, individuals and group attributes , group dynamics, power and politics, organisational change management.</i>

Course Objectives
<ol style="list-style-type: none"> 1. Understand the meaning of organisational behavior. 2. Understanding the fundamental concepts and basic approaches of organisational behavior. 3. Understanding the goals of organisational behavior. 4. Knowing the significance of organisational behaviour for managers.

Learning Outcomes
<ol style="list-style-type: none"> 1. To recognise and understand theoretical approaches of organisational behaviour 2. Application of the theoretical knowledge to improve organisational performance and productivity together with job satisfaction and employee commitment 3. Evaluate the impact of organisational structure on decision making 4. Recognise the challenges to an organisation and significance of change management for organisational effectiveness

UNIT-I

Concept, need and importance of Organizational Behavior; Nature and scope of organizational behavior; Framework for the study of OB; Organizational Behavior Models.

UNIT-II

Personality - Types - Factors influencing personality –Theories; Learning - Types of Learners - The Learning Process - Learning Theories; Organizational Behavior Modification; Attitudes - Characteristics - Components - formation - measurement. Perception - Importance - Factors influencing perception - Interpersonal perception; Motivation - Importance - Types - Effects on work behavior.

UNIT-III

Organisation Structure – Formation ; Groups in Organisations - Influence - Group Dynamics - Emergence of informal leaders and working norms - Group Decision Making Techniques - Interpersonal relations - Communication - Control

UNIT-IV

Meaning and Importance; Leadership styles and Theories; Leaders vs Managers; Sources of Power - Power Centers –Power and Politics. Organizational change - Importance - Stability vs change - Proactive vs Reactive change - The change process - Resistance to change - Managing change.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Stephen P. Robbins, Organisational Behavior, Prentice Hall of India.
2. Hellriegel, Slocum and Woodman, Organisational Behavior, South-Western, Thomson Learning.
3. Schermerhorn, Hunt and Osborn, Organisational Behavior, John Wiley
4. Fred Luthans, Organisational Behavior, McGraw Hill Book Co.

MANAGERIAL COSTING	
SEMESTER:IMBA2nd	COURSETYPE:CORE
COURSECODE:IMBA18202CR	CREDITS: 04
CONT. ASSESSMENTMARKS: 20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%

Course Description
<i>Managerial costing is a fundamental course in accounting that focuses on the principles and techniques used in managerial decision-making and control. It covers various costing methods, such as job order costing, process costing, and activity-based costing, to aid managers in making informed decisions regarding product pricing, budgeting, and Performance evaluation.</i>

Course Objectives
<ol style="list-style-type: none"> 1. To understand the role of costing in managerial decision-making processes. 2. To explore various costing methods and their applications in different business scenarios. 3. To develop analytical skills for cost estimation, cost-volume-profit analysis, and budgeting. 4. To learn how to use costing information to support strategic planning and control with in organizations. 5. To enhance critical thinking and problem-solving abilities through case studies and Practical exercises.

Learning Outcomes
<ol style="list-style-type: none"> 1. Analyze and interpret cost data to support decision-making at different organizational levels. 2. Apply various costing techniques to allocate costs accurately to products, services, and activities. 3. Evaluate the implications of cost behaviour on pricing strategies and profitability. 4. Utilize costing information to develop budgets, performance measures, and variance analysis. 5. Communicate effectively about costing issues and solutions to stakeholders within the organization.

UNIT-I

Cost Accounting: Nature and significance; Various cost concepts; Cost Components; Ascertainment and control of cost. Difference between cost, financial and management accounting .Installation of costing system.

UNIT-II

Materials: Issue, pricing and control. Labour: Cost and its control, Timekeeping band Time booking and methods of wage payment. Overheads: Concept, Apportionment, Absorption and Control of overhead.

UNIT-III

Costing Methods: Single or Output Costing: introduction and computation of total cost, Job/Order Costing: Accounting for completed and work-in-progress job costing, Process Costing: Preparation of process accounts.

UNIT-IV

Standard Costing: Concepts, Significance and Limitations, Analysis of Variances (Material, Labour and overhead variances). Absorption and Marginal Costing, Cost –Volume –Profit Analysis, Breakeven Analysis.

Note:-

- 1. This paper shall have 70% numerical and 30% theoretical questions.**
- 2. Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.**

Suggested Readings:

1. Khan M Y & Jain P K: Cost Accounting, TataMcGrawhill.
2. Arora, Cost Accounting, Vikas Publishing House.
3. Nigam B M L & Sharma G L: Advanced Cost Accounting – Himalaya Publishing House.
4. LalJawahar, Cost Accounting, Tata McGraw Hill Publishing Co., New Delhi.
5. Ravi M. Kishore, Cost Accounting, Taxmann Allied Services Pvt. Ltd. New Delhi.

BUSINESS STATISTICS	
SEMESTER:IMBA2nd	COURSETYPE:CORE/DCE
COURSECODE:IMBA18203CR	CREDITS: 04
CONT. ASSESSMENTMARKS: 20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%

Course Description
<i>This course offers a comprehensive introduction to statistical methods and techniques relevant to managerial decision-making. It emphasizes the practical application of statistical analysis in business contexts, covering a wide array of concepts and tools essential for informed decision-making. Through a blend of theoretical instruction and hands-on practice, students will develop a strong foundation in statistics and its application to various business scenarios ,preparing them to analyze data effectively and make sound managerial decisions.</i>

Course Objectives
<ol style="list-style-type: none"> 1. To familiarize students with fundamental statistical concepts and techniques used in managerial decision-making. 2. To develop students' ability to interpret and analyze data effectively using statistical tools and methods. 3. To equip students with the skills necessary to make informed decisions based on statistical evidence and analysis. 4. To cultivate critical thinking and problem-solving skills through hands-on application of statistical methods to real-world business scenarios.

Learning Outcomes
<ol style="list-style-type: none"> 1. Acquire a fair degree of proficiency in comprehending statistical data, processing and analysing it using descriptive statistical tools. 2. Gather knowledge about various probability concepts and distributions and their business applications. 3. Understand the relationship between two variables using concepts of correlation and regression and its use in identifying and predicting the variables. 4. Develop an understanding of the index numbers and their utility in daily life and stock market. 5. Become aware of the patterns revealed by the time series data and to use it to make predictions for the future.

UNIT-I

Statistics: concept. Statistical data and statistical methods; Scope and functions of statistics; Collection of data – primary and secondary data.Data Processing- editing and classification; Tabular and Diagrammatic presentation of data.

UNIT-II

Measures of central tendency: concept and features; computation and implication of mean, median and mode. Measures of Dispersion: Significance and properties; computation and implication of range, quartile deviation, mean deviation and standard deviation; coefficient of variation. Skewness.

UNIT-III

Correlation: Meaning and uses; various methods of calculation of coefficient of correlation –Karl Pearson's correlation coefficient – Spearman's Rank correlation and concurrent deviations-probable error.Regression analysis: Meaning and utility; comparison between correlation and Regression; Regression Equations- Interpretation of Regression Co-efficient.

UNIT-IV

Time series analysis: concept and its application in business decision making; Components and methods of measurement; trend and Seasonal Variations. Index Number: Concept and its uses; Method of constructing index number. Probability- Basic concepts, Approaches to estimate probability.

Note:-

- 1. This paper shall have 50% numerical and 50% theoretical questions.**
- 2. Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.**

Suggested Readings:

1. Beri- Statistics for Management, Tata McGraw-Hill.
2. Chandran J S- Statistics for Business and Economics, Vikas
3. Sharma J K - Business Statistics, Pearson Education
4. Gupta C B- An Introduction to Statistical Methods Vikas
5. Levin Rubin- Statistics for Management Pearson, New Delhi.

ECONOMIC ENVIRONMENT OF BUSINESS	
SEMESTER:IMBA^{2nd}	COURSETYPE:DCE
COURSECODE:IMBA18204DCE	CREDITS: 04
CONT. ASSESSMENTMARKS: 20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%

Course Description
<i>Business Environment aims to provide students with a comprehensive understanding of the external factors influencing business operations and decision-making. The course covers various aspects of the business environment, including its significance, nature, and the interaction matrix of different environmental factors. Additionally, students will explore the legal, economic, technological, and socio-cultural dimensions of the business environment, as well as their implications for business strategy and management. Through lectures, case studies, and discussions, students will develop critical thinking skills and analytical abilities to navigate and respond to dynamic environmental changes affecting businesses.</i>

Course Objectives
<ol style="list-style-type: none"> 1. To introduce students to the concept and significance of the business environment and its impact on business strategy, operations, and decision-making. 2. To familiarize students with the legal environment governing business activities in India, including constitutional provisions, important business laws, and their evolving dimensions. 3. To enable students to understand the economic environment of India, including the philosophy and strategy of planning, industrial policy, and policies related to small- scale industries and labor. 4. To explore the technological environment and its implications for business, including policies for research and development, technology selection, and the role of multinationals in technology transfer. 5. To analyze the socio-cultural environment, including the impact of culture, values, and social norms on business practices, industrialization, and economic growth in India.

Learning Outcomes
<ol style="list-style-type: none"> 1. Define and explain the concept and significance of the business environment and its dynamic nature. 2. Analyze the legal environment affecting businesses in India, and assess their impact on business operations. 3. Evaluate the economic environment of India, and their implications for business strategy. 4. Assess the technological environment, including policies for research and development and technology selection, and analyze the role of multinationals in technology transfer. 5. Understand the socio-cultural environment of India ,and develop strategies to

UNIT-I

Some basic propositions Business Environment, Economic Environment of Business, Non-economic environment. Micro and Macro environment internal environment value system-corporate Culture and style of top Management Strategy.

UNIT-II

Macro Environment: Economic growth & Economic Development -inflation –Demand pull, Cost pull-Employment, Unemployment, Keynes on Employment & Unemployment, Balance of payment-on current account and capital account, Business cycles.

UNIT-III

Circular flow of Union and National income accounting, Circular Income flow with saving & investment-circular flow in the sector economy-four sector open economy National income & National Produce –Measurement of National Income.

UNIT-IV

Demand for money-Theories fisheries Cambridge Keynes, Fredman -Supply of money & its determents, Money market equilibrium-Monetary policy for stabilization.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Adhikari M- Economic Environment of Business, Excel Books, Sultan Chand.
2. Ghosh- Economic Environment of Business, Vikas.
3. Morrison J- The International Business Environment, Palgrave.
4. Agarwal R- Business Environment, Excel Books
5. Bedi S K- Business Environment, Excel Books.
6. George A and Steiner G A- Business, Government and Society, Macmillan

DATA BASE MANAGEMENT SYSTEM	
SEMESTER: IMBA^{2nd}	COURSE TYPE: DCE
COURSE CODE: IMBA18205DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%

Course Description
This Database Management Systems (DBMS) course provides a comprehensive understanding of fundamental concepts like entity, attributes, and relationships. Students will delve into relational databases, normalization techniques, and SQL commands for efficient data management. Additionally, the course covers critical topics such as deadlock detection, recovery strategies, and security measures to safeguard against threats to database integrity.
Course Objectives
<ol style="list-style-type: none"> 1. Understand the fundamental concepts of database management systems (DBMS), including entities, attributes, keys, and relationships. 2. Gain proficiency in relational database design principles and normalization techniques to ensure optimal database schema design. 3. Develop practical skills in SQL commands for data definition, manipulation, and retrieval, as well as in creating forms and reports 4. Acquire knowledge of critical aspects of database management, including deadlock detection, recovery techniques, and security measures to protect against threats to database integrity.

Learning Outcomes
<ol style="list-style-type: none"> 1. Students will be able to design and implement efficient database schemas using fundamental concepts and principles learned in the course. 2. Upon completion, learners will demonstrate proficiency in using SQL commands to perform various data operations and in creating forms and reports in MS-Access. 3. Graduates will possess the skills to identify and mitigate database anomalies, ensuring data integrity and consistency. 4. By the end of the course, students will understand the importance of implementing security measures and recovery strategies to safeguard databases against potential threats and failures.

UNIT-I

Basic concepts: Entity, Attributes, Keys, Relationship, Association, Database, DBMS, Data Independence, Three Level Architecture. Data Base Components - Classification of DBMS Users, DBMS Facilities, Structure of DBMS, Advantages and Disadvantages of DBMS. Types of DBMS - Hierarchical, Network, Relational, Entity Relationship and Object-Oriented Data Base Models.

UNIT-II

Relational Databases - Codd's Rules, Integrity Rules, Database Anomalies -Update, Insertion, Deletion Relational Algebra - Union, Difference, Intersection, Cartesian Product, Projection, Selection, Join, Division Relational Data Base Design - Full/Partial Functional Dependency, Partial Dependency, Transitive Dependency

UNIT-III

Normalization – Un-normalized Relations, First, Second, Third, BCNF, Fourth Normal Lossless Join and Dependency Preserving Decomposition. SQL-Date Definition (Create/Drop a Table, View, Index), Data Manipulation (Select, Update, Delete, Insert), forms and Reports in MS-Access.

UNIT-IV

Deadlock Detection, Recovery And Avoidance, Recovery Techniques – Types of Failures, Audit Trails, States Of Transaction, Recovery Concepts (Logs, Checkpoints, Archive Database), Database Backup And Recovery From Catastrophic Failures. Security – Security and Integrity Threats, Defence Mechanism

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. Desai, B., "An Introduction To Database Concepts", Galgotia Publications.
2. Elmsari & Navathe, "Fundamentals Of Database Systems", PearsonEdu. New Delhi.
3. Hoffer, "Modern Database management", Pearson Edu. New Delhi.
4. Date, C. J., "An Introduction to Database Systems", Addison Wesley.
5. Ullman, J. D., "Principals of Database Systems", Galgotia Publications
W H Inmon, Building the data warehouse, Wiley Computer Publishing.

BUSINESS LAWS	
SEMESTER:IMBA^{2nd}	COURSETYPE:DCE
COURSECODE:IMBA18206DCE	CREDITS: 04
CONT. ASSESSMENTMARKS: 20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%

Course Description
Business law addresses actual issues that companies encounter on a daily basis. You may recognize and analyze legal issues, come up with original solutions, and negotiate effectively by studying business law. These abilities are useful in any line of work, but people seeking employment in business should pay particular attention to them.

Course Objectives
<ol style="list-style-type: none">1. To provide the brief idea about the framework of Indian Business Laws.2. To enable the students to understand the legal remedies available in the law to Business and other people.

Learning Outcomes
<ol style="list-style-type: none">1. The legal environment in which businesses operate.2. Protecting their businesses from legal liability.3. Drafting and negotiation of contracts.

UNIT-I

Indian Contract Act 1872: Definition of contract, Essentials of valid contract, offer and acceptance, consideration, capacity to contract, free consent, void and voidable contract, performance of contract, discharge of contract, breach of contract, remedies for breach of contract

UNIT-II

Sale of Goods Act 1930, sale and agreement to sell, essentials of contract of sale of goods, conditions and warranties, transfer of property, performance rights of unpaid seller, partnership act 1932, definition, formation of partnership, reliance of partners, dissolution of partnership and terms

UNIT-III

Companies Act 1956: Definition, Distinction with other firms of Business organisations, Kinds of companies, types of companies, corporate veil, formation of company memorandum of Associations, Articles of Association, share capital management and Administration, Accounts and Auditors, winding up

UNIT-IV

Negotiable Instrument Act 1881: Definition and types of negotiable instruments, parties to negotiable instruments, presentation of negotiable instruments, Dishonour Remedies, discharge Consumer protection Act 1986: General introduction, definition, constitution of forms – their functions and powers.

Note:-Case studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:-

1. Shukla, M. C. A Manual Of Mercantile Law. S. Chand.
2. Kapoor, N. D. Mercantile Law. Sultan Chand & Sons.
3. Singh, A.. Law of Contract. Eastern Book Co.
4. Singh, A. Indian Company Law. Eastern Book Company.

MANAGEMENT OF OFFICE OPERATIONS	
SEMESTER: IMBA^{2nd}	COURSE TYPE: DCE
COURSE CODE: IMBA18207DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<p><i>This course provides a comprehensive exploration of the fundamental principles and practices of office management. Students will delve into the meaning and significance of office work, the functions and importance of office management, organizational structures, office accommodation considerations, working environment factors, record management principles, filing systems, indexing methods, and safety and security measures within an office environment.</i></p>	

Course Objectives
<ol style="list-style-type: none"> 1. Understand the foundational concepts of office management, including the nature of office work, the role of office management, and the importance of efficient office operations. 2. Analyze the principles and organizational aspects of office management, including the structure of modern offices, centralization versus decentralization of office services, and the functions, duties, and qualities of effective office managers. 3. Explore the significance of systems, routines, and organization structures in enhancing office productivity and efficiency. 4. Examine the factors influencing office accommodation decisions, assess working environments, and understand the importance of safety and security measures in office settings.

Learning Outcomes
<ol style="list-style-type: none"> 1. Students will demonstrate a comprehensive understanding of the nature and significance of office management, including its functions and importance in modern organizations. 2. Students will be able to apply principles of office management and organization to analyze and optimize office operations effectively. 3. Students will develop critical thinking skills to evaluate various organization structures and make informed decisions regarding office accommodation and working environments. 4. Students will acquire practical knowledge and skills in record management, filing systems, indexing methods, and implementing safety and security measures to ensure a conducive and secure office environment.

UNIT-I

Meaning & definition of office, nature of office Work, Meaning, functions and importance of office management; office management and organization. Principles of office management and organization. Principal departments of modern office. Centralization vs. decentralization of office services. Functions, duties & qualities of office manager.

UNIT-II

Meaning & importance of system & routines, system Vs. Routines. Organization structure :- meaning & Definition of organization structure , importance of Organization structure, types of organization, Structure, advantages and disadvantages of Different types of structures.

UNIT-III

Meaning & importance of office accommodation , Factors influencing choice of office Accommodation. Meaning and definition of working Environment, factors affecting working Environment.

UNIT-IV

Meaning , definition & scope of record management, Principles of record keeping , filing :- meaning, Definition & different types of filing system. Indexing :- meaning, definition & different types of Indexing .Meaning, importance of safety & security. Measures To ensure safety and security.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Chopra & Chopra, Office Management, Himalaya Publications
2. Sharma & Gupta, Office Organisation & Management, Kalyani Publications.
3. Krishna Murthy, Office management, S. Chand publications
4. Odgers and Keeling. Administrative Office Management, Complete Course. South-Western Educational Publishing.

IMBA - III

SEMESTER

MANAGEMENT ACCOUNTING	
SEMESTER:IMBA^{3rd}	COURSETYPE: CORE
COURSECODE:IMBA18301CR	CREDITS: 04
CONT.ASSESSMENTMARKS: 20	TERM END EXAM MARKS: 80
MAX.MARKS:100	MIN.PASSMARKS:40%

Course Description
<i>Management accounting is a foundational course in accounting that focuses on providing information to internal users, such as managers, to aid in decision- making, planning, and control within organizations. It covers various topics such as cost behavior, budgeting, performance evaluation, and strategic management accounting techniques</i>

Course Objectives
<ol style="list-style-type: none"> 1. To understand the role of management accounting in organizational decision- making processes. 2. To explore key concepts such as cost behavior, ratio analysis, cash flows, fund flows and budgeting. 3. To develop skills in analyzing and interpreting financial and non-financial information for managerial decision-making. 4. To learn how to design and implement performance measurement systems to evaluate organizational performance. 5. To understand the role of management accounting in strategic planning and control within organizations.

Learning Outcomes
<ol style="list-style-type: none"> 1. Analyze cost behavior and use cost information for decision-making purposes. 2. Prepare budgets and use them as a tool for planning and controlling organizational activities. 3. Evaluate performance using various performance measurement techniques and tools. 4. Apply management accounting concepts to support strategic decision-making processes. 5. Communicate effectively about management accounting issues and solutions to Stakeholders within the organization.

UNIT-I

Management Accounting: Meaning, nature, scope and functions of management accounting; Role of management accounting in decision making; Management accounting vs. financial accounting; Tools and techniques of management accounting.

UNIT-II

Financial Statement Analysis- Concept, objectives and types. Ratio analysis- study of liquidity, solvency and profitability ratios. Funds Flow Analysis – uses and preparation of funds flow statement. Cash Flow Analysis – uses and preparation of cash flow statement.

UNIT-III

Budgeting for Profit Planning and Control: Meaning of budget and budgetary control; Objectives; Merits and limitations; Types of budgets; Fixed and flexible budgeting; Control ratios; Zero base budgeting; Performance budgeting.

UNIT-IV

Emerging Issues in accounting: Responsibility accounting – Concept and Objectives, Responsibility Centers. Human Resource accounting: Concept and approaches: Inflationary accounting – concept, impact of inflation on corporate financial statements; Techniques of Inflation accounting – Replacement Cost and Current Purchasing Power.

Note:

1. This paper shall have 70% numerical and 30% theoretical questions.
2. Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Anthony, Robert & Reece, et al: Principles of Management Accounting; Richard Irwin Inc.
2. Jain S.P.& Narang K.L: Cost Accounting; Kalyani, New Delhi
3. Khan M.Y.and Jain P.K: Management Accounting; Tata McGraw Hill, New Delhi.
4. Kaplan R.S. and Atkinson A.A.: Advanced Management Accounting; Prentice Hall India, New Delhi.
5. Sahaf M A Management Accounting – Principles & Practice, New Delhi, Vikas Publishing House

OPERATIONS RESEARCH	
SEMESTER:3RD	COURSE TYPE: CORE
COURSE CODE: IMBA18302CR	CREDITS: 04
CONT.ASSESSMENT MARKS: 20	TERM END EXAM MARKS:80
MAX.MARKS:100	MIN.PASS MARKS:40%
Course Description	
<p><i>This course includes approaches to decision making and problem solving in different environments. The module covers topics that include: linear programming, Transportation, Assignment, and CPM/ MSPT techniques. All these techniques are essential to solve problems accurately. Analytic techniques and computer packages are also an essential part of using these techniques more efficiently to solve problems and hence will be used to solve problems facing business managers in decision environments.</i></p>	

Course Objectives
<ol style="list-style-type: none"> 1. To use quantitative methods and techniques for effective decisions– making; model formulation and applications that are used in solving business decision problems. 2. To introduce the students how to use LP and related techniques for solving problems. 3. To help students understand queuing theory and model for serving customers better. 4. To help students use PERT and CPM for project management and be able to use software’s related to operations research.
Learning Outcomes
<ol style="list-style-type: none"> 1. Understand the characteristics of different types of decision-making environments and the appropriate decision making approaches and tools to be used in each type. 2. Be able to build Transportation Models and Assignment Models and solve LP problems 3. Be able to design new simple models, like CPM to improve decision – making and develop critical thinking and objective analysis of decision problems. 4. Be able to use software’s for using models for finding solutions for problems.

UNIT-I

Significance, scope and applications of Operation Research in managerial decision-making ; Decision-making under certainty, uncertainty and risk situations; EMV and value of perfect information; Uses of Decision tree, Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Dominance Method and Graphical Method for solving Mixed Strategy Game.

UNIT-II

Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; Transportation problem: Various method of finding Initial basic feasible solution and optimal solution; Assignment model: Hungarian Method and its applications.

UNIT-III

Queuing Theory: Characteristics of basic Queue model; Applications of Queue model for better service to the customers; Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m Machines Problems; Replacement Problem: Replacement of assets that deteriorate with time, and that fail suddenly.

UNIT-IV

Project Management: Rules for drawing the network diagram, Application of CPM and PERT techniques in project planning and control; Probability considerations in PERT networks; Crashing and resource levelling of operations; Basic concepts and applications of Simulation and Markova analysis; Basic understanding of Software Applications.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Vohra- Quantitative Techniques in Management (Tata McGraw-Hill.
2. Peter C Bell- Management Science/ Operations Research, Vikas
3. Kothari- Quantitative Techniques (Vikas).
4. Akhilesh K B and Balasubramanian S- Quantitative Techniques, Vikas
5. Taha Hamdy- Operations Research- An Introduction, Prentice-Hall

CORPORATE GOVERNANCE AND BUSINESS ETHICS	
SEMESTER: IMBA ^{3RD}	COURSE TYPE: CORE
COURSE CODE: IMBA18303CR	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<p><i>This course introduces students to ethical reasoning as it applies to the complex world of business in a globalized world. The course will develop frameworks for posing ethical questions both internal to and external to business organizations as they arise in a plural and diverse society. Business ethics applies to both employee and employer conduct, conduct on behalf of a business and conduct within a business. This course will include ethical framing and ethical theories to examine dilemmas that arise at different stages and phases of business conduct. This course will also include aspects of corporate governance and its role in building ethically upright organisations and prevention of corporate scams.</i></p>	

Course Objectives
<ol style="list-style-type: none"> 1. To understand the basic ethical principles necessary to evaluate and analyse contemporary issues in business ethics and analyse specific ethical dilemmas, discussing resolving ethical concerns and the process of achieving ethical changes in the workplace. 2. To understand the fundamental ethical principles necessary to evaluate and analyse contemporary issues in business ethics 3. Understanding social responsibility and how business ethics is a part of social responsibility. 4. Understanding the aspects of corporate governance and its role in success and failure of organisations.

Learning Outcomes
<ol style="list-style-type: none"> 1. Demonstrate knowledge of ethical reasoning and ethical theory and identify ethical issues in business involving integrity, objectivity, and independence. 2. Interpret ethics rules as related to specific business situations using the fundamental ethical theories and principles. 3. Understand the significant issues of an ethical controversy in business to moral philosophy, work group influence, corporate culture and social responsibility.

UNIT-I

Nature and Significance of Business Ethics; Ethical Dilemmas, Personal Ethics, Morality, Religion, Etiquette, Law, Economics, Management, Professional Code; Moral and Non-moral Standards; Ethical Relativism; Moral Development and Moral Reasoning; Ethical Decision Making Model; Globalization and Business ethics- Eastern Values and western Business systems,

UNIT-II

Business Ethical Principles – Role and Types of Ethical Theories- Teleological, Deontological and Virtue; Egoism, Utilitarianism-classical, act and rule; Free Market and Utilitarianism; Kant’s Ethics, Rights and Duties, Justice and Fairness-Distributive, Egalitarian, Capitalistic, Socialistic, Libertarian, Retributive and Compensatory Justice; Ethics of care; Virtue Ethics; Ethical Dimensions of Marketing, Human Resource, Production and Financial Decisions; Environmental Protection;

UNIT-III

Corporate Social Responsibility- Nature of Corporations; Corporation as Morally Responsible Agent; Nature and Significance of Corporate Social Responsibility, Social Responsiveness and Social Performance; Corporate Philanthropy; Corporate Citizenship; Social Responsibility Model; Free Market Theory and Profit Maximization; Shareholders Theory, Stakeholders Theory, Social Contracts Theory;

UNIT-IV

Corporate Governance: Nature and Significance; Property Rights and Social Institution Theory, Agency Theory; Corporate Governance Model; Corporate Governance Failure; Corporate Scam; Whistle Blowing; Indian Corporate Governance; Role of Board of Directors, Auditors, and Shareholders; Accounting and Regulatory

framework, committees in India and abroad, Corporate Ethics Programme; Social Audit; Corporate Performance-Balanced Score Card, Triple Bottom Line.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Manuel G Velasquez: Business Ethics, Pearson Publications Ltd
2. John R Boatright: Ethics and the Conduct of Business, Pearson Publications Ltd. 3. William H Shaw: Business Ethics, Thomson Publications.
4. Andrew Crane & Dirk Matten: Business Ethics, Oxford Publications.
5. Daniel Albuquerque: Business Ethics, Oxford Publications Ltd
6. Thomas Clarke: International Corporate Governance, Routledge Publications

BUSINESS ENVIRONMENT	
SEMESTER:IMBA^{3rd}	COURSETYPE:DCE
COURSE CODE: IMBA18305DCE	CREDITS: 04
CONT. ASSESSMENT MARKS:20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%
Course Description	
<i>The business environment in India is undergoing a dynamic change; Now, India is regarded as a potential economic power and emerged as one of the world's emerging nations. India's business world occupies a place in almost all major sectors of the world economy.</i>	

Course Objectives
<ol style="list-style-type: none"> 1. This course intends the students to understand different Business Environmental concepts and their scope. 2. To Know the different Industrial Policies and its impact on Indian Business Environment. 3. To know the regulatory and actions of corporate governance.

Learning Outcomes
<ol style="list-style-type: none"> 1. Understand the concept of business environment, internal and external elements affecting business environment, the economic trends and its effect on Government policies. 2. Critically examine the recent developments in economic and business policies of the Government. 3. Evaluate and judge the best business policies in Indian business environment. Develop the new ideas for creating good business environment.

UNIT-I

Concept of business environment: Significance and nature, the interaction matrix of different environment factors, the process of environmental scanning.

UNIT-II

Legal environment: Relationship between business and Government of India; Constitutional provisions affecting business; Introduction to some important business laws: Consumer Protection Act; Changing dimensions of these laws and their impact on business. Political scenario of India.

UNIT-III

Economic environment: Philosophy and strategy of planning in India; Problem of poverty; Concept of mixed economy: the public sector and the private sector, their changing roles; Industrial policy in India in recent years; Policy with regard to small scale industries and Labour.

UNIT-IV

Technological and socio-cultural environment: Policy for research and development in India; Problem of selecting appropriate technology; Multinationals as source of technology; foreign collaborations and joint ventures Impact of culture and values: Salient features of Indian culture and values and their implications for industrialisation and economic growth.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Adhikari M- Economic Environment of Business, Excel Books, Sultan Chand.
2. Ghosh- Economic Environment of Business, Vikas.
3. Agarwal R- Business Environment, Excel Books.
4. Bedi S K- Business Environment, Excel Books.
5. George A and Steiner G A- Business, Government and Society, Macmillan

BUSINESS PROCESS REENGINEERING	
SEMESTER:IMBA^{3RD}	COURSE TYPE: DCE
COURSE CODE: IMBA18306DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%

Course Description
<i>Business Process Re-engineering (BPR) is a management strategy aimed at improving organizational performance by re-designing and optimizing business processes. This course examines BPR as a systematic and radical approach to change, focused on transforming and streamlining core business processes to achieve dramatic improvements in quality, efficiency, and customer satisfaction. It involves a collaborative and cross-functional approach, involving stakeholders from across the organization to ensure that process improvements are aligned with the organization's strategic objectives.</i>

Course Objectives
<ol style="list-style-type: none"> 1. The objectives of the course are to help students: 2. Understand the basic concepts of BPR. 3. Understand various enablers and, tools and techniques of BPR. 4. Understand using BPR with other concepts of management and in different industries. 5. To understand the various strategic aspects of BPR and its future course in India

Learning Outcomes
<ol style="list-style-type: none"> 1. At the end of the course students will learn: 2. The basic concepts of BPR and their importance. 3. The usage of various tools and techniques of BPR. 4. Using BPR with other management practices like TQM and their practical use in different industries. 5. How BPR will change the working of organisations in future.

UNIT-I

Introduction to BPR: Concept of Reengineering, Need for Reengineering, Reengineering and Its Relationship with Functional Areas of Business, History of Reengineering, Benefits and pitfalls of BPR, Concept of Business Processes, Planning the process re-engineering project

UNIT-II

Implementation Process: Business Process analysis, Redesign of Business Processes, Key Enablers of BPR, Technology for BPR, Critical Success Factors, Cross Functional Teams, Mentoring, Facilitating, Models and Methodologies of BPR, Tools and Techniques of BPR.

UNIT-III

BPR with other management concepts: Total Quality Management, Quality Function Deployment, ISO standards, Enterprise Resource Planning (ERP), Software reengineering, BPR in Manufacturing Industry, BPR and Industrial engineering

UNIT-IV

Making effective Reengineering efforts: Management of Change in BPR, Strategic aspects of BPR, Virtual Ingredient – People, Top Management's Involvement, Involvement of Consultants, Empowerment and Autonomy, The IT 'Black Hole', Simulation and Key Performance Indicators, Future course of BPR in Indian organizations.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Srinivasan, R., Business Process Reengineering, Tata McGraw Hill.
2. Laguna, Manuel, Business Process Modeling, Simulation and Design, Pearson.
3. B.R. Dey, Business Process Reengineering and Change Management, Wiley.

MACRO ECONOMIC POLICIES	
SEMESTER:IMBA^{3rd}	COURSETYPE:DCE
COURSE CODE: IMBA18307DCE	CREDITS: 04
CONT.ASSESSMENT MARKS:20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%
Course Description	
<p><i>Macro-Economic Policies course focuses on the analysis and evaluation of macroeconomic policies and their implications for business decision-making. The course covers topics such as monetary standards, national income estimation, monetary and fiscal policy tools, demand and supply of money, velocity of money, saving and consumption functions, and investment strategies. Through lectures, case studies, and discussions, students will gain a comprehensive understanding of macroeconomic policy frameworks and their impact on economic stability, growth, and business performance.</i></p>	

Course Objectives
<ol style="list-style-type: none"> 1. To provide students with a solid foundation in macroeconomic concepts and theories relevant to policy analysis and formulation. 2. To familiarize students with different monetary and fiscal policy tools and their application in addressing macroeconomic challenges. 3. To enable students to analyze the determinants of national income, money supply, velocity of money, saving, consumption, and investment. 4. To evaluate the effectiveness of macroeconomic policies in achieving economic objectives such as price stability, full employment, and sustainable growth.

Learning Outcomes
<ol style="list-style-type: none"> 1. Demonstrate a comprehensive understanding of macroeconomic concepts such as national income, monetary standards, and velocity of money. 2. Analyze the effectiveness of monetary and fiscal policy tools in achieving macroeconomic objectives. 3. Evaluate the determinants of money supply, saving, consumption, and investment and their implications for economic stability and growth. 4. Assess the impact of macroeconomic policies on business activities, market conditions, and industry dynamics.

UNIT-I

Concepts of Macroeconomics. Monetary Standards - Gold and Paper Standards. Value of Money- Measurement and its Standards, Index Numbers - Classification, Construction and difficulties in construction and its Significance.

UNIT-II

National Income - Concept and Methods of estimation and deflation. Monetary Policy- Tools of monetary policy, Targets and effectiveness, Fiscal Policy- Instruments and application. Integration of fiscal and monetary policy.

UNIT-III

Demand for Money- Constituents and determinants. Supply of Money: Concept, Constituents and determinants. Velocity of Money- Determinants and factors influencing Velocity, Theories of Velocity of Money. Money multiplier, Quantity theory of Money- Fisher's approach and Cambridge Cash balance approach.

UNIT-IV

Saving Function- Meaning and determinants. The Paradox of Thrift. Consumption Function- Meaning, technical attributes, determinants, significance. Measures to raise propensity to consume. Investment Function- Concept of capital and investment. Classification and determinants. Investment multiplier. MEI and MEC. Measures to stimulate investment.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. R. R. Paul: Monetary Economics, Himalaya Publishing House,
2. D. M. Mithani: Money, Banking, International Trade and Public Finance, Himalaya Publishing House.
3. Gibson Williams: Macro-Economic Theory and Policy, Tata McGraw Hills.
4. Raj Kumar: Managerial Economics, UDH Publishers and Distributors Limited.
5. M. L. Jhingan and J. K. Stephenson, Vrinda Publications (Pvt) Ltd.

BUSINESS ANALYSIS AND VALUATION	
SEMESTER:IMBA^{3rd}	COURSETYPE: DCE
COURSE CODE: IMBA18308DCE	CREDITS: 04
CONT.ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX.MARKS:100	MIN.PASSMARKS:40%
Course Description	
<i>This course provides students with the essential tools and frameworks for analyzing and valuing businesses. It covers financial statement analysis, forecasting, and valuation techniques, emphasizing the link between business strategy and financial performance.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. Understand the key components of financial statements and how they reflect a company's performance. 2. Learn to analyze financial statements to assess a company's profitability, liquidity, solvency, and efficiency. 3. Develop skills in forecasting future financial performance based on historical data and industry trends. 4. Gain proficiency in valuation methodologies such as discounted cash flow (DCF), comparable company analysis (CCA), and precedent transactions analysis (PTA). 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Interpret financial statements accurately and extract relevant information for analysis. 2. Conduct a comprehensive financial analysis to assess a company's financial health and performance. 3. Construct reliable financial forecasts using appropriate forecasting techniques. 4. Apply various valuation methods to determine the intrinsic value of a business. 5. Communicate findings effectively through written reports and presentations, demonstrating a deep understanding of business analysis and valuation principles. 	

UNIT-I

Framework for Business Analysis and Valuation Using Financial Statements: role of financial reporting in capital markets, Business activities and financial statements, Financial statements and business analysis; Strategy Analysis: Industry analysis-degree of actual and potential competition, potential sources in an industry analysis, personal computer analysis, competitive strategy analysis.

UNIT-II

Overview of Accounting Analysis: Institutional framework for financial reporting, factors affecting accounting quality, steps in doing accounting analysis, accounting analysis pitfalls. Implementing Accounting Analysis: recasting financial statements, asset distortions, overstated assets, understated assets, liability distortions, equity distortions; approaches to valuation and identifying value drivers; Estimating the discount rate, growth rates and cash flows

UNIT-III

Business Analysis and Valuation Tools: Financial Analysis-Ratio analysis, cash flow analysis; Prospective Analysis- forecasting; prospective valuation theory and concepts; prospective analysis valuation implementation

UNIT-IV

Business Analysis and Valuation Applications: Equity Security Analysis; Credit analysis and distress prediction; Corporate financing policies; Mergers and Acquisitions- motivation for merger or acquisition, acquisition pricing, acquisition financing, acquisition outcome, communication and governance.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Arthur J. Keown, Jhon D. Martin, David F. Scott, Financial Management: Principles and Applications, Prentice Hall of India Pvt. Ltd., New
2. Financial Engineering, Jhon F. Marshall and Vipul K. Bansal, Prentice Hall of India Pvt. Ltd. New Delhi.
3. Sheridan, T., Jhon D. Martin and Anshuman, V.R., Valuation: Analysing Global Investment Opportunities, Pearson Education, New Delhi
4. Earl K. Stice and James D. Stice, Financial Accounting: Reporting and Analysis, Thomson New Delhi
Cornell, Bradford, Corporate Valuation, Burr Ridge, IL: Irwin Professional

DISASTER MANAGEMENT	
SEMESTER: IMBA^{3rd}	COURSE TYPE: DCE
COURSE CODE: IMBA18309DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<i>Disaster Management is a multidisciplinary course designed to provide students with the knowledge, skills, and tools necessary to understand, mitigate, and respond to natural and human-made disasters. Through a combination of theoretical concepts, case studies, simulations, and practical exercises, students will explore the complexities of disaster risk reduction, emergency preparedness, response coordination, and recovery efforts in various contexts.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. Understanding Disaster Types and Characteristics 2. Risk Assessment and Vulnerability Analysis 3. Disaster Preparedness Planning and Crisis Communication and Coordination 4. Community Engagement and Capacity Building 5. Government and NGO Roles in Disaster 6. Evaluation and Continuous Improvement 7. Cross-Cultural Competence and Diversity Awareness 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Students will demonstrate knowledge of different types of disasters, their causes, and their impacts on communities, economies, and ecosystems. 2. They will be able to conduct risk assessments and vulnerability analyses to identify hazards, assess exposure and vulnerability, and prioritize disaster preparedness and mitigation measures. 3. They will develop skills in disaster preparedness planning. 4. They will learn effective communication strategies for crisis situations. 	

UNIT-I

Natural Disaster: Meaning and nature, types of natural disasters in India; Man-made Disaster: Nature and Causes, types of man-made disasters, effects of Disasters, Important terms and theoretical framework of disasters.

UNIT-II

Disaster Management: Nature and importance, disaster management cycle, Institutional framework of disaster management; Disaster management: Prevention, Preparedness and Mitigation: concept and significance.

UNIT-III

Disaster Response: Meaning, Need and importance, Disaster Response Plan at Central, state and district level, managing human behaviour and response.

UNIT-IV

Meaning and Nature, Relief-Rehabilitation development continuum; Damage assessment; Development of infrastructure; Funding arrangements for Reconstruction.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Reading:

1. Bhattacharya Tushar, Disaster science and management, McGraw Hill Education Pvt Ltd.
2. Singhal J. P., Disaster Management, Laxmi publications.
3. Rajan C. K and Pandharinath Navale, Earth and atmospheric disaster management: Nature and man-made, B.S. Publication.
4. Pandey Mrinalini, Disaster Management, Wiley India Pvt Ltd.

IMBA - IV

SEMESTER

FINANCIAL MANAGEMENT	
SEMESTER:IMBA4th	COURSETYPE:CORE
COURSECODE:IMBA18401CR	CREDITS: 04
CONT. ASSESSMENTMARKS: 20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%

Course Description
<i>Financial Management is a comprehensive course covering the principles and practices of managing financial sources within organizations. It explores topics such as capital budgeting, capital structure, working capital management, and risk management, aiming to optimize the allocation and utilization of funds to achieve organizational goals.</i>

Course Objectives
<ol style="list-style-type: none"> 1. Understand the fundamental concepts and theories of financial management, including the time value of money, risk-return trade off, and cost of capital. 2. Learn techniques for evaluating investment opportunities through capital budgeting methods such as Net Present Value (NPV), Internal Rate of Return (IRR), and Payback Period. 3. Explore strategies for determining the optimal capital structure to minimize the cost of capital and maximize shareholder wealth. 4. Develop skills in managing working capital efficiently, including cash management, inventory control, and accounts receivable management.

Learning Outcomes
<ol style="list-style-type: none"> 1. Apply financial management concepts and techniques to make informed decisions regarding investment, financing, and dividend policies. 2. Evaluate the financial performance of a company using relevant financial ratios and metrics. 3. Construct financial forecasts and budgets to support strategic planning and decision-making processes. 4. Analyze the impact of financial decisions on the firm's profitability, liquidity, and solvency.

UNIT-I

Introduction to Finance: concept, principles that form the basics in financial management, nature and scope of financial management, role of finance function in an organization, goal of the firm; Time value of money- future value and present value computation; Cost of Capital-concept, significance, determining cost of specific sources of capital, weighted average cost of capital.

UNIT-II

Capital Investment Decisions: concept and types of capital expenditures, capital budgeting process, Estimation of Cash Flows for investment analysis, Capital budgeting decision criteria:-pay-back period and post pay-back method, present value and net present value method, internal rate of return.

UNIT-III

Capitalization-Meaning, Significance, theories of capitalization, over and under capitalization; Capital Structure and Leverage- concept, factors affecting capital structure; Relevance theories of capital structure –net income approach and traditional approach; Irrelevance theories of capital structure-net operating income approach and MM hypothesis; EBIT EPS analysis; Indifference point computation; Financial and Operating Leverage, Analysis and impact of leverage.

UNIT-IV

Dividend Decision & Value of Firm: Purpose of dividend decision, objectives of dividend policy, different dividend policies, forms of dividends, Dividend relevance theories: Walters Model, Gordon's Model; Dividend irrelevance- M M Hypothesis; Corporate dividend behavior and value of firm.

Note:- This paper shall have 60% numerical and 40% theoretical questions. Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Reading

1. Copeland, T.E. "Financial theory and corporate policy", Pearson Education, New Delhi.
2. James, Van Horne, "Financial management policy", Pearson Education, New Delhi
3. Keown A.J. "Financial Management" Prentice Hall Of India
4. Pandey I.M., "Financial Management" Vikas Publishing House Pvt. Ltd.
5. Khan and Jain, "Financial Management" Tata Mcgraw Hill

HUMAN RESOURCE MANAGEMENT	
SEMESTER:IMBA4th	COURSETYPE:CORE
COURSECODE:IMBA18402CR	CREDITS: 04
CONT. ASSESSMENTMARKS: 20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%

Course Description
<i>The course will provide an overview of human resource management, with emphasis in human resource planning and strategy, personnel selection, equal employment opportunity, training, performance appraisal, compensation, and contemporary issues in organizational behavior. The course has been developed for the student of general management whose job will involve responsibility for managing people in a global environment.</i>

Course Objectives
<ol style="list-style-type: none"> 1. To understand and appreciate the importance of the human resources vis-a-vis other resources of the organization. 2. To familiarize the students with methods and techniques of HRM. 3. To equip them with the application of the HRM tools in real world business situations.

Learning Outcomes
<ol style="list-style-type: none"> 1. Understand human resource management from a systemic, strategic perspective. 2. Describe the field of "human resource management" and understand its relevance. To managers and employees in work organizations especially in a global economy. 3. Conduct a basic job analysis and apply this understanding of job requirements to other human resource management systems such as selection, performance appraisal, and compensation.

UNIT-I

Human Resource Management. - Nature, Objectives and Significance; Challenges facing HRM; HRM in a Changing role in India; Functions of HRM- Managerial and Operative functions.

UNIT-II

Human Resource Planning-Concept and Process. Job Analysis, methods and purpose of job analysis- job description, job specification and job evaluation. Recruitment Search-process, sources and methods of recruitment. Selection Process.

UNIT-III

Performance Appraisal System-Concept and Needs.Performance Appraisal Methods. Appraisal errors. Manpower Training and Development – Concept and objectives; Determination of training needs. Methods for operatives training and management development programmes. Evaluation of effectiveness of training Programmes.

UNIT-IV

Compensation; wages, salaries and rewards. Discipline and Grievance Handling Mechanism. Industrial relations, Causes for good and poor industrial relations.

Note:-Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. E. Schuster Human Resource Management, Concept, Cases And Readings, PHI
2. Garg Dessler , Human Resource Management, Pearson Education
3. Udai Pareek, Training Instruments In Hrd And Od,Tata Mac Graw Hill
4. M.S. Saiyadian , Human Resource Management, Tata Mac Graw Hill
5. Shell and Bohlander , Human Resource Management, Cengage Learning 6. Lata & Nair Personnel Management & Industrial Relations ,S.Chand

MARKETING MANAGEMENT	
SEMESTER:IMBA4th	COURSE TYPE: CORE
COURSE CODE: IMBA18403CR	CREDITS: 04
CONT.ASSESSMENTMARKS: 20	TERMENDEXAMMARKS:80
MAXMARKS:100	MIN.PASSMARKS:40%
Course Description	
<i>Marketing is a critical aspect of any business, as it involves understanding Customer needs and preferences, developing products or services that meet those needs, and effectively promoting and selling them to the target audience.</i>	

Course Objectives
<ol style="list-style-type: none"> 1. To familiarize with the basic concepts, and techniques of marketing management. 2. To understand the behaviour of consumers. 3. To create awareness of marketing mix elements. 4. To analyse and solve marketing problems in the complex and fast changing business environment.
Learning Outcomes
<ol style="list-style-type: none"> 1. Basic concepts of marketing 2. Segmentation, targeting, differentiation and positioning 3. Marketing strategy 4. 4Ps of marketing: product, price, place and promotion

UNIT-I

Changing nature of Marketing, Marketing concept, Marketing environment: Internal and External; Marketing in global environment– Prospects and Challenges; Marketing Information System-nature, significance and components, Marketing research-nature, scope and process

UNIT-II

Understanding industrial and individual buyer behaviour; influencing factors, Brief review of Buyer Behaviour Models; Selection of Target Market: Differentiated and Undifferentiated Marketing, Segmentation, targeting and positioning.

UNIT-III

Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labelling; Product life cycle – strategic implications; New product development and consumer adoption process; Branding: nature and strategies; Nature and significance of pricing, Factors affecting price determination, Pricing policies and strategies.

UNIT-IV

Nature, functions, and types of distribution channels; Channel management decisions; Vertical Marketing System; Retailing and wholesaling. Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class..

Suggested Readings:

1. Philip Kotler and Kevin Lane, Marketing Management, PHI
2. Micheal R. Czinkota& Masaaki Kotabe, Marketing Management, Vikas Thomson Learning
3. Boyd Walker, Marketing Management, McGraw Hill
4. Dalvymple, Marketing Management, Wiley India Pvt Ltd
5. Keith Flether, Marketing Management and Information Technology, Prentice Hall

SERVICE OPERATIONS	
SEMESTER: IMBA 4TH	COURSE TYPE: DCE
COURSE CODE: IMBA18404DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM ENDEXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<p><i>This course examines both traditional and new approaches for achieving operational competitiveness in service businesses. The course addresses strategic analysis and operational decision making, with emphasis on the latter. Topics include the service concept and operations strategy, the design of effective service delivery systems, productivity and quality management, analysis, capacity planning, yield management and the impact of information technology. This course explores key issues in service strategy, service design and service delivery, and successful ways to manage them as demonstrated by world-class companies.</i></p>	

Course Objectives
<ol style="list-style-type: none"> 1. To understand the importance of service sector and the various types of services. 2. Understand designing of service operations and locations and layout decisions in service operations. 3. Understand the planning and controlling in service operations along with the importance of outsourcing. 4. Understand concept of service quality and GAP model of service quality.
Learning Outcomes
<ol style="list-style-type: none"> 1. Understand various types of services and the designing of service operations in detail. 2. Understand service environment along with importance of decisions regarding service delivery, location and layout decisions in service operations. 3. Understand capacity management, yield management, outsourcing, service recovery. 4. Understand the importance of service quality and its maintenance with the help of SERVQUAL and Gap model.

UNIT-I

Emergence and Nature of Services, Importance of Service Sector, Role of Services, Service Tripod, Service Classification, Characteristics of Services, Service Types, Service Process- components and types, Service process model, Designing of service operations,

UNIT-II

Service Operations vs Manufacturing Operations, Location and layout Decisions for service operations, Service Environment, Employee Training and Skill development, Use of Technology in service operations, Outsourcing of services and online service delivery.

UNIT-III

Capacity Management in Services - Yield Management, Scheduling Decisions, Service Scheduling, Waiting Lines, Inventory Management, Service Operational Planning and Control, Process Analysis, Complaint Management, Service Recovery, Costing of services- Methods and Approaches.

UNIT-IV

Service delivery system – Service Blue-printing, Generic Approaches, Walk-through Audit, Service Quality- SERVQUAL & Gap Model, Designing for Service Quality – Fail-safe Service, Front-office Back-office Interface, Service cape-Implication for Service Design, Service Package, Service Facility Location

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Richard Metters, Kathryn King-Metters, Madeleine Pullman “Service Operations Management”, Thomson
2. Cengiz Haksever, Roberta S. Russell, Barry Render, Robert G. Murdick, “Service Management and operations, 2/e”, Pearson Education,
3. Fitzsimmons, James, “Service Management: Operations, Strategy, Information Technology”, McGraw-Hill. .

DECISION SUPPORT SYSTEM	
SEMESTER: IMBA 4th	COURSE TYPE: DCE
COURSE CODE: IMBA18405DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<p><i>This course introduces fundamental concepts in data and information systems. It covers the principles of information systems, system analysis, and design. Students learn about the evolution of management information systems (MIS) and their role in decision making. The course explores decision support systems (DSS), including their components and construction processes. Additionally, it delves into knowledge management and the use of expert systems. Finally, the course addresses advanced topics such as data warehousing, data mining, and online analytical processing (OLAP).</i></p>	
Course Objectives	
<ol style="list-style-type: none"> 1. Understand the fundamental concepts of data, information, and information systems. 2. Explore the role of management information systems (MIS) in organizational decision-making processes. 3. Gain insight into the components and functionalities of decision support systems (DSS). 4. Develop proficiency in knowledge management techniques and explore advanced topics like data warehousing and data mining. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Demonstrate a comprehensive understanding of data and information systems concepts. 2. Apply management information systems principles to analyze and solve real-world organizational challenges. 3. Design and develop decision support systems to facilitate effective decision-making processes. 4. Utilize advanced knowledge management techniques and tools to enhance organizational efficiency and effectiveness. 	

UNIT-1

Introduction to – Concepts of Data, Information, Information Systems & End Users. Systems Concepts: Open System, Closed System; Information Systems and Systems Concept. Building Information System: System Analysis and Design - Systems Development Cycle (Identification of Requirements, Feasibility Study, System Analysis, Design And Implementation)

UNIT-II

Management Information System – Basic Ideas, Concepts, Evolution of MIS, Information Technology (IT) and MIS. Managerial Decision Making – Decision Making Process, Types of Decisions, Group Decision Making features of CBIS. Decision Support Systems: An Overview Of DSS, Characteristics of DSS; Capabilities of DSS, Classification of DSS, Relevance of Relational Database Design in Decision Making

UNIT-III

Components of Decision Support Systems: Model Base Management Subsystem, Database Management Subsystem, Knowledge Management, User Interface (Dialog) Management Subsystem. Constructing A DSS: Development Process (SDLC, Prototyping), DSS Generators, Programming Languages and Software Tools used in DSS Development. Model Base Management System: Types of Models – Certainty, Uncertainty, Risk Structures, and Simulation Technique.

UNIT-IV

Knowledge Base Management System: Knowledge, Knowledge Base, Expert Systems and Components of Expert Systems. Inference Techniques: Forward Chaining, Backward Chaining. Knowledge Representation Techniques: Rules, Frames, Semantic Networks. Data warehousing: Concepts in Data warehouse, Data mart, Data mining, Online Analytical Processing (OLAP)

Note:-Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Turban, Efrain, Decision Support & Intelligent Systems, Pearson Education
2. Marakas, George.M, Decision Support Systems in the 21st century, Pearson Education
3. Laudon, "Managing A Digital Firm", Pearson Publishing.

MANAGEMENT OF PUBLIC ENTERPRISES	
SEMESTER:IMBA4th	COURSETYPE:DCE
COURSECODE: IMBA18406DCE	CREDITS: 04
CONT.ASSESSMENTMARKS: 20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%
Course Description	
<p><i>This course delves into the intricacies of Public Enterprises in India, examining their evolution, objectives, management structures, performance assessment methods, and pertinent issues. It encompasses a comprehensive analysis of the forms, management, accountability, performance evaluation, and contemporary challenges faced by Public Enterprises in the Indian context.</i></p>	

Course Objectives
<ol style="list-style-type: none"> 1. To understand the historical development and growth trajectory of Public Enterprises in India, elucidating their significance in the country's economic landscape. 2. To elucidate the diverse forms of Public Enterprises, including Departmental undertakings, Statutory Corporations, and Government Companies, and their respective roles and functions. 3. To analyze the impact of the New Economic Policy on the Public Sector and comprehend the changing dynamics in the management and operation of Public Enterprises. 4. To evaluate the management practices, accountability mechanisms, and performance assessment frameworks employed in Public Enterprises, focusing on their efficiency, profitability, and socio-economic contributions.
Learning Outcomes
<ol style="list-style-type: none"> 1. Students will be able to demonstrate a comprehensive understanding of the evolution, objectives, and forms of Public Enterprises in India, highlighting their role in the nation's economic development. 2. Upon completion of the course, students will possess the ability to analyze and interpret the implications of the New Economic Policy on Public Enterprises, discerning its effects on their management and operations. 3. Students will acquire the skills to evaluate the performance of Public Enterprises using various measurement parameters such as efficiency, profitability, and contribution to the national economy, enabling them to make informed assessments and recommendations. 4. By examining contemporary issues like privatization, performance contracting systems, and environmental concerns, students will develop critical thinking abilities and ethical perspectives necessary for addressing challenges faced by Public Enterprises in a dynamic socio-economic milieu.

UNIT-I

Concept and growth of Public enterprises in India, Objectives and role of Public Enterprises; Forms of Public enterprises: Departmental undertaking, Statutory Corporations, Government Companies including holding companies, joint sector enterprises; New Economic Policy: Impact on Public Sector.

UNIT-II

Management of Public Enterprises in India: composition, Powers, functions and types of Board of Public Enterprises, Bureau of Public Enterprises; Accountability and control of Public Enterprises:- Parliamentary, Ministerial and Audit controls.

UNIT-III

Performance Assessment of Enterprises: Measurement of Efficiency, Profitability and contribution to nation's economy; Pricing and Public Enterprises.

UNIT-IV

Issues in Public enterprises: The Performance Contract system (MOU), Privatization, Procedure and assessment; The Environment: Financial Public Relations, Public relationship with Government and consumer.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. A.N. Aggarwal: Indian Economy, Delhi: Wiley Eastern Ltd.
2. Dutt and Sundharam: Indian Economy, Delhi: S. Chand & Co.
3. V.V. Ramanadhan (ed.), Public Enterprises and Developing World, London: Groom Helm.
4. A.H. Hansen: Public Enterprises and Economic Development, London: Rutledge and Kegan.
5. LaxmiNarain: Principles and Practice of Public Enterprises Management, New Delhi: S. Chand & Co.
6. S.C. Kuchhal: The Industrial Economy of India. Agra: Chitanya Pub. House.

TOURISM MANAGEMENT	
SEMESTER:IMBA4th	COURSE TYPE:DCE
COURSE CODE: IMBA18407DCE	CREDITS: 04
CONT.ASSESSMENT MARKS: 20	TERMENDEXAM MARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%
Course Description	
<i>The aim of this course is to equip the students with the basic understanding of tourism concepts, its components and types, international and national level organisations of tourism, their role and responsibilities. Further to this course enables the students to delve into understanding the travel agency and tour operator business and foundation of hospitality management and its importance in tourism industry.</i>	

Course Objectives
<ol style="list-style-type: none"> 1. To help the student contextualise basic understanding of the nature of tourism phenomenon and as a business system 2. To understand the role of international and national tourism organisations in tourism development 3. To acquire knowledge of travel intermediaries- travel agency and tour operator business 4. To understand the basics of hospitality operations.
Learning Outcomes
<ol style="list-style-type: none"> 1. Gain an understanding of the concept of tourism and its components 2. Understanding of the role of various national and international organisations in growth and development of tourism 3. Understanding of the travel agency and tour operator business 4. Recognise the role of hospitality management in the development of tourism.

UNIT-I

Tourism Fundamentals: Concept, Definition and Significance of Tourism, Components and Types of Tourism (International and Domestic Tourism, Outbound Tourism & Inbound Tourism), Types of Mobility (Visitor, Excursionist and Tourist).

UNIT-II

Tourism Organizations: World Tourism Organization(WTO), International Air Transport Association(IATA), Pacific Area Travel Association(PATA), International Civil Aviation Organization(ICAO), Universal Federation Of Travel Agents Association (UFTAA), Travel Agents Association of India (TAAI), Ministry of Tourism, Govt. of India, Department of Tourism, Govt. of J&K, Jammu And Kashmir Tourism Development Corporation(JKTDC).

UNIT-III

Tourism Business: Growth of Travel Agency, Modern Travel Agency, Functions of Travel Agency (ticketing, facilitation, special services, bookings and cancellations), Package tour and its types. Packaging a Tour, Tour Brochure, Approval procedure for Travel Agents & Tour operators.

UNIT-IV

Hospitality Management: Concept of Hospitality and its role in the development of tourism, Type of accommodations available, Different categories of hotels, Different departments of hotel (Front Office, Food and Brewages, and House Keeping), Types of hotel plans, Different types of restaurants.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Aggrawal, Surinder: Travel Agency Management: Communication India.
2. Brymer, Robert A.: Introduction to Hotel and Restaurant Management, Hub Publications, Co., Iowa.
3. Burkart&Madlik: Tourism- Past, present and future, Heinemann, London.
4. Christopher J. Holloway: The Business of Tourism: Macconald and Evans.
5. Cooper, Fletcher et al, Tourism Principles & Practices, Pitman.

IMBA - V

SEMESTER

PRODUCTION AND OPERATIONS MANAGEMENT	
SEMESTER:IMBA5th	COURSE TYPE: CORE
COURSE CODE: IMBA18501CR	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM ENDEXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<p><i>This course focuses on the efficient management of production processes and operations within organizations. The course provides an overview of production and operations management, including its historical perspective, systems approach, and strategic elements. Topics covered include facility location, manufacturing systems and layouts, production planning and control, materials management, inventory control, quality management, maintenance management, and purchasing procedures. Through lectures, case studies, and practical exercises, students will gain a comprehensive understanding of the principles and techniques used in managing production and operations effectively.</i></p>	

Course Objectives
<ol style="list-style-type: none"> 1. To introduce students to the nature, scope, and historical evolution of production and operations management. 2. To familiarize students with different production systems, layouts, and facility location factors, and their impact on operational efficiency. 3. To develop students' proficiency in production planning and control techniques, including aggregate planning and master production scheduling. 4. To equip students with knowledge of materials management principles, inventory control techniques, and materials requirement planning (MRP) systems. 5. To enable students to understand quality management concepts, including statistical process control, Six Sigma, Total Quality Management (TQM), and ISO standards, and their application in operations management.
Learning Outcomes
<ol style="list-style-type: none"> 1. Describe the nature and scope of production and operations management and its significance for organizational success. 2. Analyze different production systems and layouts and make informed decisions regarding facility location and layout planning. 3. Apply production planning and control techniques to optimize production processes, minimize costs, and meet customer demand efficiently. 4. Evaluate materials management principles and inventory control techniques to manage materials effectively and minimize inventory costs.

UNIT-I

Production and Operations Management- an overview; Nature and scope of Production/ Operations Management; Historical perspective of Operations Management; Operations as a System:- Continuous and Intermittent production system, flow, batch and job type of production; Operations strategy and elements of operations strategy; Facility location: Factors affecting plant location, Brown and Gibson Model of plant location

UNIT-II

Manufacturing systems and layouts: Product, Process and cellular layouts, layout planning and Analysis; Production Process Planning and Design: factors affecting process design; Assembly Line Balancing; Production Planning and Control – An overview; types of Production Planning and Control; Aggregate planning:- Concept, strategies and costs

UNIT-III

Materials Requirement Planning (MRP)-I & II, Enterprise Resource Planning (ERP): Concepts & objectives; Master Production Scheduling (MPS): objectives and procedure for developing master production schedule; Materials Management: An overview; Basic concepts of Material Handling; Material Planning and Inventory Control; Inventory Control: Costs and objectives; Inventory control techniques; ABC Analysis: Just in Time (JIT); Economic Order Quantity Models and their applications under normal and discount considerations.

UNIT-IV

Quality Management and Quality Assurance: Statistical process control–Control Charts for Attributes and Variables; Acceptance sampling: - Concept and significance; Six Sigma: concept & significance; Total Quality Management (TQM) ; ISO-9000- Concept and Significance; Value Engineering:- Basic Concepts; Maintenance Management – Preventive and Breakdown Maintenance; Purchase Management and Purchasing Procedure;

Note: *Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.*

Suggested Readings

1. Adam, E.E. & Ebert, R.J. Production and Operations Management. New Delhi, Prentice Hall of India.
2. Amrine Harold T. Manufacturing Organizations and Management. Englewood Cliffs, New Jersey, Prentice Hall.
3. Buffa, E.S. Modern Production Management, New York, John Wiley.
4. Chary, S.N. Production and Operations Management, New Delhi, Tata McGraw Hill,
5. Dobler, Donald W and Lee, Lamar. Purchasing and Materials Management. New York, McGraw Hill.
6. Dilworth, James B. Operations Management: Design, Planning and Control for Manufacturing & Services. Singapore, McGraw Hill.

INCOME TAX LAW AND PRACTICE	
SEMESTER:IMBA5th	COURSETYPE:CORE
COURSECODE:IMBA18502CR	CREDITS: 04
CONT. ASSESSMENTMARKS: 20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%
Course Description	
<i>This course provides a comprehensive understanding of the Income Tax Act, 1961, focusing on its application to individuals, businesses, and other entities in India. Students will explore various concepts, provisions, and procedures related to income tax, including tax computation, deductions, exemptions, and compliance requirements.</i>	

Course Objectives
<ol style="list-style-type: none"> 1. To familiarize students with the fundamental principles and concepts of income tax law in India. 2. To develop students proficiency in computing income tax liabilities for individuals and businesses. 3. To enable students to identify tax planning opportunities and apply tax-saving strategies effectively. 4. To equip students with the knowledge and skills necessary for compliance with income tax laws and regulations.
Learning Outcomes
<ol style="list-style-type: none"> 1. Explain the basic principles and provisions of the Income Tax Act, 1961. 2. Compute income tax liabilities for individuals, Hindu Undivided Families (HUFs), and corporate entities. 3. Apply relevant deductions, exemptions, and tax-saving provisions to minimize tax liabilities. 4. Analyze and interpret income tax laws and rulings to address practical tax issues and scenarios. 5. Prepare and file income tax returns accurately and comply with statutory reporting requirements.

UNIT-I

Introduction: Introduction to Income Tax Law; Scheme of Taxation; Important concepts necessary for understanding the frame work of the Income Tax Act, 1961; Concept of Income; Exempted and partially exempted incomes. Scope of Total Income and Residential Status: Concept of Total Income; Meaning and Treatment of Agricultural Income; Incidence of Tax; Residential Status of an Individual, a Firm/Association of Persons and a Company; Deduction from Gross Total Income.

UNIT-II

Income from Salaries: Conditions for Chargeability of Salary; Basis of Charge; Meaning, Types and Taxability of Allowances; Meaning, Types and Taxability of Perquisites; Meaning, Types and Taxability of Provident Funds; Treatment of Retirement Benefits; Deduction from Salaries and Computation of Taxable Salary. Income from Capital Gains: Chargeability; Meaning and Types of Capital Assets; Concept of Transfer of Capital Asset; Cost of Acquisition; Computation of Capital Gain/Loss; Exemptions.

UNIT-III

Income from House Property: Chargeability; Determination of Annual Value; Treatment of Unrealized and Arrears of Rent; Computation of Income from Let Out and Self Occupied House Properties; Deductions from Income from House Property. Income under the Head Profits and Gains of Business and Profession: Chargeability; Treatment of Business Incomes: Deduction and Allowances for Expenses, Expenditures and Losses; Provisions for Depreciation on Assets; Computation of Taxable Business and Profession Income. Income from other Sources: Chargeability; Meaning, Types and Taxability of Specific and General Incomes; Computation of Income from Other Sources.

UNIT-IV

Assessment of Individuals: Computation of Total Income and Tax Liability of an Individual; Assessment of Partnership Firms: Computation of Total Income and Tax Liability of Partnership Firms. Provisions regarding Set-off and Carry Forward of Losses used while making Assessment of Individuals, and Partnership Firms.

Note:-

1. *This paper shall have 60% numerical and 40% theoretical questions.*
2. *Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.*

Suggested Readings

1. Dr. Bashir Ahmad Joo and Dr. Khursheed Ahmad Mahajan, "Income Tax Law and Practices", Pragati (Vikas) Publishers.
2. Income Tax Act, BARE Act, Taxman Publications, New Delhi.
3. Singhania, V. K., "Direct Tax Law and Practice", Taxman Publications, New Delhi.
4. Singhania V.K., "Students Guide to Income Tax", Taxman Publications, New Delhi.
5. Gaur, V.P. et.al., "Income Tax Law and Practice" Kalyani Publishers, New Delhi
6. ArvindTuli and Neeru Chadha, "Income Tax and Wealth Tax" Kalyani Publishers, New Delhi

ENTREPRENEURSHIP DEVELOPMENT	
SEMESTER:IMBA5th	COURSETYPE: CORE
COURSECODE:IMBA18503CR	CREDITS: 04
CONT. ASSESSMENTMARKS: 20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%
Course Description	
<p><i>This course contains introduction to entrepreneurship, creativity as a prerequisite to innovation, types of entrepreneurship, entrepreneurial growth and entrepreneurship development programmes. The course also focuses on the various forms of business, institutional support to entrepreneurship development and socioeconomic perspective of entrepreneurship.</i></p>	

Course Objectives
<p>The objective of this course is:</p> <ol style="list-style-type: none"> 1. to equip the students with the basic understanding of entrepreneurship development 2. To enable them to provide an insight into the entrepreneurship development and new venture management 3. To develop an understanding of the need for institutional support in entrepreneurship development.
Learning Outcomes
<ol style="list-style-type: none"> 1. Understand the basic concept and typology of entrepreneurship and significance of entrepreneurship development and its challenges 2. Understanding the role of creativity and innovation processes in entrepreneurship 3. Understand the socio economic benefits of entrepreneurship development. 4. Understanding various forms of business structures and importance of institutional support for entrepreneurship development.

UNIT-I

Evolution and development of entrepreneurship; Challenges of entrepreneurship, Functions of an Entrepreneur; Classification of entrepreneurs; Characteristic of successful entrepreneurs; Entrepreneurial opportunities; Innovations and Entrepreneurship; Success factors for entrepreneurs.

UNIT-II

Entrepreneurial growth in India; sources of entrepreneurship in India; Entrepreneurial development programmes in India- concept, need and phases; Institutions conducting entrepreneurial development programmes in India; Problems in institutional framework; evaluating development programmes.

UNIT-III

Role of an entrepreneur in economic growth as an innovator ; Generation of employment opportunities; Complimenting and supplementing economic growth, bringing about social stability and balanced regional development of industries; Role in export promotion and Import Substitution; Forex earning and augmenting & meeting local demand.

UNIT-IV

Nature and characteristic of small business; steps for starting a small industry; Forms of ownership-Sole proprietorship, partnership, company and cooperative society; Factors influencing the choice; Procedure and formalities for registration; incentives and subsidies –need and problems; Incentives for development of backward areas. Institutions assisting entrepreneurs.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. David A.Kirby, “ Entrepreneurship “ Tata McGraw Hills
2. Jasmer singh Sain, Entrepreneurship and small Business” Deep and Deep publication
3. Holt- Entrepreneurship: New Venture Creation , Prentice-Hall.
4. Singh P and Bhandekar A- Winning the Corporate Olympiad: The Renaissance Paradigm, Vikas 5. Bridge S et al- Understanding Enterprise: Entrepreneurship and Small Business, Palgrave.

ORGANIZATIONAL EFFECTIVENESS AND CHANGE	
SEMESTER:IMBA5th	COURSETYPE:DCE
COURSECODE:IMBA18505DCE	CREDITS: 04
CONT. ASSESSMENTMARKS: 20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%
Course Description	
<i>In the fast changing world of business the organizations have to be ready for the changes and should facilitate in adopting these changes. This course aims to give a broad theoretical and practical understanding of key concepts and issues in managing organisational changes.</i>	

Course Objectives
<ol style="list-style-type: none"> 1. To impart knowledge about classical and contemporary approaches and concepts related to organisational effectiveness. 2. To sensitize students about managing organizational conflict, stress, cross-cultural and power dynamics in a professional and humanistic manner 3. To prepare students with managerial and leadership challenges while dealing with organisational change.
Learning Outcomes
<ol style="list-style-type: none"> 1. Demonstrate an understanding of organizational effectiveness and the role of leadership, stress, conflict culture, change, power relationships in building effectiveness. 2. Ability to reflect on their personal skills and ability to contribute to organisational effectiveness. 3. Ability to assimilate, and apply knowledge of basic theories and concepts to solve problems and build strategies for organisational effectiveness and change.

UNIT-I

Organizational Effectiveness: concept, need and importance. Approaches to organizational effectiveness. Steps in organizational effectiveness. Relationship between organizational design, leadership and effectiveness.

UNIT-II

Factors contributing to organizational effectiveness. Strategies to improve effectiveness. Strategic role of Human element (employers, employees) in developing effectiveness. Effect of organizational structure on effectiveness.

UNIT-III

Organizational change: Definition and process, types and forms of change. Forces for change. Resistance to change. Tools for effectively introducing and sustaining change.

UNIT-IV

Issues and complexities in managing organizational change. Strategic role and impact of change on organizational performance. Ethical issues related to change. Role of vision in organizational change.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Cummings and Worley, Theory of Organization Development and Change CENGAGE Learning, New Delhi
2. French and Bell, Organizational Development Prentice Hall of India, New Delhi
3. Bennis. W.G. Changing Organizations, Tata McGraw Hill, New York
4. Richard L. Daft, Organization Theory, Change and Design CENGAGE Learning, New Delhi
5. Khandwala, Organization Design for Excellence, Tata McGraw-Hill, New Delhi

ENVIRONMENTAL SCIENCE	
SEMESTER: IMBA 5th	COURSE TYPE: DCE
COURSE CODE: IMBA18506DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<i>Environmental Science is an interdisciplinary course that explores the complex interactions between humans and the environment. The course will cover fundamental concepts in ecology, earth sciences, chemistry, and biology to understand the structure and function of natural systems and the impacts of human activities on these systems.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. Understanding of Environmental Systems 2. Awareness of Environmental Issues 3. Critical Thinking and Problem-Solving Skills 4. Environmental Policy and Governance 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Students will be able to compose clear, concise, and professional business documents. 2. Students will develop strong oral communication skills, including the ability to deliver engaging presentations. 3. Students will learn to adapt their communication style and approach to various audiences, contexts, and communication channels. 4. Students will enhance their ability to actively listen, comprehend, and respond appropriately to verbal and nonverbal cues in business interactions. 	

UNIT-I

Understanding Environment: Environment: Definition, Scope and Importance, Components of Environment: Physical, Biological and Social, Concept of Ecological Balance in Nature, Ecosystem: Definition, Structure and Function, Producers, Consumers and Decomposers, Food chains, Food webs and Ecological pyramids, Energy flow in an Ecosystem, Characteristic features of a /an, Terrestrial Ecosystem, Aquatic Ecosystem.

UNIT-II

Natural Resources. Land resources: Causes of land degradation and desertification, Concept of Waste land reclamation, Forest resources: Use and consequences of over-exploitation, Water resources: Use and over-utilization of surface and ground water, water harvesting and watershed management, Mineral resources: Use and exploitation and its impact on environment. Food resources: World food problems, Concept of Sustainable Agriculture, Energy resources: Renewable and non-renewable energy sources, Role of an individual in conservation of natural resources and sustainable development

UNIT-III

Definition and levels of Biodiversity, Values of biodiversity: Commercial, ecological, social and aesthetic, Biodiversity at Global, National and Local levels. Threats to biodiversity: habitat loss, poaching of wildlife, man-wildlife conflicts, Concept of Threatened species, Concept of Endemic and Exotic species, Conservation of Biodiversity: In-situ and Ex-situ conservation of biodiversity

UNIT-IV

Environmental Pollution and Issues. Human population growth and environment, Definition, Causes, consequences and control of Air pollution. Water pollution, Soil pollution. Noise pollution, Solid waste: Urban and Industrial wastes, Concept of Natural Disasters, Greenhouse gases, Global Warming, Climate Change, Acid rain and Ozone layer, Depletion

Note:-Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Bharucha, Erach, Text Book of Environmental Studies. Universities Press (India), Hyderabad.
2. Joseph, Benny, Environmental Studies. McGraw Hill Companies
3. De, Anil Kumar and De, Arnab Kumar, New Age International Publishers
4. Kanagasabai, S Textbook on Environmental Studies. PHI Learning

HOSPITAL ADMINISTRATION	
SEMESTER:IMBA5th	COURSE TYPE:DCE
COURSE CODE:IMBA18507DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM ENDEXAM MARKS:80
MAX.MARKS:100	MIN.PASS MARKS:40%
Course Description	
<i>The Hospital Management course trains the students on managerial and administrative roles at a hospital or at a health care institute. Students are trained to get thoughts, skills, models and applications about Hospital Administration.</i>	

Course Objectives	
1.	To develop skills in planning, building, and managing health care organizations.
2.	To fortify the practical skills, deepen the understanding of multi-dimensional Healthcare organisations and cover a wide range of subjects pertaining to Healthcare Management.
3.	To enhance decision making and administrative competence of the students to enable them to face challenges of the healthcare industry.
Learning Outcomes	
1.	Apply the hospital management theories and practices to solve day to day managerial problems and explore business opportunities.
2.	Analyse overall understanding of global, economic, legal, environmental and ethical aspects of health care industry.
3.	In The development of conceptual skills in planning, health care financing, resource planning, hospital and health care material management, research methodology, and hospital accreditation process in India

UNIT-I

Definition of hospital, Philosophy and Objectives of the hospitals, Types and Classification of Hospitals, Organizational Structure, Hospital as a System, Hospital as a social system, Intramural and Extramural Functions of Hospital, Hospital Community Relationship.

UNIT-II

Meaning and Nature of Administration, Philosophy of Administration, Principles of Administration, Behavioral Concept in Administration, Overview of Hospital administration, Medical and Ancillary Services, Nursing Services, Supportive Services, Utility Services, Safety and Security in Hospitals.

UNIT-III

Meaning of Hospital Administration, Roles of Hospital Administrators, Managerial activities of Hospital Administrators, Skills of Hospital Administrators, Rationale of Hospital Administrators, Types of Hospital Administrators, Professional bodies of Hospital administrators, Code of Ethics for Hospital Administrators.

UNIT-IV

Evaluation of Hospital Services, Recent advances in Hospital Administration, Management techniques in hospitals, Understanding the counselling and Time management skills, Concept of corporate social responsibility.

Notes: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. B.M.Sakharkar, Principles of Hospital Administration and Planning, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi
2. D.C.Joshi and Mamta Joshi, Hospital Administration, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi
3. G.D.Kunders, Facilities Planning and Management, Tat McGraw Hill, New Delhi
4. B.T.Basavanhappa, Nursing Administration, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi
5. D.K.Sharma and R.C.Goyal, Hospital administration and Human Resource Management, PHI Learning Pvt. Ltd., New

SYSTEM ANALYSIS AND DESIGN	
SEMESTER: IMBA 5th	COURSE TYPE: DCE
COURSE CODE IMBA18508DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<p><i>This course offers a comprehensive overview of systems development methodologies, emphasizing the System Development Life Cycle and its various stages. Students will explore requirement analysis, feasibility studies, system analysis, design, testing, and maintenance. Additionally, the course covers tools for analyzing and designing business systems, documentation techniques, detailed design aspects, and hardware/software selection. Throughout the course, emphasis is placed on project management techniques for effectively managing software projects in organizational settings.</i></p>	

Course Objectives
<ol style="list-style-type: none"> 1. Understand the System Development Life Cycle (SDLC) and its various stages. 2. Learn techniques for requirement analysis, feasibility studies, and system design. 3. Gain proficiency in documentation methods and detailed design aspects. 4. Develop skills in project management for effectively managing software projects in organizational contexts.
Learning Outcomes
<ol style="list-style-type: none"> 1. Proficiently apply System Development Life Cycle methodologies in real-world scenarios. 2. Effectively analyze requirements, conduct feasibility studies, and design systems. 3. Demonstrate mastery in documentation techniques and detailed system design. 4. Competently manage software projects, ensuring successful implementation and maintenance.

UNIT-I

System Development Methodologies– System Development Life Cycle (Waterfall Model), Requirement Analysis, Feasibility Study, System Analysis, And System Design, Link Program Testing, System Testing, Conversion And Installation, System Review And Evaluation, Maintenance, Prototyping. Identifying And Selecting System Development Project, Feasibility Study- Operational, Technical, Economical. Tools For Analysis And Design Of Business Systems Methodology Available: Need For Structured Techniques; Structured Techniques Available.

UNIT-II

System Requirement Specification And Analysis; Documentation Techniques For System Analysis – Context Diagram. Activity Diagrams Or Data Flow Diagrams. Activity Sheets, Data Flow Sheets, Data Stores Sheets, Data Item Sheets, Data Dictionaries; Decision Trees And Tables; Expansion, Explosion And Normalization.

UNIT-III

Detailed Design; Modulation; Module Specification; File Design; Data Base Design; Dialog (User Interface) Design, System Control And Quality Assurance; Documentation Tools; Testing Techniques Available; System Controls And Audit Trails; System Administration And Training; Conversions And Operations Plan, Final Installation & Maintenance

UNIT-IV

Hardware And Software Selection; Hardware Acquisition; Benchmarking, Vendor Selection, Operating System Selection, Language Processors, Managing Data Processing In An Organization; Data Processing Setup, Project Management Techniques For Managing Software Projects.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Jeffrey. Hoffer, “ Modern Systems Analysis and Design”, Pearson Edu., New Delhi.
2. Awadh. Elias M. Systems Analysis and Design. IInd ed., New Delhi Prentice Hall of India. Coad, Peter & Edward, Yourdon. Object- Oriented Analysis .IInd ed. Englewood Cliff, New jersey, Yourdon Press
3. Hawryszkiewycz, I.T. Introduction to system Analysis &Design IInd ed., New Delhi Prentice Hall of India.
4. Marco. T.D. Structure Analysis and systems specification New Delhi, Yourdon Press.

IMBA - VI

SEMESTER

RESEARCH METHODOLOGY	
SEMESTER:IMBA6th	COURSETYPE:CR
COURSECODE:IMBA18601CR	CREDITS: 04
CONT.ASSESSMENTMARKS: 20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%
Course Description	
<i>This course provides a comprehensive overview of research methodology, focusing on the principles, methods, and techniques used in conducting research across various disciplines. Students will explore the research process, including problem identification, literature review, research design, data collection, analysis, and interpretation. Emphasis will be placed on developing critical thinking skills, formulating research questions, and applying appropriate research methods to address research objectives effectively.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. To introduce students to the fundamental principles and concepts of research methodology. 2. To familiarize students with the research process, including problem formulation, literature review, and hypothesis development. 3. To equip students with the knowledge and skills necessary for selecting and applying appropriate research designs, data collection methods, and statistical techniques. 4. To enable students to critically evaluate research findings, interpret results, and communicate research outcomes effectively. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Define research methodology and explain its importance in generating knowledge and solving problems. 2. Identify research problems, formulate research questions, and develop search hypotheses. 3. Select and apply appropriate research designs, sampling techniques, and data collection methods for different research objectives. 4. Analyze and interpret research data using descriptive and inferential statistical techniques. 5. Evaluate the validity, reliability, and generalizability of research findings and draw appropriate conclusions. 	

UNIT-I

The Hallmarks of scientific research – The Research Process for Applied and Basic Research – Concepts in Research- Constructs, Theory, Concepts, Variables, Model; Research Question; Research Problem; Hypothesis-concept, types and development; Research design, Exploratory, Descriptive, – Cross sectional and Longitudinal, Causal- Experimental Research Design.

UNIT-II

Secondary Data Sources - Types and Purpose; Primary Data; Data Types Nominal Ordinal Interval and Ratio, Measurement of Data – Sources of error in Measurement, Nature of measurement Scales; Validity, Reliability and Practicality of Measurement scales; Scale Development- Comparative and Non-Comparative Scales; Questionnaire Designing– Guidelines; Electronic Questionnaire Design; Surveys; Focus Groups, Interviewing, panels, Observational Study,

UNIT-III

Sample Design Process; Probabilistic and non-probabilistic sampling; Sample Size- Accuracy, Precision and Confidence issues; Hypothesis Testing- Parametric Tests- one sample and two sample z-test and t-test, F-test, ANOVA one way two way; Basic understanding of Factor Analysis, Cluster Analysis, Discriminant Analysis, Multidimensional Scaling, Structural Equation Modeling, Application of SPSS Package;

UNIT-IV

Non-Parametric Tests- Chi-square test for independence of attributes and goodness of fit, Basic understanding of Sign test for paired data, Rank sum test, Kolmogorov-Smirnov test for goodness of fit, comparing two populations, Mann–Whitney U test and Kruskal Wallis test, One sample run test; Application of SPSS Package; Report writing-purpose, Integral parts of a report.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. Donald R. Cooper and Ramela S. Schindler, Business Research Methods, Tata McGraw Hill Publishing Company Limited, New Delhi,
2. Uma Sekaran, Research Methods for Business, John Wiley and Sons Inc., New York.
3. Donald H. McBurney, Research Methods, Thomson Asia Pvt. Ltd. Singapore.
4. William G. Zikmund, Business Research Methods, Cengage Learning.
5. Ranjit Kumar, Research Methodology, Sage Publications, London, New Delhi.

PUBLIC ADMINISTRATION	
SEMESTER:IMBA6th	COURSETYPE:CORE
COURSECODE: IMBA18602CR	CREDITS: 04
CONT.ASSESSMENTMARKS: 20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%
Course Description	
<p><i>This course offers an in-depth exploration of the principles, theories, and practices underlying public administration and governance, with a specific focus on the Indian context. It delves into the historical evolution of administrative systems, bureaucratic models, policy-making processes, and contemporary issues and challenges faced by administrators. Through theoretical frameworks, case studies, and empirical analyses, students gain a comprehensive understanding of the complexities of public administration and its role in promoting effective governance.</i></p>	
Course Objectives	
<ol style="list-style-type: none"> 1. To familiarize students with the historical evolution and theoretical foundations of public administration, including seminal works by scholars such as Woodrow Wilson and Max Weber. 2. To examine the impact of colonial legacies, post-independence reforms, and globalization on the structure and functioning of Indian administration. 3. To analyze key concepts such as participative management, good governance, and development administration, and their relevance in contemporary administrative practices. 4. To equip students with the knowledge and skills necessary to critically evaluate administrative policies, processes, and institutions, and propose effective reforms for addressing emerging challenges 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Students will demonstrate a comprehensive understanding of the evolution, significance, and theoretical underpinnings of public administration, as evidenced by their ability to articulate key concepts and theories in written and oral presentations. 2. Students will critically evaluate the impact of historical and contemporary factors on Indian administration, including the legacy of British rule, liberalization policies, and decentralization reforms, through analytical essays and case study analyses. 3. Students will apply theoretical frameworks and conceptual models to analyze and assess administrative practices, policies, and institutions, demonstrating their ability to identify strengths, weaknesses, and areas for improvement. 4. Students will develop practical skills in policy analysis, formulation, and evaluation, enabling them to contribute effectively to the development and implementation of administrative reforms aimed at addressing emerging challenges in Indian governance. 	

UNIT-I

Public Administration- Evolution and significance; Wilson's vision of Public Administration; Weber's bureaucratic model and post-Weberian Developments; Participative Management (R. Likert, C. Argyris, D. McGregor); Riggsian models; Evolution of Indian Administration: Kautilya's Arthashastra; Mughal administration; Legacy of British rule in politics and administration; Good Governance, Impact of liberalisation on administration in developing countries.

UNIT-II

Administrative Law, Delegated legislation; Administrative Tribunals; Right to Information; Development administration; 'Antidevelopment thesis'; Bureaucracy, democracy and development; Models of policy-making; State theories and public policy formulation; Public borrowings and public debt; Budgets – types and forms; Budgetary process; Financial accountability; Parliamentary control of public expenditure; Role of Controller General of Accounts and Comptroller and Auditor General of India.

UNIT-III

Union Government and Administration (Indian): Executive, Parliament, Judiciary-Functions; Cabinet Secretariat; Prime Minister's Office; Central Secretariat; Ministries and Departments; Boards; Planning Commission, National Development Council; Process of plan formulation at Union and State levels; Union-State administrative, legislative and financial relations; Finance Commission; State administration and District Administration-structure; Civil Services;

UNIT-IV

Administrative Reforms Important Committees and Commissions; Rural Development: Institutions, agencies and programmes; Panchayati Raj; 73rd Constitutional amendment; Urban Local Government: Municipal governance; 74th Constitutional Amendment; National Police Commission; Investigative agencies; Reforms in Police. National Human Rights Commission; Disaster management; Emerging issues and challenges to Indian administration.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Avasthi A. Central Administration: Tata Mcgraw Hill: New Delhi.
2. Basu, D. D. Introduction to the Constitution of India; Prentice Hall: New Delhi
3. Khera, S.S. The Central Executive: Orient Longman: New Delhi.
4. Singh Hoshiar and Singh Mohinder. Public Administration in India: Theory and Practice; Sterling Publishers Private Ltd., New Delhi.
5. A.R. Tyagi Public Administration, Atma Ram, Original from the University of Michigan

CONSUMER BEHAVIOR	
SEMESTER:IMBA6th	COURSETYPE: CORE
COURSECODE:IMBA18603CR	CREDITS: 04
CONT.ASSESSMENTMARKS: 20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%
Course Description	
<i>An essential component of marketing is consumer insight– both the obvious needs and wants that are on the surface of conscious thought, but also the deeper, possibly unconscious motives that drive human behavior at an implicit level. This course gives an overview of psychological knowledge as it pertains to capturing consumer insight, and includes a consideration of how the brain works, what factors influence consumer choice, and a critical evaluation of psychological assessment tools.</i>	
Course Objectives	
The aim of the course is to provide students with an understanding of the theories and concepts of buyer behavior, to improve skills in the research and analysis of customer segments, demand, and market potential and to utilize knowledge of buyer behavior to enhance strategic decision making.	
Learning Outcomes	
<ol style="list-style-type: none"> 1. To explain the concept of Consumer Behaviour & describe Consumer research process in detail. 2. To evaluate the factors affecting consumer behaviour in detail and to analyze the consumer decision process. 3. To assess the impact of consumer’s motivation, personality, perception and learning on the buying behaviour. 	

UNIT-I

Consumer behavior: definition, nature and scope. Interdisciplinary and multidisciplinary characteristics. Marketing concept, societal marketing concept, social responsibility and ethics in consumer behavior.

UNIT-II

Consumer decision-making process: Routinised response, limited and extensive problem solving behavior. Howard- Sheth, Engell, Kollat-blackwell and Nicosia models of consumer decision-making.

UNIT-III

Consumer motivation: Needs, goals and their interdependence. Rational vs. emotional motives, Dynamic nature of motivation, Hierarchy of needs. . The consumer research process, quantitative and qualitative research. Reference group influence: types of consumer relevant groups, factors affecting group influence, application of reference group concept.

UNIT-IV

Consumer perception: Absolute and differential threshold, subliminal perception. Perceptual selection, organization and interpretation. Consumer learning: Motivation, cues, response and reinforcement. Behavioral learning and cognitive learning theories. Personality and consumer behavior: Nature of personality, Freudian, Neo-freudian and trait theories. Role of personality in understanding consumer diversity. Impact of social class, culture, subculture and cross-cultural factors on consumer behavior. The process of opinion leadership and motivation behind opinion leadership.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. Leon G.Schiffman & Leslie Lazar Kannk, Consumer Behaviour, Prentice-Hall of India
2. Reynolds & Wells: Consumer Behaviour - McGraw Hill, International.
3. James F.Ingel Roger.D. & Blackwell - Consumer Behaviour - Dryden Press
4. S.C.Mehta - Indian Consumers - Tata McGraw Hill.

EXPORT MANAGEMENT AND DOCUMENTATION	
SEMESTER:IMBA6th	COURSE TYPE:DCE
COURSE CODE: IMBA18604DCE	CREDITS: 04
CONT.ASSESSMENT MARKS: 20	TERM ENDEXAM MARKS:80
MAX.MARKS:100	MIN.PASS MARKS:40%
Course Description	
<p><i>Export Management and Documentation course focuses on equipping students with the knowledge and skills required for successful international trade operations. The course covers various aspects of export management, including the benefits of exporting, export marketing processes, selection of products and markets, export marketing channels, export sales contracts, export finance and pricing, and export documentation formalities. Through lectures, case studies, and practical exercises, students will gain an understanding of the export management process and develop proficiency in export documentation procedures.</i></p>	

Course Objectives
<ol style="list-style-type: none"> 1. To provide students with an understanding of the benefits of exporting and the importance of international trade for businesses, especially small firms. 2. To familiarize students with the process of export marketing and the methods of identifying export opportunities and selecting suitable products and markets. 3. To equip students with knowledge of export marketing channels, including the role of agents, and the key components of export sales contracts. 4. To enable students to understand export finance mechanisms, including pre-shipment and post-shipment finance, and the pricing strategies used in international trade.
Learning Outcomes
<ol style="list-style-type: none"> 1. Explain the benefits of exporting and the significance of international trade for businesses, particularly small firms. 2. Identify export opportunities to select suitable products and markets for international trade, and analyze and evaluate export marketing channels to develop strategies for selecting and managing export agents. 3. Understand export sales contracts, including the negotiation process, important terms, and dispute resolution mechanisms. 4. Demonstrate proficiency in export finance management, including pre-shipment and post-shipment finance, and apply pricing strategies to maximize export profitability.

UNIT-I

Export Management - Benefits arising from Export, Export Prospect for Small Firms, Importance of Exports to India, Process of Export Marketing, Sources of Export Information, Important Publications, Important Organizations, Direction of Exports from India, Recent Trend in India's Export. Selection of Products and Identification of Export Markets: Choosing a Product, Methods of Identifying Export Winners, Suitability of a Product for a company, Selecting Products for Manufacturing and Export, Selection of Export Markets, Criteria for Grouping Countries.

UNIT-II

Export Marketing Channels and Export Sales Contract - Concepts of Distribution Channels, International Channels Distribution, Agents in Exporting, Methods of Locating and Selecting an Agent, Signing the agreement, Nature of Exports Sales Contract, Important Incoterms, Settlement of Disputes, Terms of Payment in Export.

UNIT-III

Export Finance and Pricing - Pre shipment Finance, Post shipment Finance, Special Financial Facilities, Export Import Bank of India, E.C.G.C. Export Pricing, Mechanism of Price Fixation, Benefits to India Exports.

UNIT-IV

Formalities of Registration and Export Documentation - Naming the Enterprise, form of Ownership, Opening a Bank Account, General Registrations, Registrations with RBI, Registration with Licensing Authorities, Registration with Appropriate EPC' /CB's Defining Export Documentation, Main Commercial Documents, Additional Commercial Documents, and Statutory Documents for Export's Country, Statutory Documents for Imports Country and Documents for Claiming Export Benefits.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. Cherunilam, F - International Trade and Export Management, Himalaya Publishing Houser
2. Varshney R.L, Bhattacharya B-International Marketing Management, Sultan Chand & Sons,
3. Keegan J Warren – Global Marketing Management, Pearson,
4. Verma M.L. : Foreign Trade Management in India : Vikas Publishing House, New Delhi.
5. Bhashyam S: Export Promotion in India-The Institutional Infrastructure: Commonwealth Pub., New Delhi.

SALES AND DISTRIBUTION MANAGEMENT	
SEMESTER: IMBA 6th	COURSE TYPE: DCE
COURSE CODE: IMBA18605DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<i>Sales and Distribution Management is a comprehensive course that explores the principles, strategies, and practices involved in managing sales operations and distribution channels within organizations. This course examines the critical role of sales management in driving revenue growth, building customer relationships, and achieving competitive advantage in today's dynamic marketplace.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. Understanding Sales Management, Sales Planning and Forecasting 2. Techniques for Territory Management 3. Sales Force Recruitment and Training 4. Sales Process and Techniques & Customer Relationship Management (CRM) 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Students will gain a comprehensive understanding of the role and functions of sales management 2. Develop skills in sales planning and forecasting 3. Learn techniques for territory design, allocation, and management to optimize sales coverage 4. Explore various sales techniques, approaches, and strategies for prospecting, qualifying leads, making presentations, overcoming objections, and closing sales deals. 	

UNIT-I

Nature and Scope of Sales Management; Objectives and functions of Sales management; Nature of Selling; Overview of Selling Process and Selling Theories; Prospecting for customers; Designing and delivering of sales presentation; Modes of sales presentation, Recruiting and selecting Sales Personnel – Methods and administering selection procedures;

UNIT-II

Developing Sales Training Programs, Executing and Evaluating sales training programs; Motivating Sales Personnel, Overview of basic motivational theories; Compensating sales personnel, Designing and Administering various Compensation Plans; Controlling Sales personnel and managing sales evaluation programmes, Comparing standards with actual performances of sales personnel;

UNIT-III

Objective and Types of Quotas, Quota setting procedure, Administering the quota system; Designing Sales Territories and Allocating Sales efforts to sales territories; An Overview of Marketing Channels; Structure, Functions and Relationships of channels of Distribution; Channel Planning and organizational Patterns in Marketing Channels - Traditional vs. Vertical Marketing system, Channel Conflict and its management; Marketing Channel Design Process; Channel Management Decisions

UNIT-IV

Channel Intermediaries- Role and Types; Wholesaling- Types of Wholesalers, Wholesaler marketing decisions; Retailing- Types of retailers, retailer marketing decisions; Market Logistics- Logistics objectives, Market logistics decisions for Distribution Channels; Assessing Performance of Marketing Channels; Role of Information System in Distribution Channel Management;

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings :

1. Still, R R. & Cundiff; Sales Management, Englewood C
2. Tanner, J; Honeycutt ED; Erffmeyer Robert C.; Sales management: Pearson Education.
3. Anderson, R. Professional Sales Management. Englewood Cliff, New Jersey, Prentice Hall Inc.
4. Anderson, R. Professional Personal Selling. Englewood Cliff, New Jersey, Prentice Hall Inc.
5. Buskirk, R H and Stanton, W J. Management of Sales Force. Homewood Illinois, Richard D Irwin

PRODUCTION PLANNING AND CONTROL	
SEMESTER:IMBA6th	COURSETYPE:DCE
COURSE CODE: IMBA18606DCE	CREDITS: 04
CONT.ASSESSMENTMARKS: 20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%
Course Description	
<p><i>This course delves into the intricacies of Production Planning and Control (PP&C) within manufacturing environments. Students will explore forecasting methods, production planning techniques, materials requirement planning, and the role of inventory management in optimizing productivity and service levels. Through a blend of theoretical concepts and practical applications, learners will develop a comprehensive understanding of how to synchronize production activities with demand fluctuations, streamline processes, and leverage technology for efficient production management.</i></p>	
Course Objectives	
<ol style="list-style-type: none"> 1. To equip students with a thorough understanding of the principles and techniques of forecasting for production, considering various factors affecting forecast accuracy. 2. To provide students with knowledge and skills in production planning strategies tailored to both regular and seasonal demands, encompassing routing, loading, scheduling, dispatching, and progress tracking. 3. To familiarize students with aggregate planning methodologies, job shop planning, line balancing, and the critical distinctions between planning and execution phases. 4. To enable students to comprehend materials requirement planning (MRP) systems, including the perspective, bill of materials, master production schedules, inventory status assessment, and the generation of essential reports. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Students will be able to critically evaluate different forecasting methods and select the most appropriate technique based on specific production scenarios, thereby enhancing forecast accuracy. 2. Upon completion of the course, students will demonstrate proficiency in developing production plans that effectively meet both regular and seasonal demands while optimizing resource utilization and minimizing lead times. 3. Learners will apply aggregate planning techniques and job shop planning principles to real-world manufacturing scenarios, effectively balancing production lines and aligning planning strategies with execution requirements. 4. Students will be proficient in utilizing materials requirement planning systems to manage inventory effectively, generate accurate production schedules, and integrate sales forecasts, there by enhancing productivity, service levels, and return on investment. 	

UNIT-I

Forecasting for Production: Objectives, Factors affecting accuracy of forecast, Methods of forecasting; Production Planning to meet regular and Seasonal demands, Routing, Loading, Scheduling dispatching and Progress Chart.

UNIT-II

Aggregate Planning, Job Shop Planning, Line Balancing, Planning Versus Execution.

UNIT-III

Materials requirement Planning, Perspective, Bill of Materials, Master Production Schedules, Inventory Status, Methodology, Explosion of requirements, Determining gross/Net requirement and various reports.

UNIT-IV

Various documents used in Production Planning and Control. Application of Computers in PP and C; Role of Inventory Planner in Production Planning, Use of Inventory turn to stimulate Productivity improvements, effect on service level, ROI, Integration of Sales forecast, Production Planning and Inventory Management.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Burbidge. Principles of Production Control. Macdonald and Evans
2. Greene, James H. Production and Inventory Control Handbook. McGraw Hill.
3. McLeavey, Dennis W. And Narasimohan S.L. Production and Inventory Control. Prentice Hall.

FOREIGN DIRECT INVESTMENT MANAGEMENT	
SEMESTER:IMBA6th	COURSETYPE:DCE
COURSECODE: IMBA18607DCE	CREDITS: 04
CONT.ASSESSMENTMARKS: 20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%
Course Description	
<i>This course provides an in-depth exploration of Foreign Direct Investment (FDI), examining its significance, determinants, and impact on economies, businesses, and policy frameworks. Students will analyze the motives behind FDI, the theories explaining FDI patterns, and the factors influencing investment decisions. The course will also explore the role of FDI in economic development, international trade, technology transfer, and global production networks.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. To introduce students to the concept of Foreign Direct Investment (FDI) and its importance in the global economy. 2. To examine the theoretical frame works and empirical evidence explaining the determinants and patterns of FDI flows. 3. To analyze the economic, social, and political implications of FDI for host countries, home countries, and multinational enterprises. 4. To explore the policy frameworks and regulatory mechanisms governing FDI and their impact on investment decisions and outcomes. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Define Foreign Direct Investment (FDI) and differentiate it from other forms of international capital flows. 2. Identify the determinants of FDI and explain the theories and models used to understand FDI patterns. 3. Evaluate the impact of FDI on host economies, including economic growth, employment generation, technology transfer, and industrial development. 4. Analyze the role of multinational enterprises (MNEs) in driving FDI flows and shaping global production networks. 	

UNIT-I

Foreign direct investment: Meaning, Features, Objectives of FDI, International trade and economic growth and development Recent Economic Developments, Relationship of FDI with economic development, Sources and Consequences of Foreign Direct Investment, Limitations and Dangers of FDI.

UNIT-II

FDI in India: Reforms undertaken for the promotion of FDI in India, Entry Options for Investors in India, Impact of Foreign Direct Investment on Economic Growth of India, Nature of global capital inflows-FDI, FII, Private Equity and Hedge Funds, Orientation of foreign firms, FDI policy in India, Types and permission routes, Different sectors permitted for FDI in India, Strategy and Organization of Multi-National Companies.

UNIT-III

Foreign Direct Investment: Mode, Determinants, Foreign Investments- FDI, FII, FPI on national treatment factor, Capital Budgeting for Foreign Direct Investment, difficulty in evaluating foreign projects, the adjusted present value technique, selecting the appropriate discount rates, actual practice of capital budgeting, FDI in EOUS/SEZS/Industrial park/EHTP/STP, , Role of Technological collaboration in Foreign Direct Investment, Foreign Technology Agreements.

UNIT-IV

Policy and Regulatory Framework towards FDI in India, FEMA, Remittance, Reporting and Violation.

Notes: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. M.L.Varma. International Trade, (Vikas Publishing House Pvt. Ltd) New Delhi
2. Francis Cherunilan. International Business, (Text & Cases) Prentice hall, New Delhi
3. M.L.Jhingan. Public Finance & International Trade. Vrinhda Publications Pvt. Ltd.
4. Justin Paul. International Business. Prentice Hall of India, New Delhi.

IMBA - VII

SEMESTER

STRATEGIC MANAGEMENT	
SEMESTER: IMBA 7th	COURSE TYPE: CORE
COURSE CODE: IMBA18701CR	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<i>Strategic Management is a foundational course in business education that explores the theory and practice of formulating, implementing, and evaluating organizational strategies. It focuses on developing students' ability to analyze complex business environments, identify strategic opportunities and threats, and make informed decisions to create sustainable competitive advantage.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. Understanding Strategic Management and Environmental Analysis Develop skills in internal analysis 2. Strategy Formulation 3. Explore different approaches to competitive strategy. 4. Learn about the challenges and techniques involved in strategy implementation, Examine the role of strategic leadership. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Students will gain a comprehensive understanding of the strategic management process 2. They will learn to conduct external environmental analysis to identify industry trends, competitive forces, and market opportunities 3. They will develop skills in internal analysis to assess an organization's resources, capabilities, and core competencies 4. They will understand the process of strategy formulation 	

Unit: I

Nature, scope, and relevance of strategic management; strategy vs operation decisions, Strategic decision-making process. Building organisation's vision, mission, Porras's BHAG framework-core purpose and core value, Prahalad's concept of Strategic intent. Hamel's framework of Core-competence.

Unit: II

Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political and technological). Environmental scanning techniques SWOT(strengths, weaknesses, opportunities & threats). Industry level analysis: Porter's five forces model(modified). Methods and techniques used for organizational appraisal: Porter's Value chain analysis

Unit: III

Role of resources and capabilities in strategy formulation. Appraising resources and capabilities in strategy formulation. Corporate level strategies: Stability, Expansion, Retrenchment and Combination strategies. Corporate level analysis (BCG, GE Nine-cell). Business level strategies—Porter's framework of competitive strategies; Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies.

Unit: IV

Strategic control and operational Control; Organization Structure and Strategy as implementation-Control tool; Strategic Leadership: Development & Implementation, Corporate Culture: Execution and Control.

Note:-Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Michael E. Porter. What Is Strategy? Harvard Business Review.
2. Cynthia A. Montgomery. Putting Leadership Back into Strategy. Harvard Business Review.
3. James C. Collins and Jerry I. Porras. Building Your Company's Vision, Harvard Business Review
4. Jim Collins and Jerry Porras, Built to Last: Successful Habits of Visionary Companies, New York: HarperCollins.
5. Henry Mintzberg, Bruce Ahlstrand, and Joseph Lampel, Strategy Safari: A Guided Tour through the Wilds of Strategic Management, New York: Free Press

INTERNATIONAL BUSINESS	
SEMESTER:IMBA7th	COURSE TYPE: CORE
COURSE CODE: IMBA18702CR	CREDITS: 04
CONT.ASSESSMENT MARKS: 20	TERM ENDEXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<p><i>This course provides students with a comprehensive understanding of the global business environment and the complexities of conducting business across borders. The course covers the evolution and growth of international business, the impact of multinational corporations (MNCs) on developing countries, and the economic, political, legal, and cultural factors influencing international business operations. Additionally, the course examines various theories of international trade, foreign direct investment, organizational structures, control systems, and foreign exchange mechanisms. Through lectures, case studies, and discussions, students will gain insights into the challenges and opportunities of conducting business in the global marketplace.</i></p>	

Course Objectives
<ol style="list-style-type: none"> 1. To trace the historical evolution and development of international business and understand the factors driving its growth in the contemporary global economy. 2. To analyze the impact of multinational corporations on developing countries and evaluate the role of business environment influencing international business operations. 3. To familiarize students with multiple strategic frameworks for analyzing global business strategies and organizational structures. 4. To explore various theories of international trade and foreign exchange rate determination. 5. To examine the role of international organizations in facilitating and regulating international trade and investment.
Learning Outcomes
<ol style="list-style-type: none"> 1. Explain the historical evolution and growth drivers of international business and analyze its impact on the global economy. 2. Evaluate the economic, political, legal, and cultural factors shaping the international business environment and their implications for business operations. 3. Apply strategic frameworks to analyze global business strategies, organizational structures, and control systems adopted by multinational corporations. 4. Critically assess various theories of international trade and foreign exchange rate determination and their relevance in the global marketplace. 5. Analyze the role and functions of international organizations in facilitating international trade, investment, and economic development.

UNIT-I

Growth of international business: Evolution and Development of international business, Factors leading to growth in international business, Globalisation, Multinationals; Impact of MNC's in developing countries. Environment of international business: economic, political, legal and cultural environment.

UNIT-II

Porter's model; Prahalad and Doz's strategy model, Bartlett & Ghoshal's Model of TNCs. Foreign Direct investment; Foreign Institutional Investment, Organizational structures; evolution and change in global organizational structures; various forms of structures. Control systems and procedures.

UNIT-III

Theories of International Trade- Absolute Advantage Theory, Comparative Cost Theory, Opportunity Cost Theory, Hecksher-Ohlin Theory, Vernon's Theory of International Product Life Cycle. Balance of trade and balance of payments: Constituents of Capital Account and Current Account, Reasons and remedies for Adverse Balance of Payment. Convertibility of Capital Account.

UNIT-IV

Foreign exchange; Theories of Foreign Exchange rate determination-Mint Parity Theory, Purchasing Power Parity Theory, Balance of Payment Theory, Interest Rate Parity Theory, Role of world bodies like World Bank, IMF, IBRD and WTO in International Trade.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. Aswathappa- International Business. Tata McGraw-Hill.
2. Daniels- International Business. Pearson Education.
3. Deresky H- International Business. PHI
4. Hill C W- International Business. Tata McGraw-Hill
5. Varma M L- International Trade. Vikas Publishing House

INDIAN FINANCIAL SYSTEM	
SEMESTER:IMBA7th	COURSE TYPE: CORE
COURSE CODE:IMBA18703CR	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM ENDEXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<i>This course provides an overview of the Indian financial system, including its structure, functions, and regulatory framework. It covers various financial institutions, markets, instruments, and policies shaping the Indian economy's Financial landscape.</i>	

Course Objectives
<ol style="list-style-type: none"> 1. Understand the structure and components of the Indian financial system, including banking, capital markets, insurance, and non-banking financial institutions (NBFIs). 2. Explore the functions and roles of different financial intermediaries in mobilizing savings, allocating capital, and managing risk. 3. Examine the regulatory framework governing the Indian financial system and its impact on financial stability, investor protection, and market efficiency. 4. Analyze the operation of financial markets in India, including money markets, capital markets, and derivative markets. 5. Evaluate the impact of economic policies, reforms, and global trends on the Indian financial system's development and performance.
Learning Outcomes
<ol style="list-style-type: none"> 1. Describe the structure, functions, and interrelationships of the Indian financial system's key components. 2. Analyze the roles and functions of financial intermediaries in facilitating financial transactions and promoting economic growth. 3. Assess the effectiveness of regulatory measures in ensuring financial stability, transparency, and accountability. 4. Evaluate the performance and efficiency of Indian financial markets in mobilizing savings and allocating capital. 5. Discuss the challenges and opportunities facing the Indian financial system in the context of domestic and global economic developments.

UNIT-I

Introduction: Overview of the Indian Financial System, Structure and organization, financial system and economic growth, Reforms in the Indian Financial system, objectives of financial system reforms, Financial markets: Money and capital markets- Features, objectives and role.

UNIT-II

Financial Institutions: Meaning, Discount and acceptance houses, Merchant Banks, Investment companies, Development banks, Special Financial Institutions: Need, Objectives and functions of IDBI, IFCI, SFCs, ICICI, EXIM Bank of India, Cooperative Banking Institutions: Features and Structure. Non-Banking Finance Companies: Meaning, Role, Types of NBFCs.

UNIT-III

Financial Intermediaries: Mutual Funds, History, Role as a Financial Intermediary, Organisation and Structure, Types of Mutual Fund Schemes, Association of Mutual Funds in India. Insurance industry, Origin and Development, Types, Role and functions of Insurance, Regulatory and Development Authority of India (IRDA).

UNIT-IV

Financial services: Venture Capital Financing: Meaning, Steps and methods, Factoring: Meaning, Types, costs and benefits of factoring, difference between factoring and forfeiting, Leasing: Meaning, Definition, Types of leases, Underwriting: Meaning and benefits, Credit Rating Agencies: Meaning and role of such agencies (CRISIL, CARE, ICRA, SMERA).

Note:- *Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.*

Suggested Readings:

1. Dr. S. Gurusamy. Financial Markets and Institutions. Tata McGraw Hill.
2. Vasant Desai. The Indian financial system and Development. Himalaya Publishing House.
3. I.M.Pandey. Financial Management. Vikas Publishing House.
4. M.Y.Khan and P.K.Jain. Financial Management. Tata McGraw Hill Education Pvt. Ltd.
5. Bhole. Financial Institutions in Market. Tata McGraw Hill.

TOTAL QUALITY MANAGEMENT	
SEMESTER:IMBA7th	COURSETYPE:DCE
COURSE CODE: IMBA18705DCE	CREDITS: 04
CONT. ASSESSMENTMARKS: 20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%
Course Description	
<i>This course covers essential topics in quality management, including basic quality concepts, dimensions, costs, and philosophies. Additionally, it examines customer perception, the historical evolution of Total Quality Management (TQM), its framework, stages of implementation, barriers, and employee involvement. The course also addresses statistical tools, Six Sigma, continuous improvement methodologies and Quality Function Deployment.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. Understand fundamental quality concepts, dimensions, costs, and the philosophies of key quality management figures. 2. Explore the historical evolution, framework, and stages of Total Quality Management (TQM) implementation, identifying barriers and strategies for employee involvement. 3. Master statistical tools and methodologies like control charts, Six Sigma, and continuous improvement techniques such as Kaizen, Kanban, and JIT. 4. Gain insight into ISO 9000 and ISO 14000 standards, understanding their elements, implementation processes, auditing, and associated benefits. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Demonstrate comprehension of essential quality management principles and the ability to compare and contrast various quality philosophies. 2. Apply Total Quality Management (TQM) principles to assess customer perceptions, overcome implementation barriers, and engage employees effectively in quality management initiatives. 3. Utilize statistical tools and continuous improvement methodologies to monitor quality, implement Six Sigma practices, and drive organizational excellence. 4. Implement ISO 9000 and ISO 14000 standards proficiently, conduct quality audits, and contribute to the enhancement of organizational quality and sustainability. 	

UNIT-I

Basic Concepts in Quality, Dimensions of Quality, Quality costs, Quality Philosophies- Contribution of Deming, Juran, Taguchi and Cross by to quality, Comparison of Quality Philosophies.

UNIT-II

Customer Perception of Quality, Total Quality Management-Historical Review, TQM Framework, Stages in TQM Implementation. Barriers to TQM Implementation Employee Involvement in Quality Management.

UNIT-III

The seven tools of quality, Statistical and Quality Control by the use of Control Charts – Methods of Inspection and Quality Appraisal. Concept of six sigma, Continuous Process Improvement –Kaizen, Kanban and JIT. Quality Function Deployment (QFD)

UNIT-IV

Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System – Elements, Implementation of Quality System, Quality Auditing, ISO 14000 – Concept, Requirements and Benefits.

Note Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Rose J.E., Total Quality Management, Kogan Page India Pvt., Ltd.
2. James R. Evans & William M. Lidsay, The Management and Control of Quality, South-Western Thomson Learning.
3. Feigenbaum.A.V. "Total Quality Management, McGraw-Hill.
4. Oakland.J.S. "Total Quality Management Butterworth – Hcinemann Ltd., Oxford.
5. Narayana V. and Sreenivasan, N.S. Quality Management – Concepts and Tasks, New Age International.

MANAGEMENT OF TRAINING AND DEVELOPMENT	
SEMESTER: IMBA 7th	COURSE TYPE: DCE
COURSE CODE: IMBA18707DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<i>In today's emerging and competitive global economy, only those organizations dedicated to continuous learning are expected to grow and thrive. This course provides students with an overview of the roles of training and development (T&D) in human resource management. Theoretical foundations and practical issues involved in employee T&D in business [profit and non-profit organizations are explored.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. Enhance students' understanding of the following: 2. Understand the effect and use of technology on the field of training today. 3. Learn to use appropriate technology to research and develop an effective needs-assessment. 4. Describe theories and principles of training and development and by what means individuals learn and can apply that learning to change their behavior. 5. Effect of training and development on employee performance, performance management, and the effect of training professionals 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Understand basic concepts associated with learning process, learning theories, training and development; 2. Understand training needs, identification of training needs, training processes, training methods, and evaluation of training; 3. Emerging trends in training and development. 4. Relevance and usefulness of training expertise in the organizational work environment. 	

UNIT-I

Basic Concepts: Education, Training, Development. Principles of Training, objectives, and Necessity of Training.

UNIT-II

Responsibilities and Challenges to Training Managers. Principles of learning, theories of learning and learning organizations. Training Policy.

UNIT-III

Identification of Training Needs, planning for Training programme, training aids, preparation of trainees. Training methods- on the job, off the job and off the organization. Evaluation of Training Programme.

UNIT-IV

Executive development process. Sources of knowledge and acquisition. Types of developmental programmes, under study assignment, job rotation, sensitivity training, committee assignment, transactional analysis and inter establishment training.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

- 1 .Beunet, Roger ed. Improving Training Effectiveness. Aldershot, Gower
2. Buckley R & Caple, Jim. The Theory & Practice of Training, London, Kogan & Page.
- 3 .Lynton, R. Pareek, U. Training for Development. New Delhi, Vistaar.
4. Pepper, Allan D. Managing the Training and Development Function. Aldershot, Gowerm
5. Reid, M.A. etc. Training Interventions: Managing Employee Development. London, IPM,

INTERNET AND WEB MANAGEMENT	
SEMESTER: IMBA 7th	COURSE TYPE: DCE
COURSE CODE IMBA18707DCE	CREDITS: 4
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<i>This course offers a comprehensive overview of networking fundamentals, internet concepts, security protocols, scripting languages, and server-side programming. Topics include networking devices, internet connectivity, Dot Com business models, cryptography, VBScript integration, and server configuration with ASP. Through practical exercises, students will acquire essential skills for the IT industry.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. Understand the function and operation of networking devices and internet tools. 2. Explore the differences between Dot Com and traditional business models, and grasp critical success factors in the online marketplace. 3. Gain proficiency in security protocols such as cryptography and digital signatures. 4. Develop practical skills in VBScript integration, server-side programming with ASP, and server configuration for web hosting. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Demonstrate proficiency in configuring and troubleshooting networking devices and internet tools. 2. Analyze and evaluate the strategies and success factors for Dot Com companies versus traditional brick-and-mortar businesses. 3. Apply encryption techniques and digital signatures to ensure secure data transfer in various contexts. 4. Develop and implement server-side scripts using VBScript and ASP for dynamic web applications, while effectively configuring web servers for hosting purposes. 	

UNIT-I

Networking Devices : Repeaters, Switches, Hub, Bridge, Router, Cables and Connectors. Network Interface Card (NIC). Internet- introduction, evolution, Basic terms, Getting connected to Internet, Internet Applications, data over Internet. Internet tools- Web Browser, Browsing web using Internet Explorer, E-Mail, Search Engines, Instant Messaging, Chat, Uploading and Downloading, attachments.

UNIT-II

Dot Com Concepts: Dot Com companies Vs. Brick and Mortar companies, Critical success factors for Dot Com companies, Hybrid companies Security of Data Transfer – Cryptography - Encryption and decryption of data Digital Signatures, Cyber Laws

UNIT-III

What Is VBScript- Adding VBScript Code to an HTML Page, VBScript Data Types, VBScript Variables, VBScript Constants, VBScript Operators. Using Conditional Statements- Looping Through Code, VBScript Procedures Coding Conventions- VBScript and Forms, Using VBScript with Objects.

UNIT-IV

Configuration and features of Internet Information Server(IIS), Configuration and features of Apache Web Server; SERVER Side Programming using ASP Data types in ASP, Writing Sub Procedures and Function in ASP, Server side validation using ASP

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Coleman, Pat and Peter Dyson Internet BPB Pub. Delhi.
2. Belesis Peter Dynamic HTML unleashed, New Delhi, Techmedia.
3. Ricart, Alberto Manuel and Stephen Asbury Active Server Pages 3, IDG books, Delhi
4. Mitchell Scott, Atkinson James ,Active server pages 3.0 in 21 days, Techmedia
5. Thomas Powell, The complete reference HTML XHTML, TMH publishers

LEADERSHIP AND ORGANIZATIONAL DYNAMICS	
SEMESTER: IMBA 7th	COURSE TYPE: GE
COURSE CODE: IMBA18001GE	CREDITS: 02
CONT. ASSESSMENT MARKS: 10	TERM END EXAM MARKS: 50
MAX. MARKS: 60	MIN. PASS MARKS: 40%
Course Description	
<i>Explore the fundamentals of leadership and organisational dynamics. Delve into the theories of leadership, develop an understanding of the leadership behaviour, traits and skills. Understanding the basic concept of learning organisation, need for learning at organisational level and various strategies to create a learning environment within organisation.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. To understand the basic need for learning within organisations and importance of understanding organisational dynamics 2. To identify strategies for development and implementation of learning in organisations 3. To understand the concept of leadership in organisations 4. To delve into the framework of various theories summarizing leadership 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Understand the concept of organisational dynamics 2. Develop an understanding of the basic concepts of organisational learning effect 3. Summarise the conclusions of theories of leadership 4. Develop understanding of leadership skills and traits 	

UNIT-I

Leadership, meaning, importance, types of leadership, leadership styles, and leadership theories. Basis of Power, Organization structure, authority, and Delegation.

UNIT-II

Organization Culture and Climate, Change management, Organization development Process and techniques, and social responsibilities of organizations. Learning organizations.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Hersey, Paul, Ken Blanchard, & Dewey E. Johnson .Management of Organizational Behavior: Leading Human Resources. Pearson Prentice Hall
2. Robert J., Paul J. Hanges, Mansour Javidan, Peter Dorfman, Vijay Gupta. Culture, Leadership, and Organizations House,; The GLOBE Study of 62 Societies Sage Publications.
3. Stephen P. Robbins Timothy A. Judge Seema Sanghi. Organizational Behavior. Pearson Education

LEADERSHIP DEVELOPMENT	
SEMESTER: IMBA 7th	COURSE TYPE: OE
COURSE CODE: IMBA18001OE	CREDITS: 02
CONT. ASSESSMENT MARKS: 10	TERM END EXAM MARKS: 50
MAX. MARKS: 60	MIN. PASS MARKS: 40%
Course Description	
<i>The purpose of this course is to provide students with the basic understanding of leadership and what leaders do to be successful. This course enables the student to delve into the complex process by which the leader influences others to perform and achieve, their attributes, leadership skills, values and knowledge, which can all be learned.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. To enable the students to prepare themselves to become leaders of organisations and embark on paths of personal leadership development 2. Leadership development requires personal curiosity and reflection from students as well as openness and sharing in class discussions, leadership development groups and one on one sessions 3. To equip the students with the understanding regarding leadership development and its application in their career after the successful completion of this course and for the rest of their lives. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Develop an understanding of the basic concepts of leadership development 2. Summarise the conclusions of theories of leadership and their practical implications within organisations 3. Develop understanding of leadership personality and traits 4. Recognise the role of developing leadership diversity and its challenges 	

UNIT-I

Nature and scope of Leadership; management and leadership; Leading Change, resistance to change; Leader as an individual; personality and leadership; transactional versus transformational leadership; Developing leadership diversity and its challenges.

UNIT-II

Trait Approach, Behaviour Approaches, Contingency Approaches; The Contingency Approach, Fiedler's Contingency Model, Hersey and Blanchard's Situational Theory, Path-Goal Theory; Strategies for development of leadership pipeline strategies.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggesting Readings:

1. Andrew J. DuBrin, Leadership: Research Findings, Practice, and Skills, Cengage Ltd.
2. Robert N. Lussier & Christopher, F. Achua, Leadership: Theory, Application, & Skill Development Cengage Ltd.
3. Richard L. Daft, The Leadership Experience, Cengage Ltd.
4. Ubben, Hughes & Norris, Creative Leadership for Excellence in Schools, Pearson Ltd, NewYork.

IMBA - VIII

SEMESTER

MONEY AND CAPITAL MARKET	
SEMESTER:IMBA8th	COURSETYPE:CORE
COURSECODE:IMBA18801CR	CREDITS: 04
CONT. ASSESSMENTMARKS: 20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%
Course Description	
<i>Money and Capital Markets course provides an in-depth understanding of the functioning, structure, and operations of money and capital markets. It covers various financial instruments, institutions, and regulatory frameworks governing these markets, emphasizing their role in allocating capital and managing risk in the economy.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. Examine the structure and functions of money and capital markets, including the role of financial intermediaries and market participants. 2. Understand the key features and characteristics of money market instruments such as treasury bills, commercial paper, and certificates of deposit. 3. Explore the different types of capital market instruments, including equities, bonds, derivatives, and securitized products. 4. Analyze the pricing and valuation of financial assets in money and capital markets, considering factors such as interest rates, risk, and market liquidity. 5. Evaluate the impact of monetary policy, fiscal policy, and regulatory measures on money and capital market operations and dynamics. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Identify and explain the functions and roles of money and capital markets in the economy. 2. Describe the characteristics and features of various money market and capital market instruments. 3. Analyze the factors influencing the supply and demand for financial assets in money and capital markets. 4. Apply financial theories and models to evaluate investment opportunities and manage portfolio risk. 5. Assess the effectiveness of monetary and fiscal policies in influencing interest rates, inflation, and overall market stability. 	

UNIT-I

Introduction: Financial Instruments, Financial Intermediaries, Financial Markets- Government Securities Market, Financial Guarantees Market, Foreign Exchange Market, Financial Regulation: Capital Issues (Control) Securities Contract (Regulations) Act, Malpractices in the Securities Market, SEBI: Introduction to SEBI ACT 1992, Objectives, Functions, powers, Organization of the Board.

UNIT-II

Money market: Structure of Indian Money Market- Objectives, Features, Importance, Money Market Instruments, Treasury bills- Features, Types, Auction of T-bills, Participants, Commercial Paper-Features, types, Certificate of deposit, Features, Call and Notice market, Features, Participants, Inter-Bank Participation Certificate, Recent Developments in Indian Money Market.

UNIT-III

Primary market: Relationship between New Issues Market and Stock Exchange, Functions of New Issue Market, Methods of Issues, Red Herring Prospectus, Free Pricing regime, Book building mechanism, Players in the New Issue Market, Recent Trends, causes for Poor Performance -Suggestions.

UNIT-IV

Secondary market: Introduction, Registration of Stock Brokers, Registration Procedure, Code of Conduct for Stock Brokers, Kinds of Brokers, Regulation of stock exchanges, Listing and Delisting of securities, Trading and settlement procedure on stock exchanges, Genuine Trading vs. speculative Trading, Kinds of Speculators, Insider Trading, Depository System.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class. Suggesting Readings:

1. Bhole, Financial Institutions in Market, Tata McGraw Hill
2. Bhalla, V K : Management of Financial Services, Anmol, New Delhi.
3. H.R. Machiraju, Indian Financial System, Vikas Publishing House, New Delhi

BUSINESS MARKETING	
SEMESTER:IMBA8th	COURSETYPE:CORE
COURSECODE:IMBA18802CR	CREDITS: 04
CONT.ASSESSMENTMARKS: 20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%
Course Description	
<i>A comprehensive study of the nature and scope of industrial or business-to-business markets: product management, pricing, promotion ,and distribution. Also covers assessing industrial marketing opportunities and industrial competitive strategies.</i>	
Course Objectives	
The students will understand business to business marketing concepts and strategy involved in the planning, conception, promotion, distribution and sale of products from one business firm or organization to another. To identify the industrial, marketing, and business terms and concepts those are significant within the field of industrial marketing or business-to-business marketing, to be measured by performance on examinations.	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Describe the applications, challenges and the dynamic environment to B2B marketing, including the unique nature of organizational buying behaviour. 2. Design strategies and structures to effectively serve the B2B market. 3. Apply a systematic approach to problem solving and decision making in business marketing organizations through the use of case studies. 	

UNIT-1

Overview of business marketing: business market v/s consumer–goods market, Nature of demand for business markets; Nature and types of Business market customers; Organizational buying process; evaluating the competitive and technological business environment.

UNIT-II

Relationship management in business marketing; managing the product line for business markets-Core competencies, product quality, management of innovation, New product development process, Managing business marketing channels-channel selection, channel strategies, channel administration; concept of logistics interface.

UNIT-III

Business marketing communication-integrated communication programs, managing business-to-business advertising, managing sales force; communication budget; managing the industrial pricing function-industrial pricing process, pricing across product life cycle, price administration; concept of competitive bidding

UNIT-IV

Concept of business marketing strategy-elements of business strategy-mission, goal, objective, target; Hierarchies of strategies and role of marketing at each level of hierarchy; implementation skills. Types of marketing control and associated tools; ethical aspects in business marketing.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. Business Marketing Management: B2B, Michael, D. Hutt and Thomas W. Spohr Cengage learning
2. Business marketing, text and cases, Krishna K Havaldar, McGraw Hill.
3. Reader, Robert. Industrial marketing analysis, planning and control, Englewood cliffs, Prentice hall Inc.
4. Michael H.Morris, Industrial & Organisational Marketing, Mac Millan.
5. F. Fobert Dwyer John F.Tanner, Business Marketing, McGraw-Hill.

MANAGEMENT OF INDUSTRIAL RELATIONS	
SEMESTER:IMBA8th	COURSE TYPE:CR
COURSE CODE: IMBA18803CR	CREDITS: 04
CONT.ASSESSMENTMARKS:20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%
Course Description	
<i>The course focuses on acquainting students with concepts of Industrial Relations and various legislations related to Labour Welfare and Industrial laws.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. To provide exposure of theories, techniques and approaches to manage Industrial Relations. 2. To understand the importance of labour administration and Constitutional Provisions. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. To gain insights into conceptual knowledge on industrial relations 2. To appraise the extent to which the workers can participate in management. 3. To Interpret the mechanism for resolving industrial disputes. 4. To realize the provision for payment of wages 	

UNIT-I

Concepts and significance and various perspectives of industrial relations –systems, unitarist, Gandhian, psychological and sociological approach to industrial relations. Difference between industrial relations and human resource management, Trade Unions, its growth, types and functions of trade unions.

UNIT-II

Industrial disputes, concept, types of disputes, causes and impact of industrial disputes, workers Grievance, its significance and functions, grievance handling procedure in India, five step model for grievance handling, Concept of conciliation, mediation, arbitration and adjudication in brief.

UNIT-III

Negotiation and collective bargaining, features, process of collective bargaining, concept of significance of workers participation in management, collective bargaining v/s worker's participation in management, Joint management councils, shop councils, workers committees.

UNIT-IV

Labour Welfare Measures, Concept, significance and features of Labour welfare measures, Welfare Funds – Workers Education and Training Schemes at regional, state and national level, Industrial accidents, Causes and preventions of industrial accidents.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi
2. Dwivedi. R.S. Human Relations & Organisational Behaviour, Macmillan India Ltd., New Delhi,.
3. Pylee. M.V. and Simon George, Industrial Relations and Personnel Management, Vikas Publishing House(P) Ltd., New Delhi
4. N.G.Nair, Lata Nair, Personnel Management and Industrial Relations, S. Chand,
5. Srivastava, Industrial Relations and Labour laws, Vikas

RURAL MARKETING	
SEMESTER:IMBA8th	COURSETYPE:DCE
COURSE CODE: IMBA18805DCE	CREDITS: 04
CONT.ASSESSMENTMARKS: 20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%
Course Description	
<i>The course aims at developing a conceptual understanding of the Rural Markets and economies and to develop the skills required for framing and implementation of marketing strategies for rural areas for their socio-economic development.</i>	
Course Objectives	
The course aims at developing a conceptual understanding of the Rural Markets and economies and to develop the skills required for framing and implementation of marketing strategies for rural areas for their socio-economic development.	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Develop required skills to manage rural customers. 2. Strategies to overcome the practical difficulties of rural marketing 3. Explore the job opportunities in rural marketing. 	

UNIT-I

Evolution of Rural Marketing in Indian and Global Context; Nature, Significance, Characteristics and potential of Rural Marketing; Social Perspective of Rural Marketing; Rural Vs Urban Marketing; Size & Structure of Rural Market; Indian rural marketing environment, Marketing opportunities and challenges under rural setting; Role of Central, State Government and other Institutions in Rural Marketing;

UNIT-II

Profile of Rural Marketing Dimensions & Consumer Profile; demographic details; Classification of Rural Marketing– Regulated- Non Regulated; Consumer Buyer Behaviour Model in Rural Marketing; Marketing Information System; Rural Marketing Research; Segmentation; Targeting; Position; Structure of Competition in Rural India.

UNIT-III

Product Service Classification in Rural Marketing; New Product Development in Rural Marketing; channel management- Managing Physical distribution in Rural Marketing; Integrated Marketing Communication in Rural Marketing; Advertising ; Sales force Management in Rural Marketing; Pricing Strategy in Rural Marketing.

UNIT-IV

Rural Marketing Strategy formulation; Advanced Practices in Rural Marketing; Social Marketing; Network Marketing; Green Marketing; Co-operative Marketing; Micro Credit Marketing; Public Private Partnership Model in Rural Marketing; Advancement of Technology in Rural Marketing- e- Rural Marketing, CRM & e-CRM in Rural Marketing; CSR and Marketing Ethics in Rural Marketing-

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. T.P. Gopaldaswamy, Rural Marketing Environment, Problem and Strategies, Wheeler Publications
2. C.S.G. Krishna Macharyulu and Lalitha Ramakrishnan, Rural Marketing, Pearson Education
3. Awadhesh Kumar Singh Satyaprakash, Rural Marketing: Indian Perspective, Pandey New age publishers
4. R.L.Varshney & S.L.Gupta, Marketing Management, An Indian Perspective, Sultan Chand
5. V.S.Ramasamy & Namakumar, Marketing Management, Planning Implementing and Control, An Indian Context, McMillan
6. Dr. A Sarangapani, A Textbook on Rural Consumer Behaviour in India: A Study of FMCGs

ADVERTISING AND BRAND MANAGEMENT	
SEMESTER:IMBA8th	COURSETYPE:DCE
COURSECODE: IMBA18806DCE	CREDITS: 04
CONT.ASSESSMENTMARKS: 20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%
Course Objectives	
<i>To equip the students with the nature, purpose & complex constructions in the planning and execution of a successful advertising program. The course will expose student to issues in brand management, faced by firms operating in competitive markets.</i>	
Course Objectives	
Inculcate in students an in-depth understanding of the theories, models and processes of Advertising. Develop skills in formulating and implementing marketing strategies for brands and businesses.	
Learning Outcomes	
<ol style="list-style-type: none"> 1. To understand the nature, role, and importance of brand management and advertising in marketing strategy 2. To understand effective design and implementation of advertising strategies 3. To present a general understanding of content, structure, and appeal of advertisements 4. Explain core concepts in branding—brand identity, brand positioning, brand awareness, brand loyalty, and brand equity 	

UNIT-I

Role of Integrated Marketing Communication in the Marketing Programme; Process of Marketing Communication; Definition and Scope of Advertising Management; Determination of Target Audience, Advertising and Consumer Behaviour; Setting Advertising Objectives, DAGMAR; Determining Advertising Budgets; Advertising Planning and Strategy, Creative Strategy Development and Implementation.

UNIT-II

Media Planning: Setting Media Objectives; Developing Media Strategies, Evaluation of Different Media and Media Selection; Media Buying; Measuring Advertising Effectiveness; Advertisement copy: its components and types, Media Mix, Advertisement Research and Market Testing.

UNIT-III

Brand-concept: Nature and Importance of Brand; Brand vs. Generics, Brand Life Cycle, Brand Name and Brand Management; Brand Identity: Conceiving, Planning and Executing (Aaker Model), Brand Loyalty, Measures of Loyalty; Brand Equity: Concepts and Measures of Brand Equity-Cost, Price and Consumer Based Methods; Sustaining Brand Equity;

UNIT-IV

Brand Positioning: Concepts and Definitions; Repositioning, Celebrity Endorsement, Brand Extension; Brand Pyramid; Branding in different sectors; Role of Information in Brand Management; Role of e-communities in Brand Management; Brand portfolio; Brands going international; Assessment of brands through research, Brand identity; Brand Revitalization; Brand re-positioning.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Rajeev Batra, John G. Myers and David A. Aaker. Advertising Management, Pearson Education.
2. Wells W., Burnet J. and Moriarty S. Advertising: Principles & Practice, Pearson Education.
3. Aaker, David, Managing Brand Equity, Prentice Hall of India.
4. Belch George E. and Belch, Michael A; Advertising and promotion, Tata McGraw Hill, New Delhi.
5. Ogilvy David, Ogilvy on advertising, London, Longman.

MATERIALS MANAGEMENT	
SEMESTER: 8th Semester	COURSE TYPE: DCE
COURSE CODE: IMBA18807DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<i>Materials Management is a foundational course that delves into the principles, practices, and techniques involved in the efficient and effective management of materials within organizations. The course provides students with a comprehensive understanding of the end-to-end material management process, from procurement and inventory control to logistics and distribution.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. Understanding Material Management 2. Procurement and Purchasing and Inventory Management 3. Warehousing and Storage, Logistics and Transportation, Quality Management 4. Technology Integration, Cost Reduction and Optimization , Environmental Sustainability 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Students will develop understanding of the principles, concepts, and functions of materials management, 2. They will learn the fundamentals of procurement and purchasing processes. 3. They will develop skills in inventory planning, forecasting, control, and optimization Explore warehouse design, layout, and operations, as well as material handling techniques 4. They will understand the principles of logistics and transportation management, students will learn about quality management principles and practices, 5. Explore technology solutions and systems used in materials management, such as inventory management software, enterprise resource planning (ERP) systems, and warehouse management systems (WMS), to improve efficiency and accuracy. 6. Develop strategies for reducing material costs, minimizing waste, and optimizing material usage 	

UNIT-I

Materials management – Meaning and Scope, Objectives and Significance of Materials Management, Material Management in Other Areas of Management Functions.

UNIT-II

Material Planning – Introduction – Factors affecting material planning – Techniques of material planning – MRP; Purchasing, Procedure & Pricing Issues – Receipt – Storage – Issue Purchasing Management: Objectives and Functions of Purchasing Department, Purchase Policy and Procedure, Negotiations, Purchase of High Capital Equipment and their Feasibilities.

UNIT-III

Inventories – Definition-Classification of Inventories- Need for inventories – Merits & Demerits of Inventories, Inventory control techniques and principles - classification, codification, standardization – ABC analysis –VED, GOLF,FSN-HML

UNIT-IV

Basic concepts of Material Handling; Just in Time (JIT), Economic order quantity concept – Derivation of EOQ formula, modified EOQ, Economic Order Quantity Models and their applications under normal and discount considerations. Case Studies.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested books:

1. Dobler, Donald W and Lee, Lamar. Purchasing and Materials Management. New York, McGraw Hill.
2. Dilworth, James B. Operations Management: Design, Planning and Control for Manufacturing & Services. Singapore, McGraw Hill.
3. David Simchi, Levi & Philip Kaminski. Designing and Managing the supply chain. McGraw-Hill Companies Inc. Operations Now – Finch, McGraw Hill.

TECHNICAL WRITING	
SEMESTER:IMBA 8th	COURSE TYPE: GE
COURSE CODE: IMBA18002GE	CREDITS: 02
CONT. ASSESSMENT MARKS: 10	TERM END EXAM MARKS: 50
MAX. MARKS: 60	MIN. PASS MARKS: 40%
Course Description	
<i>This course will prepare students to produce instructive, informational, and persuasive documents based on well-defined and achievable outcomes. Technical documents are precise, concise, organized, and based on complex information.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. Demonstrate rhetorical knowledge to create effective technical writing documents for end users. 2. Apply and adapt flexible writing process strategies to produce clear, high-quality deliverables in a multitude of technical writing genres. 3. Use professional technical writing conventions of clean and clear design, style, and layout of written materials. 4. Gather and apply researched information that is appropriate to your field, as demonstrated by reading and analyzing documents, and citing sources correctly. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Analyze communication contexts rhetorically by understanding audiences, purposes, and situations; 2. Create technical documents that solve problems and improve a reader's access to information; 3. Write effective technical prose; 4. Design convincing and usable documents 	

UNIT-I

Personal & Social Communication: Blogs, Reviews, posting comments, tweets, cross-cultural communication, gender sensitivity in communication. Workplace Communication: strategies for writing, e-mails, minutes, reports of different kinds – annual report, status report, survey report, proposals, memorandums, presentations, interviews, responding to enquiries, complaints, resumes.

UNIT-II

Media & Creative Writing: Techniques of writing, Features for publication (Newspapers, magazines, newsletters, and notice-board. Research Writing: Qualities of research writing, writing abstract, developing questionnaire, dissertation, data (charts, tables) analysis, documentation, Articles for publication.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. E. H. McGrath, S.J. Basic Managerial Skills for All. Prentice-Hall of India, New Delhi
2. Diwan & Aggarwal Business Communication Excel
3. Baugh, Frayer & Thomas, How to write first class Business Correspondence, Viva Books

DATA ANALYSIS USING EXCEL	
SEMESTER: IMBA 8th	COURSE TYPE: OE
COURSE CODE: IMBA18002OE	CREDITS: 02
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 50
MAX. MARKS: 60	MIN. PASS MARKS: 40%
Course Description	
<p><i>Gain proficiency in Excel's core features, including navigating workbooks, worksheets, and menus like Formulas & Data. Master creating worksheets, basic formulas, formatting, chart insertion, data importing, and pivot tables. Explore advanced data analysis techniques, covering parametric tests such as Linear Regression, Correlation, t-test, z-test, and ANOVA, along with non-parametric tests like sign test, Wilcoxon, and Mann-Whitney tests.</i></p>	
Course Objectives	
<ol style="list-style-type: none"> 1. Master fundamental Excel skills including workbook and worksheet navigation, formula usage, and data manipulation through menus and functions. 2. Develop proficiency in creating, formatting, and analyzing data in Excel, incorporating charts, pivot tables, and importing data seamlessly. 3. Gain expertise in printing options for professional presentation of Excel documents. 4. Learn advanced data analysis techniques such as parametric tests (Linear Regression, Correlation, t-test, z-test, ANOVA) and non-parametric tests (Sign Test, Wilcoxon, Mann-Whitney) for comprehensive data interpretation. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Participants will demonstrate proficiency in navigating the Excel environment, effectively utilizing workbook and worksheet features, menus, and functions for data manipulation and analysis. 2. Students will be able to create, format, and interpret data using various Excel tools including charts, pivot tables, and functions, enhancing their ability to present and analyze information effectively. 3. Learners will exhibit competence in printing Excel documents to meet professional standards, ensuring clarity and readability of presented data. 4. Upon completion, participants will apply advanced data analysis techniques such as parametric and non-parametric tests to extract meaningful insights from datasets, enabling informed decision-making in diverse contexts. 	

UNIT-I

Basic Excel environment, workbook, worksheet, worksheet components and their functions, Menus especially Formulas & Data menus Creating a worksheets, using basic formulas and formatting, using functions, inserting charts, importing data, pivot tables and charts Printing in Excel

UNIT-II

Analyzing data- preparing data for analysis Parametric tests: Linear Regression and Correlation, t-test, z-test, ANOVA Non-parametric tests: sign test, Wilcoxon and Mann-Whitney tests

Note:

1. **Lab will be based on Units I and II**
2. **Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.**

Suggested Readings:

1. Gerald Keller, "Statistics for Management", Cengage Learning PHI.
2. Gordon S. Linoff, "Data Analysis using SQL & Excel", Wiley Publishing.
3. Albright, Winston & Zappe, "Decision Making using Excel", Cengage Learning PHI.

IMBA - IX

SEMESTER

ORGANIZATIONAL THEORY AND DEVELOPMENT	
SEMESTER: IMBA 9th	COURSE TYPE: CR
COURSE CODE: IMBA18901CR	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<i>This course provides a review of theoretical understandings of organizations and their development. Students gain skills in the analysis of organizational culture, the formation of an organization culture, and the role of staff training in the transmission of an organizational culture. The unique factors shaping faith-based organizations are considered.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. To be able to analyze social data, economic, sociological research with using quantitative and qualitative methods 2. To be able to identify problems, set goals managerial impact in the field of Public Policy and Analytics. 3. Can and ready for public dialogue on the basis of a civil democratic society values 4. Can propose solutions, evaluate the results and consequences of the management decision. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. To understand & Study the Organization in terms of types, Characteristics, Needs, Motives, Organization behaviour, Organization Communication, Organization development and Individual behaviour in organization. 2. To analyse the factors effecting organizational effectiveness and distinguish between functional and non-functional organization 	

UNIT-I

Organization and Organization theory: basic concepts. Strategy, Organization Design. Fundamentals of organization Structure; Mintzberg approach to organization structure. Organization efficiency and effectiveness and approaches to measuring effectiveness.

UNIT-II

The external environment. Inter organizational relationships. Designing organization for international environment. Organization size, life cycle, and decline. Organization culture and ethical values. Innovation and change.

UNIT-III

Organization development; basic concepts. Organization diagnosis; Tools and techniques for organization diagnosis. Change agent/OD Consultant.

UNIT-IV

Foundation of OD : action research, survey feedback, systems theory, teams and teamwork, Process of OD, change model, berke and litwin. OD interventions; Team, Intergroup, structural and individual interventions.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. French W H And Bell Ch , Organization Development, Prentice Hall of India, New Delhi.
2. Huse F E And Cumming T G , Organizational Development and Change, New York West.
3. Khandwalla D W, Organizational Designs for Excellence, Tata McGraw Hills.
4. French W L, Organizational Development Theory, Practice And Research, Universal Book Staff, New Delhi

STRATEGIC MARKETING	
SEMESTER:IMBA9th	COURSETYPE:CORE
COURSECODE: IMBA18903CR	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%
Course Description	
<i>This course delves into the dynamic field of strategic marketing, exploring new paradigms and methodologies to navigate the ever-changing business landscape. It covers essential concepts such as corporate strategy, environmental analysis, competitive intelligence, and strategic choice models. Through a combination of theoretical frameworks and practical applications, students will develop a comprehensive understanding of strategic marketing principles and their implications for organizational success in both domestic and global markets.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. To comprehend the fundamental concepts and theories underlying strategic marketing, including its distinction from corporate strategy and traditional marketing approaches. 2. To analyze and evaluate internal and external environmental factors influencing strategic marketing decisions through techniques such as SWOT analysis, PEST analysis, and Porter's Five Forces Model. 3. To examine various competitive strategies and their applications in different market scenarios, including strategies for leaders, challengers, followers, and global players. 4. To develop critical thinking and decision-making skills in selecting, 5. implementing, and controlling marketing strategies to create and sustain competitive advantage in today's competitive business environment. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Students will be able to differentiate between corporate strategy, strategic marketing, and traditional marketing approaches, understanding their respective roles and significance in organizational success. 2. Students will proficiently conduct internal and external environmental analyses using tools such as SWOT analysis, PEST analysis, and Porter's Five Forces Model to identify opportunities and threats for strategic marketing planning. 3. Students will demonstrate proficiency in designing and implementing competitive strategies tailored to specific market conditions, considering factors such as industry competition, customer preferences, and resource capabilities. 4. Students will develop the ability to assess and evaluate marketing strategies using performance evaluation methods such as balanced scorecards, contributing to continuous improvement and adaptation in the competitive marketplace. 	

UNIT-I

New Paradigms in Marketing; Corporate strategy vs. Strategic Marketing; Nature, scope and tasks of Strategic Marketing; Strategic Marketing vs. Strategic Marketing; Overview of Strategic Process; Strategic Intent-Vision, Mission

UNIT-II

Nature and components of marketing environmental, Assessing internal environment; SWOT analysis; PEST analysis, Porter's Five Force Model; Customer analysis; Competitor analysis- levels of competition, competitive advantage; competitive intelligence; competitive strategies; Resources-based view of competitive advantage, Creating and sustaining competitive advantage; Value Chain Analysis; Resources audit and utilization.

UNIT-III

Nature and Scope of Marketing Strategy; Strategic market planning; Strategic position and action; New Generic Strategies; Marketing Strategies for leaders, challengers, and followers; Competitive strategies for domestic players; Strategies for global players.

UNIT-IV

Models of Strategic Choice; Factors governing selection of strategy; Controlling Marketing Strategies; Methods of Performance Evaluation; Basic Control Tools, Balanced Score Card, Internal Marketing-nature and scope, Internal Marketing Mix, Difference between Internal Marketing and External Marketing, Key success factor of Internal Marketing

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. David A.Aaker, Strategic Market Management, John Wiley
2. Sahaf, M.A., Strategic Marketing, Prentice-Hall of India, New Delhi
3. Cravens, D W., Strategic Marketing Homewood Illinois, Richard D. Irwin.
4. Xavier, M.J., Strategic Marketing, Response Books- A division of Sage Publications, New Delhi
5. Orville C.Walker,Jr.,Marketing Strategy, Tata McGraw Hill, New Delhi
6. Linda E.Swayne, Cases in Strategic Marketing, Prentice Hall, New Delhi

SERVICES MARKETING	
SEMESTER:IMBA9th	COURSE TYPE:DCE
COURSE CODE: IMBA18904DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM ENDEXAM MARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%
Course Description	
<i>The market is constantly flooded with a diverse range of services for consumer application. There are plenty of new services being launched in the market by companies, entrepreneurs, and problem-solvers in various sectors every day. The course aims to introduce learners to the immensity of opportunities and challenges related to the marketing and managing of services.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. To familiarize with the special characteristics of services relevant for marketing. To analyze the customer satisfaction and complaint management in services 2. To evaluate the financial implications of improvement in services. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. The students will gain a thorough understanding of the characteristics, conceptualisation, design, and delivery of services. 2. They will also understand and appreciate the coordinated organisational effort through marketing, human resources and operations in delivering a superior service. 3. Course will equip learners with frameworks and models that can be applied in a variety of service contexts. 	

UNIT-I

Definition, Nature and scope of services marketing. Factors influencing the growth in Services economy – Characteristics of Services – Development of Services Marketing Thought – Opportunities and challenges in services marketing – Differences between Goods and Services – Expanded Marketing Mix for Services. Classification schemes in Services Marketing – Lovelock’s Classification of Services. Exchange and relationship perspective of services.

UNIT-II

Bateson’s Servuction model, Gronroos’s service-system Model, Fisk’s Service Theater Model, Gummesson’s 30R model. Synthesized Model of perceived service quality. Liljander-Strandvik Model of relationship Quality, Different Schools of thought of services marketing. Kotler’s Service marketing triangle perspectives and its modifications.

UNIT-III

Positioning Dimensions – Importance of positioning in Services Marketing – Steps in developing a positioning strategy – Positioning Maps. Service recovery. Service Blueprint operation imperatives and applications. Servicescape framework and its extended models.

UNIT-IV

Measurement of Customer Service Satisfaction – Service Quality – Parasuraman et al.’s, SERVQUAL dimensions. GAP’S Analysis model and approach of services marketing, Management of Service Gaps. Customer focused service strategy concepts and application..

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Valarie A. Zeithaml, Mary Jo Bitner, and Dwayne D. Gremler, Services Marketing: Integrating Customer Focus Across the Firm, New York, NY: McGraw-Hill Companies.
2. Wirtz, Chew and Lovelock: Essentials of Services Marketing, Prentice Hall.
3. Services Marketing: People, Technology, Strategy, Christopher Lovelock and Jochen Wirtz
4. Interactive Services Marketing, R.fisk, Stephen J. Grove and Joby John, Boston:Houghton Mifflin.

CUSTOMER RELATIONSHIP MANAGEMENT	
SEMESTER:IMBA9th	COURSETYPE:DCE
COURSECODE: IMBA18905DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%
Course Description	
<i>CRM deals with helping businesses in successfully implementing strategies, practices, and technologies that are aimed at winning and retaining customers profitably. A well-functioning CRM system is bound to reap guaranteed benefits to any given organisation.</i>	
Course Objectives	
The course focuses on helping in recognizing the key elements need to be addressed and reflects the need to create an integrated cross-functional focus -one that emphasizes retaining as well as winning customers.	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Apply the concept of CRM, the benefits delivered by CRM, the contexts in which it is used, the technologies that are deployed and how it can be implemented. 2. Implement how CRM practices and technologies enhance the achievement of marketing, sales and service objectives throughout the customer life-cycle stages of customer acquisition, retention and development whilst simultaneously supporting broader organizational goals. 3. Implement various technological tools for datamining and also successful implementation of CRM in the Organizations. 	

UNIT-I

Fundamentals of Customer Relationship Management; Evolution of relationship marketing, Stages of relationship, Issues of relationship, Purpose of relationship marketing, CRM Definitions, Emergence of CRM practice:, CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, Success Factors in CRM, CRM Implementation.

UNIT-II

Customer Satisfaction: Meaning, Definition, Significance of Customer Satisfaction, Components of Customer Satisfaction, Customer Satisfaction Models, Rationale of Customer Satisfaction, Measuring Customer Satisfaction, Customer satisfaction and marketing program evaluation, Customer Satisfaction Practices.

UNIT-III

Technology Dimensions- E-CRM in Business, Features of e-CRM, Advantages of e-CRM, Technologies of e-CRM, Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals, Functional Components of CRM, Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Center, Multimedia Contact Center, Important CRM software.

UNIT-IV

Employee-organisation relationship, Employee- Customer Linkage, Factors effecting employee's customer- oriented behavior, Essentials of building employee relationship, Service Failure, Service Recovery Management, Service Recovery Paradox, Customer Life time value, customer profitability, customer recall management, customer experience management, customer relationship management practices in retail industry, hospitality industry, banking industry, telecom industry, and aviation industry

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Rai, R.K., Customer Relationship Management: Concepts and Cases, PHI Learning, New Delhi
2. Knox, S., Payne, A., Maklan, S., Customer Relationship Management, Routledge Inc.
3. Anderson, K., Kerr, C, Customer Relationship Management, McGraw-Hill Professional
4. Sheth J. N., Parvatiyar A., Shainesh G., Customer Relationship Management: Emerging Concepts, Tools, & Applications, Tata McGraw-Hill Education, New Delhi

RELATIONSHIP MARKETING	
SEMESTER:IMBA9th	COURSETYPE:DCE
COURSECODE: IMBA18906DCE	CREDITS: 04
CONT. ASSESSMENT MARKS:20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%
Course Description	
<i>This course is designed to build an understanding of the relationship marketing and its different theoretical and practical domains. Coverage includes topics related to product and service delivery ,communication, analytics, and new models of managing customer relationships.</i>	
Course Objectives	
To acquaint the students with the holistic understanding of customer relationship management (CRM). To impart knowledge about process, tools and techniques of CRM. To understand applicability of various dimension of CRM. To understand CRM planning and implementation and to comprehend CRM in various sectors.	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Identify and explain the conceptual foundations of Relationship and Internal Marketing 2. Identify and explain the key characteristics and drivers of Relationship and Internal Marketing 3. Describe the planning and implementation processes of Relationship and Internal Marketing 4. Explain the contribution of Relationship and Internal Marketing to organizational success 	

UNIT-I

Introduction to relationship marketing Foundational concepts: emergence of a relational approach to marketing, including the emergence of this approach within channel marketing, services marketing and business-to-business/industrial marketing; motivations for the development of relational approaches to marketing.

UNIT-II

Relationship Marketing in context: interaction and relationships in services contexts; Intra-organisational and inter- organisational interaction and relationships. Relationship marketing management, relationship success variables including trust, commitment, and shared values; social and cultural dimensions to relationships in marketing.

UNIT-III

Conceptual approaches to understanding how relationships develop over time, including life-cycle and more dynamic models. The emergence of a network approach to marketing.The role of marketing and sales departments in relationship marketing.

UNIT-IV

Strategic aspects of relationship approach to marketing: relationships as a source and context for learning and innovation; collaborative and competitive networks; relationship marketing strategy; and customer relationship management.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. Peeru Ahmed & Sagadevan. Customer Relationship Management. Vikas Publishing
2. JagdishSheth, Atul Parvatiyar. Handbook of Relationship Marketing. Sage Publications.
3. Richard Batterley. Leading Through Relationship Marketing. McGraw Hill Book Company. Australia
4. S.Shajahan. Relationship Marketing. Tata McGraw Hill Education

E-MARKETING	
SEMESTER: IMBA 9th	COURSE TYPE: DCE
COURSE CODE: IMBA18907DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<p><i>This course is an initiative designed to educate students in the area of E-Marketing. This course aims to familiarize students with the concept of E-marketing and its current and future evolutions. It further aims to be able to equip students with the ability to understand and subsequently create strategic and targeted campaigns using digital media tools. It explores the challenges of Interactive media, the online market place, and the creative challenges of communicating and retention strategies of customers through these media.</i></p>	
Course Objectives	
<ol style="list-style-type: none"> 1. Understanding Digital Marketing Fundamentals 2. Developing Strategic Thinking, Gaining proficiency in various digital marketing channels such as social media 3. Analyzing Data and Metrics, Building Brand Awareness and Engagement 4. Generating Leads and Conversions and Managing Campaigns and Budgets 5. Staying Updated with Trends and Technologies, Developing Creative and Content Skills 6. Earning Certifications and Credentials 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Students will demonstrate an understanding of fundamental concepts of E-marketing. 2. They will infer the importance and role of marketing in a global environment. 3. Students will learn to communicate clearly and effectively in written, oral and digital forms. 4. They will translate some of the key marketing and business models that will help to shape E-marketing strategy. 5. They will identify major functions of organizational communication departments within corporations. 6. Students will recognise the core features of customer relationship management (CRM) and retention programmes. 7. They will explore the essential considerations in doing global marketing compared to domestic marketing. 	

UNIT-I

The Online Environment : Introduction , A background to the Internet , The impact of the Internet on society , The impact of the Internet on business, The impact of the Internet on not-for-profit organizations, Online buying behaviour, Online marketing objectives, The Internet as a tool for market research, Promoting the website offline.

UNIT-II

The Online Presence: The B2C online presence: Introduction, Niche markets, the retail website, the check-out process, Comparison Shopping Engines. The B2B online presence: Introduction, B2B buying practices, The B2B website, Lead generation, e-Marketplaces, Online auctions and tendering.

UNIT-III

Search engine optimization: Introduction, Why is SEO so important and how do search engines work? Keyword selection, On-site optimization, Off-site optimization, Directories. Online advertising: Introduction, Objectives and management, Where to advertise online? Online ad formats, Search engine advertising, Network advertising, affiliate marketing. Pay-Per-Click (PPC) Advertising, Google AdWords.

UNIT-IV

Permission marketing: Introduction, Email as a medium for direct marketing , Email as medium for marketing messages, Newsletters and RSS feeds, Mobile marketing. Social media marketing: Introduction, Consumer generated content, social networks and online communities, Virtual worlds, Blogging-A Marketing Tool, Viral marketing, online public relations (webPR) and reputation management. Integrated marketing: The Internet as part of an integrated marketing strategy.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Rob Stoke. eMarketing: The essential guide to marketing in a digital world. Independent.
2. Alan Charlesworth. Digital Marketing: A Practical Approach. Routledge
3. Prof. Vinod V.Sople. E-Marketing Text & Cases. Dreamtech Press.
4. Shayne Tilley. The Online Marketing Inside Out, Brandon Eley. SitePoint

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	
SEMESTER:IMBA9th	COURSETYPE:CORE
COURSECODE: IMBA18908CR	CREDITS:04
CONT. ASSESSMENT MARKS: 20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS: 40%
Course Description	
<i>This course provides a comprehensive examination of security analysis and portfolio management, focusing on the principles, methods, and techniques used in evaluating securities and constructing investment portfolios. Students will explore the fundamental concepts of security valuation, risk analysis, and portfolio optimization. Emphasis will be placed on developing analytical skills, understanding investment strategies, and applying portfolio management techniques to achieve investment objectives.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. To introduce students to the concepts and techniques of security analysis and portfolio management. 2. To familiarize students with the process of security valuation, including fundamental analysis, technical analysis, and market efficiency. 3. To equip students with the knowledge and skills necessary for constructing and managing investment portfolios, considering risk-return trade-offs and diversification benefits. 4. To enable students to apply portfolio management theories and Strategies to real-world investment decisions and asset allocation. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Understand the fundamental principles of security analysis and portfolio management. 2. Apply various methods of security valuation, including discounted cash flow models, relative valuation techniques, and technical analysis. 3. Construct and manage investment portfolios using modern portfolio theory (MPT), capital asset pricing model (CAPM), and arbitrage pricing theory (APT). 4. Evaluate investment performance and risk-adjusted returns using performance measures such as Sharpe ratio, Treynor ratio, and Jensen's alpha. 	

UNIT-I

Introduction: Properties of financial assets, Meaning and Concept of investment, characteristics and objectives of investments, role of security market in economy, various securities and their characteristics, mechanics of security trading: Security market Indices- computation through market value method, price weighted method and equal weighted method, sensitive index of equity prices; Various types of security markets and their functions.

UNIT-II

Efficient Capital Markets Theory-Need for efficient capital markets, efficient market hypothesis –weak form, semi strong and strong form; capital asset pricing model; stock market volatility; Risk and Return- historical and expected rates of return, mean and measurement of risk of expected and historical return, common measures of risk and return; Market Efficiency and Behavioral Finance- explanation of biases and Fusion Investing Theory; review of the efficient market paradigm and analyses of the behavioral challenge staged against it.

UNIT-III

Fundamental Security Analysis:Economic analysis – purpose, sources of information and techniques; Industry Analysis – objectives, sources of information, and techniques; Company Analysis- objectives, company analysis through financial ratio analysis.

UNIT-IV

Portfolio Management-concept, objectives, principles, Markowitz portfolio theory, the efficient frontier and investors' utility, portfolio return, covariance, correlation and variance, determination of portfolio beta and alpha, optimum portfolio; Technical Analysis:meaning, assumptions, weakness and advantages of technical analysis: Techniques: exponential average, Charting techniques, Dow Theory, Elliot wave theory, arms index.

Note:

1. *This paper shall have 50% numerical & 50% theoretical questions.*
2. *Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.*

Suggested Readings:

1. Amling, "Fundamentals of Investment Analysis", Prentice Hall, International Edition.
2. Farozzi, Franch J: Investment Management, Prentice Hall, International Edition.
3. Gupta, L. C : Stock Exchange Trading in India : Society for Capital Market Research and Development, Delhi
4. Sharpe, William F, Gordon J Alexander and J. V Bailly: "Investments", Prentice Hall of India, New Delhi.
5. Francies J. Clark : Management of Investments; McGraw Hill, New Delhi

WORKING CAPITAL MANAGEMENT	
SEMESTER:IMBA9th	COURSETYPE:DCE
COURSECODE: IMBA18909DCE	CREDITS: 04
CONT. ASSESSMENT MARKS:20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%
Course Description	
<i>Working Capital Management focuses on the efficient management of a company's short-term assets and liabilities to ensure smooth operations and maximize profitability. This course covers topics such as cash management, inventory management, accounts receivable management, and short-term financing strategies.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. Understand the importance of working capital management in maintaining liquidity, profitability, and operational efficiency. 2. Learn techniques for managing cash effectively, including cashflow forecasting, cash conversion cycles, and cash budgeting. 3. Explore strategies for optimizing inventory levels to minimize carrying costs while ensuring timely availability of goods. 4. Understand the principles of credit management and accounts receivable turnover to reduce credit risk and improve cash flow. 5. Evaluate short-term financing options and trade-off between cost and risk to meet working capital needs. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Analyze the components of working capital and assess their impact on the firm's financial performance. 2. Develop cash management strategies to optimize cashflows and maintain adequate liquidity. 3. Implement inventory management techniques to minimize holding costs and stock outs. 4. Evaluate credit policies and practices to mitigate credit risk and enhance cash collection. 5. Design short-term financing strategies to meet working capital requirements efficiently while considering cost and risk factors. 	

UNIT-I

Working Capital – Concepts. Components of Working Capital.Objectives of Working Capital.Determinants of Working Capital. Estimating Working Capital needs. Operating Environment of Working Capital.Approaches to Working Capital Investment – Walters approach and Trade off approach.Financing of Working Capital.

UNIT-II

Management of cash and marketable securities – Objectives and Decisions.Motives for holding cash. Managing cash flows – problems and issues. Cash forecasting – preparation of cash budget. Investment in marketable securities. Optimization models for short term investments - Baumol model, Miller-Orr model and Stone model.

UNIT-III

Management of Inventory.Components of inventory. Objectives of inventory control. Costs in inventory system. Techniques of inventory management – determination of order point, Analysis of quality discounts and safety level. Selective inventory control techniques – ABC analysis, VED analysis, FSN analysis.Emerging trends in inventory management.

UNIT-IV

Management of Receivables – Concepts.Credit Policy – components and designing the appropriate credit policy. Cost of marginal investment in accounts receivables. Monitoring receivables – issues and analysis. Strategic issues in receivables management. Payables Management – Concept and significance. Determinants of trade credit. Cost of credit. Effective management of payables.

Note:

1. *This paper shall have 50% numerical & 50% theoretical questions.*
2. *Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.*

Suggested Readings:

1. Bhalla, V.K. Working Capital Management: text and cases, , Delhi, Anmol Publications,
2. Hampton J.J. and C.L.Wagner Working capital management, John Wiley and sons,
3. Rao K V. Management of Working Capital. New Delhi, Deep & Deep.
4. Scherr F C. Modern Working Capital Management, Prentice hall,.
5. Smith, Keith V and Gallinger G. W..Readings on Short-term Financial Management, West Pub.Co.

CORPORATE TAX PLANNING AND MANAGEMENT	
SEMESTER: IMBA 9th	COURSE TYPE: DCE
COURSE CODE: IMBA18910DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM ENDEXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<p><i>Corporate Tax Planning and Management course focuses on equipping students with the knowledge and skills required to understand and effectively manage corporate tax obligations. The course covers various aspects of corporate taxation, including the assessment of companies, advance tax payment, corporate tax planning strategies, minimum alternate tax (MAT), tax implications of specific management decisions, and wealth tax considerations. Through lectures, case studies, and practical exercises, students will develop a comprehensive understanding of corporate tax laws, regulations, and planning techniques to optimize tax efficiency and compliance in corporate settings.</i></p>	
Course Objectives	
<ol style="list-style-type: none"> 1. To provide students with a thorough understanding of corporate tax assessment procedures, including the determination of taxable income and tax liability for companies under the Income Tax Act. 2. To familiarize students with the concept, scope, and significance of corporate tax planning and differentiate it from tax evasion and tax avoidance. 3. To enable students to identify areas of tax planning and apply tax planning methods to minimize tax liabilities and maximize tax benefits for corporations. 4. To explore the concept of Minimum Alternate Tax (MAT) and its implications for companies, including the computation of book profits and tax liability under MAT provisions. 5. To examine the tax implications of specific management decisions, such as lease or buy, retain or replace, and new capital investment, and integrate tax planning considerations into financial management decisions. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Demonstrate a comprehensive understanding of corporate tax assessment procedures, including the computation of taxable income and tax liability for companies. 2. Apply tax planning strategies to identify opportunities for tax optimization and minimize tax liabilities for corporations while ensuring compliance with tax laws and regulations. 3. Analyze the implications of Minimum Alternate Tax (MAT) provisions on corporate tax liability and compute tax liability under MAT provisions. 4. Evaluate the tax implications of specific management decisions, such as lease or buy, retain or replace, and new capital investment, and develop tax-efficient strategies to support decision-making. 5. Integrate tax planning considerations into financial management decisions, including capital structure development and dividend policy formulation, to optimize tax efficiency and maximize shareholder value. 	

UNIT-I

Assessment of Companies: Meaning and kinds of companies under Income Tax Act, Determination of Residential Status of Companies, Computation of taxable income (Income from business and other sources only) and tax liability of companies. Advance Tax Payment for Companies: Pay as you earn scheme, Computation of advance tax and interest payable on shortfall of advance tax.

UNIT-II

Corporate Tax Planning : Concept & Scope; Tax planning differentiated from tax evasion and tax avoidance; Tax shifting and its types; Areas of tax planning; Significance, methods and problems of tax planning. Minimum Alternate Tax (MAT): Scheme of MAT in brief; Concept of Zero Tax Company; Computation of book profits U/S 115JB; Computation of tax liability under MAT provisions.

UNIT-III

Tax Planning with regard to Specific Management Decision: Lease or buy; ii) Retain or replace; iii) New capital investment (with practical problems). Tax Planning & Financial Management Decisions: Tax planning and tax implications in developing capital structure; Tax considerations in dividend policy (with practical problems).

UNIT-IV

Wealth Tax Act, 1957: Meaning of assets; Deemed assets; Exempted assets; Scope of liability to wealth tax according to citizenship and residential status of an assessee; Computation of net wealth and wealth tax liability; Valuation rules for valuation of immovable properties. .

Note: This paper shall have 60% numerical and 40% theoretical questions. Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Lal, B.B and Vashist, N., "Income Tax and Central Sales Tax-Law and Practice" Pearson Education, New Delhi
2. Income Tax Act, BARE Act, Taxman Publications, New Delhi.
3. Singhanian, V. K. "Direct Tax Planning & Management", Taxman Publications, New Delhi.
4. Singhanian V.K. Students Guide to Income Tax, Taxman Publications, New Delhi.
5. Srinivas, E. A. "Corporate Tax Planning", Tata McGraw Hill Publishing Co. Ltd. New Delhi.
6. Wealth Tax Act, BARE Act, Taxman Publications, New Delhi

ISLAMIC BANKING AND FINANCE	
SEMESTER:IMBA9th	COURSETYPE: DCE
COURSECODE:IMBA18911DCE	CREDITS:04
CONT.ASSESSMENTMARKS:20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS: 40%
Course Description	
<p><i>Islamic Banking and Finance is a course that provides students with an in-depth understanding of the principles, practices, and instruments of Islamic finance. The course covers the development of Islamic banking, key Islamic financial institutions, deposit facilities, short-term financing structures, risk management principles, and Takaful (Islamic insurance). Through case studies, discussions, and real-world examples, students will explore the unique features of Islamic finance, including its adherence to Shariah principles, and its role in promoting financial inclusion and stability in the global economy.</i></p>	
Course Objectives	
<ol style="list-style-type: none"> 1. To provide students with an overview of the historical development of Islamic banking and finance, including key institutions and early experiments with Islamic finance. 2. To familiarize students with the principles and concepts of Islamic deposit facilities, including designing Shariah-compliant accounts and investment products. 3. To enable students to understand the structuring of Shariah-compliant short-term financing facilities, including Murabaha trade financing, Salam contracts, and Islamic credit cards. 4. To explore risk management principles in Islamic finance, including Takaful structures, risk avoidance strategies, and Shariah-compliant solutions for managing credit and liquidity risks. 5. To analyze the role of Islamic banking and finance in promoting financial inclusion, stability, and ethical investment practices in the global financial system. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Explain the historical development and key mile stones of Islamic banking and finance, including the role of Islamic financial institutions in promoting Shariah- compliant finance. 2. Evaluate different Islamic deposit facilities and investment products, including their design, features, and compliance with Shariah principles. 3. Analyze the structuring of Shariah-compliant short-term financing facilities, including Murabaha contracts, Salam contracts, and Islamic credit cards, and their differences from conventional finance. 4. Assess risk management principles in Islamic finance, including Takaful structures, risk avoidance strategies, and Shariah-compliant solutions for managing credit and liquidity risks. 5. Discuss the ethical and social implications of Islamic banking and finance, including its role in promoting financial inclusion, stability, and sustainable development 	

UNIT-I

Overview of Islamic Banking Development: early experiments with Islamic finance, Islamic Banking in Arabia: role of the Islamic Development Bank in promoting Islamic finance, Dubai Islamic House, Kuwait Finance House, Al Rajhi Banks licensed for banking operations in Saudi Arabia; South East Asian Developments- Bank Islam Malaysia, Bank Muamalat Indonesia, International bank involvement in Islamic finance- HSBC Amanah, Citigroup, UBS and Deutsche Bank.

UNIT-II

Islamic Deposit Facilitates: Islamic Deposit Facilities- designing Gard Hassan and Wadiah accounts for transaction deposits, Shariah complaint savings deposits with limited transaction function, unrestricted Mudaraba investment accounts subject to periods of notice, Restricted Mudaraba investment accounts with bank returns through arrangement and management fees, Murabaha time deposits as a tool for treasury management

Unit: III

Structuring Shariah Compliant Short Term Financing Facilities: Murabaha trade financing facilities with and without client purchase guarantees-transfers of title under Murabaha contracts and the timing of single or multiple payments, bundling of commodities for Murabaha contracts and recurrent transactions, use of letters of credit and shipping documents in Murabaha transactions: Salam and parallel Salam contracts and their difference from conventional forward contracts, Tawarruq as a vehicle for obtaining a cash advance, Qardhasan interest free credit contracts, Design and features of Islamic credit cards.

UNIT-IV

Risk Management In Islamic Finance:Principals of Islamic insurance and Takaful Structures- Takaful versus conventional insurance, Mutual insurance principals; Takaful Models- Wakala and models and concept of Tabarru, Mudaraba model with profit sharing; Avoidance of Riba in assets held by Takaful companies, risk management by Takaful companies, Islamic Banc-assurance; Managing Risk through Shariah Compliant Solutions- Credit risk towards debtors and minimization of defaults, Liquidity risk through Shariah compliant treasury management.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Har Dr. "Islamic Banking Practice" Bahrain Institute of Banking and Fianace
2. Iqbal Z. and Mirakhor A., "An introduction to Islamic Finance: Theory and Practice" Wiley
3. Hassan m. Kabir, "Handbook of Islamic Banking" Edward Elgar, Cheltenham, England and Northampton, Massachusetts.
4. Kette, Brian, Introduction to Islamic Banking and Finance" Printheaus, Northampton

MANAGEMENT CONTROL SYSTEMS	
SEMESTER:IMBA9th	COURSETYPE:DCE
COURSECODE: IMBA18912DCE	CREDITS: 04
CONT. ASSESSMENT MARKS:20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%
Course Description	
<p><i>This course explores the vital aspects of management control systems and their pivotal role in shaping organisational strategy and performance. Designed for students, this course delves into the mechanisms through which organisations ensure that their resources are efficiently and effectively deployed to achieve strategic objectives. This course provides the understanding of the concepts of management control systems, how such systems are designed and implemented, and role of MCS in efficient management of organizations. Throughout the semester, students will gain a deep understanding of the frameworks and tools used to measure, monitor and motivate performance within various types of organisations. This course enables individuals to understand multiple facets of Management control systems so that they are appraised about aligning organizational behavior with strategic goals, and drive continuous improvement initiatives, ultimately enhancing overall performance and competitiveness.</i></p>	
Course Objectives	
<ol style="list-style-type: none"> 1. The purpose of the course is to equip students with the deep understanding of important concepts and tools of Management Control Systems. 2. The course is formulated so that students are made aware of the process through which MCS is deployed in organisations. 3. The course aims to provide the knowledge about the structure of MCS. 4. The course will acquaint students with Management Control Systems implementation in various organizational contexts. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Identify and describe the fundamental purpose and functions of management control systems in various organisational contexts. 2. Demonstrate the ability to design and implement management control systems that effectively support organisational strategies and goals. 3. Evaluate the effectiveness of different control mechanisms including strategic planning, budgeting and performance measurement. 4. Critically interpret the information processed and produced by management control systems, and formulate independent judgments. 	

UNIT-I

Management control Systems - Nature, Scope and Concepts. Principles of Management control. Managerial Behaviour and Control Process. Strategic Planning and Management control. Designing Management Control System – general considerations. Position of Controller in the organization structure.

UNIT-II

Management Control Process: Programming, Budgetary Planning and Procedures. Budgetary Control, Analysis of Variances, Flexible Budgeting, Zero Base Budgeting, Performance Budgeting, Accounting Aspects of Control including Internal Audit and Control and Value of Money, Analysis and Reporting, Variance Reporting.

UNIT-III

Management Control Structure: Responsibility Centre, Responsibility Accounting, Cost Centre, Profit Centre, Inter- divisional Transfer Pricing, Measurement of Divisional Performance Including Performance Evaluation Qualitative and Quantitative, Investment Center.

UNIT-IV

Management Control in Projects and Multi-project organizations – Project Planning and Control Techniques. Management Control System in Service Organizations – Banks, Insurance Companies and Hotels. Management Control in Non-profit Organizations – measuring output, pricing and control.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. Anthony, R N and Govindrajan V. *Management Control Systems*, Taraporivala, Chicago, Irvin
2. Glynn, J J. *Value for Money: Auditing in Public Sector*. London, Prentice Hall Inc.
3. Hersy, P and Blanchard, HB *Management of Organization Behavior: Utilizing Human Resources*. New Delhi, Prentice Hal of India.
4. Maciariello, J A and Kirby C J. *Management Control System*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
5. Subash S. *Management Control Systems – Text and Cases*. New Delhi, Tata McGraw Hill.

HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEMS	
SEMESTER: IMBA 9th	COURSE TYPE: CR
COURSE CODE: IMBA18913CR	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<i>The course aims to equip students to develop themselves into a critically reflective and capable HRD practitioner, or a manager who can facilitate the learning of others. The major objective of the course is to explain and demonstrate the contribution of HRD in an organization and enable student to develop an ability to decide learning and training needs; and have competence in the design and delivery of learning programmes.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. To explain and demonstrate the contribution of HRD in an organization and enable student to develop an ability to decide learning and training needs; and have competence in the design and delivery of learning programmes. 2. Focus on the role of HRD in designing and implementing appropriate strategies in line with the business goals of their organization. 3. Include topics related to design, development, implementation and evaluation of HRD programmes. 4. Address the competency mapping framework of HRD, role of HRD in career planning and development, organizational learning process and making organizations a learning organizations. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Explain human resources development (HRD) and its theories, the difference between education, training, learning and the concept of the transfer of learning; 2. Critique the relationship between organisational development (OD) and HRD contribution to organisational effectiveness; 3. Apply and evaluate a learning process starting with training needs analysis to assessment and evaluation process; 4. Evaluate the HRD role dealing with contemporary challenges. 	

UNIT-I

Human Resource Development.– Concept, Goals and Challenges of HRD. Human Resource Development climate and elements of HRD climate. Contributing factors of HRD climate practices in India. Measurement of HRD Climate.

UNIT-II

Human Resource Development for line managers-Concept, issues and Significance, HRD matrix, the role of line managers in HRD. The responsibilities of line management for HRD system. Motivational aspects of HRD and role efficacy.

UNIT-III

Human Resource Development for workers-concept, Issues and significance; rationale and objectives of HRD for workers. HRD mechanism for workers. HRD strategies. HRD mechanisms and subsystems used in public, private and banking organizations in India.

UNIT-IV

HRD mechanisms for organizations. Performance appraisal and Potential Appraisal mechanisms for managers development-concept and issues. Potential appraisal linkages for the development of human resource. Requirements of potential appraisal system.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Rao, T.V.. Reading in Human Resource Development, Oxford and IBH Publishing Company Pvt. Ltd., New Delhi
2. Singh, Rao, Nair. Selected Readings in HRD. Tata McGraw Hill Publishing Co., New Delhi.
3. Kohli, Uddesh & Sinha, Dharni P. HRD- Global Challenges & Strategies in 2000 A.D. New Delhi, ISTD
4. Rao, T.V. HRD Audit: Evaluating the Human Resource Function for Business Improvement, Sage Pub. New Delhi

INTERNATIONAL HUMAN RESOURCE MANAGEMENT	
SEMESTER: IMBA 9th	COURSE TYPE: DCE
COURSE CODE: IMBA18914DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<i>The course is intended to provide a basic understanding about the finer aspects of international business to the students. It is aimed at making the students realize that International Business is a combination of multiple disciplines brought together in a systematic manner. The integration of General Management, Operations, Financial Management, Marketing Management as well as Human Resources Management in an international perspective is essential to International Business.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. Describe the role of the HR Manager in an International context 2. Describe Human Resource activities in an International Context 3. List and explain the differences between domestic and international HRM 4. Explain the importance of cultural sensitivity in an international assignment 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Identify and Understand issues and practices pertaining to the major HRM functions within the context of a multinational environment 2. Recognize and value cultural differences 3. Describe the cultural differences 4. Develop successful programs for international assignees (short term/long term) 	

UNIT-I

Concept of International HRM, Managing Global, Diverse Workforce, variables those moderate the difference, difference between domestic and international HRM. Implications of managing diverse work force.

UNIT-II

Staffing policies- the ethnocentric, polycentric, geocentric and region-centric approaches; selection criteria and techniques used by MNC's to select expatriates for international assignments; Sources of staffing (PCNs, TCNs, and HCNs.); Factors influencing performance of TCNs and PCNs, appraisal of HCNs.

UNIT-III

Compensation: Key components of international compensation program, Approaches to International Compensation, variables influencing compensation in MNC's.

UNIT-IV

Industrial Relations in a Comparative Perspective, Global Unions, Regional Integration and Framework Agreements, Emerging Trends in Employee Relations and Employee Involvement.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

- 1 Harzing, A. W. and Joris Van Ruysseveldt, International Human Resource Management: An Integrated Approach, Sage Publication, London.
- 2 Dowling, Peter J., D.E. Welch and R. S. Schuller, International Human Resource Management: Managing People in a Multiple Context, South Western College Publishing, Cincinnati.
- 3 Ronen, S. Comparative and Multinational Management. New York, John Wiley.
- 4 Helen Deresky. International Management, Imprint -Pearson Education
- 5 Richard Mead. International Management: Cross-Cultural Dimensions, Publisher: Wiley Blackwell

MANAGING INTERPERSONAL & GROUP PROCESSES	
SEMESTER: IMBA 9th	COURSE TYPE: DCE
COURSE CODE: IMBA18915DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<i>The purpose of this course is to advance understanding regarding interpersonal and group processes and help the participants to examine and develop process facilitation skills mainly through laboratory and other experience based methods of learning.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. Define a group 2. Understand the reasons and stages of group formation 3. Identify the factors that enhance group performance and increase group cohesiveness. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Demonstrate a critical awareness of the theory and practice of constructive conflict management and selectively apply a range of assertion and conflict management skills to negotiation and collaboration in a variety of student wellbeing contexts 2. Demonstrate a critical awareness of the theory and practice of group dynamics and plan strategies to ensure the effective functioning of groups. 	

UNIT-I

Nature of Groups at work: What is a group? Definition, Types of groups, Dynamics of group formation, structure and dynamics of work groups, group cohesiveness. Group Vs Teams: Concept of Teams, Distinguishing Team from groups.

UNIT-II

Effective Team Performance: Creating Teams, making Team successful obstacles to success, types of teams and Dysfunctions of groups and Teams, Dynamics of Informal groups, Training in Team skills, developing successful teams.

UNIT-III

Individual Performance in groups: Interpersonal communication, - Johari Window, Interpersonal awareness, Social facilitation, Social loafing Interpersonal Trust, - Interpersonal conflicts, Group decision making, Group Synergy.

UNIT-IV

Intervention Techniques: Counselling Techniques, Grid Management, Transactional Analysis, Sensitivity Training, Process Consultancy, Skill development techniques.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Bennis, W G Essay in International Dynamics U.S.A Dorsey Press
2. Kolb, D. Organizational Behaviour: An Experiential Approach. Englewood Cliffs, New Jersey, Prentice Hall, Inc.
3. Kolb, D. Organizational Behaviour: Practical Readings for management. Englewood Cliffs, New Jersey, Prentice Hall, of India.
4. Mainiero, L A & Tromley C I. Developing managerial Skills in OB. New Delhi, Prentice hall of India.
5. Moore, M D. Inside Organizations: Understanding the Human Dimensions London, Sage.

COUNSELING SKILLS FOR MANAGERS	
SEMESTER: IMBA 9th	COURSE TYPE: DCE
COURSE CODE: IMBA18916DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<i>This course aims to develop among students a degree of appreciation for the subject matter and enable them to handle a wide range of employee counselling situations.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. To understand the basic framework of counselling services and their emergence 2. To understand the influence of management styles on employee behaviour 3. To understand the management skills required to deal with different personality types 4. To delve into understanding the problems in counselling and solutions 5. Understanding of stress management for effective working within organisations 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Develop an understanding of the basic concepts of counselling services 2. Summarise the influence of management styles on employee behaviour 3. Develop understanding of different personality types and how to deal with each one of them 4. Identify the problems in counselling and their solutions 5. Develop Understanding of stress management and the coping strategies 	

UNIT-I

Emergence and growth of counseling services; Need in current business environment; Approaches to Counseling:- Basic framework; Establishing confidence and trust with employees: Understanding the influence of management styles on employee behaviour.

UNIT-II

Management skills required to deal with different personality types: Training and motivation factors to influence behaviour; Counseling process: Beginning, developing and terminating a counseling relationship and follow up; Counselor's attitude and skills needed for a good counselor.

UNIT-III

Stress in organizations, causes and types; Coping with stress; Assessing client's problems, selection of counseling strategy and interventions- modifying, managing and improving behaviour through counseling

UNIT-IV

Problems in Counseling; Innovations in the field of human behaviour relevant for counselors; Impact of strong counseling program on the performance of an organization; Solutions to the exceptional problems in organizations through counseling; Role of counseling in resolving the conflict and friction in organizations.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. MacLennan, Nigel. Counseling for Managers, Aldershot, Grover.
2. Cormenr, L.S. and Hackeney, H. The professional counselors process guide, Prentice Hall Inc.
3. Kavita Singh. Counseling skills for Managers, Prentice Hall India.

MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE	
SEMESTER: IMBA 9th	COURSE TYPE: DCE
COURSE CODE: IMBA18917DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<i>The purpose of this course is to discuss the major aspects of technological change and the kind of human resource management strategies and steps which may equip the organisation and its human resources to adequately cope with such changes.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. To understand the relationship between technological change and progress of an organisation 2. To understand the need for Technological Planning and forecasting 3. To understand organisational implications of technological change 4. Delve into the concept of Integrating technology and Strategy 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Develop an understanding of the relationship between technological change and progress of an organisation 2. Understanding the need for Technological Planning and forecasting 3. Summarise organisational implications of technological change 4. Contextualise Integrating technology and Strategy 	

UNIT-I

Technological change and Progress of an organization, Technology Planning and Forecasting the need for introduction of new technologies, Technology Transfer, Special Features of New Technology; Concept and Process of Technological Innovation, Organisational Implications of Technological Change.

UNIT-II

Human Resource Implications of Technological Change on Performance and Potential. Evaluation in the Context of New Technology; Technology Transfer with Human Face New Issues in Manpower Training and Career Development.

UNIT-III

Conducting Innovation and Industrial R & D, Introduction to Management of Technology, Technological Change and Progress, Life cycle of Technology-the technology S curve, Integrating technology and strategy.

UNIT-IV

Technology and Cost leadership: Differentiation through Technology, Technology Planning and Forecasting, Forecasting Technology, Different methods: Delphi, Trend extrapolation, Scenario building, Technology Audit. Audit models.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Clark, Jon, Managing Innovation and Change, University of Southampton
2. Clark, Jon, Human Resource Management and Technological Change, London, Sage
3. Campbell, A and Wamer. M, New Technology, Skills and Management, London, Routledge
4. Rastogi, P N, Management of Technology and Innovation, New Delhi, Sage
5. Warner, M. New Technology and manufacturing Management, London, Wiley

KNOWLEDGE MANAGEMENT	
SEMESTER: IMBA 9th	COURSE TYPE: DCE
COURSE CODE IMBA18918CR	CREDITS: 4
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<p><i>Exploring the fundamentals of Knowledge Management, this course delves into concepts such as data, information, and intelligence. Students investigate Knowledge Management (KM) myths, life cycles, and various types of knowledge. Challenges in KM system development are analyzed alongside conventional versus KM system life cycles. Knowledge creation, architecture, and capture techniques are explored, including Nonaka's model and tools for capturing tacit knowledge. Codification methods are examined, encompassing knowledge maps, decision tables, and system testing. The course also covers transfer methods, internet's role in knowledge transfer, and business intelligence applications in decision making and data management.</i></p>	
Course Objectives	
<ol style="list-style-type: none"> 1. Understand the concepts of data, information, knowledge, and intelligence in the context of Knowledge Management (KM). 2. Explore myths surrounding KM, analyze its life cycle, and distinguish between different types of knowledge. 3. Gain insights into knowledge creation, architecture, and capture techniques, including Nonaka's model. 4. Learn about knowledge codification methods, transfer strategies, and the role of technology in facilitating knowledge exchange and decision making. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Demonstrate a comprehensive understanding of the fundamental concepts and principles of Knowledge Management. 2. Apply various knowledge creation, architecture, and capture techniques in real-world scenarios. 3. Effectively codify knowledge using appropriate tools and procedures, such as knowledge maps and decision trees. 4. Utilize transfer methods and technology platforms to facilitate knowledge exchange and support informed decision-making processes within organizational settings. 	

UNIT-I

Concepts of Data, Information, Knowledge, Experience, Commonsense and Intelligence. KM Myths – KM Life Cycle – Types of Knowledge – Expert Knowledge – Human Thinking and Learning. Challenges in Building KM Systems – Conventional Vs KM System Life Cycle (KMSLS)

UNIT-II

Knowledge Creation and Knowledge Architecture – Nonaka's Model of Knowledge, Creation and Transformation, Knowledge Architecture, Knowledge Capture- Tools and techniques of capture of Tacit Knowledge, Delphi Method, Balack boarding, Repository Grid

UNIT-III

Knowledge Codification – How to codify knowledge, Tools and Procedures – Knowledge Maps, Decision Tables, Decision Trees, Frames, Production Rules, System Testing and Deployment

UNIT-IV

Transfer Methods – Role of the Internet in Knowledge Transfer Knowledge Transfer in E-world - Intranets, Extranets, Groupware and Groupware applications. Business Intelligence – Decision Making Architecture – Data Management – Knowledge portal technologies.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Elias.M. Award & Hassan M. Ghaziri – “Knowledge Management” Pearson Education
2. Guus Schreiber, Hans Akkermans, AnjoAnjewierden, Robert de Hoog, Nigel Shadbolt, Walter Van de Velde and Bob Wielinga, “Knowledge Engineering and Management”, Universities Press
3. C.W. Holsapple, “Handbooks on Knowledge Management”, International Handbooks on Information Systems,

DATA WAREHOUSING AND DATA MINING	
SEMESTER: IMBA 9th	COURSE TYPE: DCE
COURSE CODE IMBA18919DCE	CREDITS: 4
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<p><i>Explore the fundamentals of data warehousing, including architecture, implementation, and data preprocessing techniques like cleaning, integration, and transformation. Delve into OLAP concepts, applications, and future trends alongside an examination of data mining, its processes, and business applications. Distinguish between data mining and OLAP while focusing on classification methods like decision trees and association rules, analyzing their strengths and weaknesses. Further, investigate clustering techniques such as K-means and Agglomerative methods, evaluating clusters and understanding their strengths and weaknesses. Finally, unravel the complexities of web mining, including web content, usage, and structure mining, to comprehend their significance in modern data analysis.</i></p>	
Course Objectives	
<ol style="list-style-type: none"> 1. Understand the foundational concepts of data warehousing, including architecture, implementation, and data preprocessing techniques. 2. Explore OLAP concepts and their applications in business, gaining insights into future trends in data analysis. 3. Differentiate between data mining and OLAP, grasping their distinct processes, applications, and significance. 4. Gain proficiency in classification, association, and clustering methods in data mining, alongside an exploration of web mining techniques and their practical implications. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Proficiency in designing and implementing data warehouses, including cleaning, integrating, and transforming data for analysis. 2. Ability to utilize OLAP techniques effectively to analyze multidimensional data and make informed business decisions. 3. Competence in applying various data mining methods, such as classification, association, and clustering, to extract valuable insights from large datasets. 4. Understanding of web mining principles and techniques, enabling the extraction of meaningful information from web content, usage patterns, and structure for strategic decision-making and business enhancement. 	

UNIT-I

Data Warehouse Concepts: Definitions, Characteristics, Purpose, Data Warehouse Architecture, Data Warehouse Implementation, And Data pre-processing: Data cleaning, Data integration and Transformation, Warehouse Schema Design and Metadata, Future Trends.

UNIT-II

OLAP Concepts: Definitions, characteristics and its types, OLAP applications in Business, Future Trends. Data Mining Concepts: Definitions, Process and Applications in business and future trends. Difference between Data mining and OLAP

UNIT-III

Classification: Data Mining through Decision Trees, decision tree rules, issues in data mining through decision trees, strengths and weakness of decision trees. Association Rules: process of association rule mining, problem of large data sets, strengths and weakness of association rules

UNIT-IV

Clustering: Searching for clusters, K-means method, Agglomerative method, Evaluating Clusters, strengths and weakness. Web Mining: Web content mining, Web Usage Mining, Web structure mining

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. S. Nagabhushana, Data Warehousing OLAP and Data Mining, New Age International Pvt Ltd Publishers, India
2. Jiawei Han, MichelineKamber, Data Mining – Concepts and Techniques, Morgan Kaufmann Publishers,
3. Michael J A Berry, Gordon S Linoff, Data Mining Techniques, Wiley Publishing inc,
4. Alex Berson, Stephen J.Smith, Data warehousing , data mining & OLAP, Tata McGraw Hill Publications
5. W H Inmon, Building the data warehouse, Wiley Computer Publishing.

Machine Learning Systems	
SEMESTER: IMBA 9th	COURSE TYPE: DCE
COURSE CODE IMBA18920DCE	CREDITS: 4
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<i>Discover the essence of learning and Machine Learning, exploring definitions, techniques, and real-world uses. Learn the distinctions between Data Mining and Machine Learning. Delve into Decision Trees, Neural Networks, and Support Vector Machines. Unravel the workings and applications of Self-Organizing Maps, ART, Q-Learning, and Genetic Algorithms, enhancing your understanding of optimization concepts.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. Gain a foundational understanding of learning and Machine Learning concepts, including definitions and techniques. 2. Differentiate between Data Mining and Machine Learning methodologies. 3. Explore practical applications and implementations of Decision Trees, Neural Networks, and Support Vector Machines. 4. Develop proficiency in Self-Organizing Maps, ART, Q-Learning, and Genetic Algorithms, enabling optimization and problem-solving in various domains. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Acquire the ability to apply Machine Learning techniques to real-world problems. 2. Enhance decision-making skills through an understanding of various algorithms like Decision Trees and Neural Networks. 3. Develop competence in utilizing Support Vector Machines for classification tasks. 4. Attain proficiency in optimization methods such as Q-Learning and Genetic Algorithms, fostering innovative problem-solving capabilities. 	

UNIT-I

Basic concepts of learning and Machine Learning. Machine learning- Definitions, techniques and applications. Supervised Learning, Unsupervised Learning, Reinforcement Learning Difference between Data Mining and Machine Learning.

UNIT-II

Decision Tree-Numeric Attributes, Missing Values, Pruning, Estimating Error Rates, Complexity of Decision Tree Induction, From Trees to Rules Neural Networks (NN)-Perceptron, Artificial neural network architecture, Feed Forward NN, Back Propagation NN, NN applications in business. Support Vector Machines (SVM)-SVM architecture and working. Application of SVM

UNIT-III

SOM (Neural networks) - SOM architecture and working. Application of SOM ART- ART architecture and working. Application of ART Clustering-Technique of clustering and its applications in business.

UNIT-IV

Q-Learning- Algorithm of Q-Learning and working. Application of Q-Learning State-action-reward – Concept and definition of State-action-reward Genetic Algorithms (GA) – GA algorithm and its applications

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Mitchell, T. Machine Learning. New York: McGraw-Hill.
2. Mehryar Mohri, Afshin Rostamizadeh, Ameet Talwalkar, Foundations of Machine Learning, The MIT Press
3. Yaser S. Abu-Mostafa, Malik Magdon-Ismael, Hsuan-Tien Lin, Learning From Data , AMLBook

ENTERPRISE RESOURCE PLANNING	
SEMESTER: IMBA 9th	COURSE TYPE: DCE
COURSE CODE IMBA18921DCE	CREDITS: 4
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<i>Explore the fundamentals of Enterprise Resource Planning (ERP) in this comprehensive course. Delve into its evolution, benefits, and risks, along with an analysis of major ERP packages such as SAP, Oracle, and JD Edwards. Gain insights into ERP implementation strategies, project management, and post-implementation optimization. Discover the integration of ERP with related technologies like CRM, Supply Chain Management, and E-business, along with future trends in ERP.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. Understand the evolution and significance of Enterprise Resource Planning (ERP) systems. 2. Analyze the benefits and risks associated with ERP implementation. 3. Explore strategies for selecting, implementing, and managing ERP projects effectively. 4. Gain insights into optimizing ERP systems and integrating them with related technologies for organizational success. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Students will demonstrate a comprehensive understanding of ERP systems, including their evolution and key features. 2. Participants will evaluate the risks and benefits associated with ERP implementation, enabling informed decision-making. 3. By the end of the course, learners will be equipped with the skills to effectively manage ERP projects from selection to post-implementation optimization. 4. Graduates will be prepared to integrate ERP systems with related technologies, fostering organizational efficiency and competitiveness. 	

UNIT-I

ERP: An Overview, Evolution of ERP-MRP and MRP-II, Problems of Information islands, Risks and Benefits of ERP, Major ERP Packages (SAP, Oracle, BAAN, JD Edwards, PeopleSoft, QAD), Market opportunities and problems in ERP selection and implementation.

UNIT-II

ERP implementation: Identifying ERP benefits team formation, consultant intervention, selection ERP, process of ERP implementation, Project Management and Monitoring, Measuring benefits of ERP.

UNIT-III

Post ERP Implementation, Maximizing the ERP System, The Business modules of ERP Package: Financial, Manufacturing, Human Resources, Material management, Procurement and Inventory Management, Sales and Distribution, ERP and Change Management.

UNIT-IV

ERP and Related Technologies: Business Process Reengineering, Data Warehousing, Data Mining, OLAP, Product Life Cycle management (PLM), Supply Chain Management, CRM solutions, ERP and World Wide Web, ERP and E-business, Future directions and Trends in ERP

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Hammer, Michael and J. Champ, Reengineering the corporation
2. Leon, Alexis, Enterprise Resource Planning, Tata McGraw Hill
3. Ray, Rajesh, ERP, Tata McGraw Hill

GEOGRAPHICAL INFORMATION SYSTEMS	
SEMESTER: IMBA 9th	COURSE TYPE: DCE
COURSE CODE IMBA18922DCE	CREDITS: 4
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<p><i>Explore the fundamentals of Geographic Information Systems (GIS) in this comprehensive course. Understand GIS applications and its interface with Remote Sensing, delving into GIS technology's evolution and the representation of geographic objects. Dive into data input, manipulation, analysis, and presentation techniques, along with addressing data quality and errors. Discover the intricacies of data management, including spatial and attribute data, various data structures, and the integration of spatial and attribute data. Finally, uncover the power of GIS in spatial analysis, examining neighbourhood and overlay analyses, and effectively presenting GIS outputs.</i></p>	
Course Objectives	
<ol style="list-style-type: none"> 5. Comprehend the conceptual framework and applications of Geographic Information Systems (GIS) in diverse fields. 6. Acquire proficiency in data input, manipulation, analysis, and presentation using GIS software. 7. Develop a comprehensive understanding of data management structures and their role in GIS, including spatial and attribute data. 8. Apply spatial analysis techniques to solve real-world problems, integrating GIS outputs effectively for decision-making processes. 	
Learning Outcomes	
<ol style="list-style-type: none"> 5. Demonstrate a thorough understanding of Geographic Information Systems (GIS) principles and their practical applications across various disciplines. 6. Proficiently utilize GIS software for data input, manipulation, analysis, and presentation, ensuring accuracy and efficiency. 7. Implement effective data management strategies, distinguishing between spatial and attribute data and employing appropriate data structures. 8. Apply spatial analysis techniques to interpret geographical patterns, facilitating informed decision-making and problem-solving processes. 	

UNIT-I

Geographic Information System (GIS): Definition and applications; GIS and Remote Sensing interface; Components and elements of GIS; Development of GIS technology; Geographic objects: point, line, area and their computer representation; Analog and digital maps.

UNIT-II

Data input/ capturing, storage and manipulation, query, data analysis and presentation, topology creation, data quality and errors in GIS.

UNIT-III

Data Management and Structure: Nature of Geographic data: Spatial and attribute data; Sources of data; Concept of vector and raster based models: Attribute data management: Data Base Management System (DBMS); Data Structures: relational, hierarchical and network; Linking spatial and attribute data.

UNIT-IV

GIS and Spatial Analysis: Neighborhood analysis: buffers, Network analysis; Overlays analysis - raster and vector based overlay and their applications in geography; Presentation of GIS output.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Burrough, P. A., and McDonnell, R. A., Principles of Geographical Information Systems, Oxford University Press
2. Demers, M. N., Fundamentals of Geographic Information Systems, John Wiley & Sons.
3. Longley, P. A., Goodchild, M. F., Maguire, D. J., and Rhind, D. W., Geographic Information Systems and Science, John Wiley and Sons.
4. Heywood, I. et. al., An Introduction to Geographic Information Systems, Pearson Education, Delhi.

STRATEGIC MANAGEMENT AND INNOVATIONS	
SEMESTER: IMBA 9th	COURSE TYPE: DCE
COURSE CODE: IMBA18003GE	CREDITS: 02
CONT. ASSESSMENT MARKS: 10	TERM END EXAM MARKS: 40
MAX. MARKS: 50	MIN. PASS MARKS: 40%
Course Description	
<i>Strategic Management and Innovation is a comprehensive course designed to equip students with the knowledge and skills necessary to navigate the complex and dynamic business environment of the 21st century.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. Introduction to Strategic Management 2. Understanding the nature of innovation, 3. Achieve and sustain competitive advantage in the marketplace 4. Strategic Leadership 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Students will get an overview of strategic management concepts, frameworks, and theories. 2. They will have focuses on understanding the nature of innovation, its importance for organizational success, and various types of innovation 3. Students learn how organizations can achieve and sustain competitive advantage in the marketplace. 4. They will examine the role of leadership in strategic management and innovation. Students learn about different leadership styles and approaches, as well as the skills and qualities required of effective strategic leaders 	

Unit- I:

Definition, nature, scope, and relevance of strategic management; Strategic decision-making: process and relevance. Building Company's vision, mission, objectives and goals; core purpose and core value of an organization using Collin-Porras's BHAG framework.

Unit-II:

Strategy analysis of Industry: Porter five forces modified model; Strategy Analysis of Value Creation: Porter's Value Chain Framework. Strategic innovation concepts and application. Clayton's Christina framework of disruptive innovations.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Besanko, Dranove, Shanley, and Schaefer, Economics of Strategy, Wiley
2. Pankaj Ghemawat . Strategy and the Business Landscape. Prentice Hall.
3. R. M. Grant. Contemporary Strategy Analysis, Oxford.
4. Porter, Michael: Competitive Strategy, The Free Press.
5. Govindarajan: Ten Rules for Strategic Innovators: From Idea to Execution Hardcover –Harvard Business Review Press.
6. Govindarajan. The Other Side of Innovation. Harvard Business Review Press.

ORGANIZATIONAL PSYCHOLOGY	
SEMESTER: IMBA 9th	COURSE TYPE: OE
COURSE CODE: IMBA18003OE	CREDITS: 02
CONT. ASSESSMENT MARKS: 10	TERM END EXAM MARKS: 40
MAX. MARKS: 50	MIN. PASS MARKS: 40%
Course Description	
<i>To acquaint the students with the basic concepts of organisational psychology, motivation, the era of human relations, concept of organisational culture, leadership and performance management, training and development</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. To understand the basic need for learning organisational psychology 2. To understand the major influences on industrial psychology through learning about the significance of scientific management and the era of human relations 3. To understand the concept of Performance Management and training and development within organisations 4. To delve into the concept of motivation, job satisfaction 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Develop an understanding of the basic concepts and scope of organisational psychology 2. Summarise the theories of scientific management and human relations and their significance 3. Develop understanding of leadership and organisational culture 4. Recognise the Effective Performance management and training and development in organisations 	

UNIT-I

Introduction to organizational Psychology – Definitions & Scope. Major influences on industrial Psychology- Scientific management and human relations schools Hawthorne Experiments

UNIT-II

Individual in Workplace Motivation and Job satisfaction. Organizational culture, Leadership & group dynamics. Performance Management: Training & Development.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Miner J.B. Industrial/Organizational Psychology. N Y: McGraw Hill.
2. Blum & Naylor Industrial Psychology. Its Theoretical & Social Foundations CBS Publication.
3. Aamodt, M.G. Industrial/Organizational Psychology: An Applied Approach Wadsworth/Thompson: Belmont, C.A.
4. Aswathappa K.. Human Resource Management New Delhi: Tata McGraw Hill.

IMBA - X

SEMESTER

INTERNSHIP AND TRAINING PROJECT	
SEMESTER: IMBA 10th	COURSE TYPE: CR
COURSE CODE: IMBA181001CR	CREDITS: 06
MAX. MARKS: 150	MIN. PASS MARKS: 40%

All IMBA students shall be required to earn 6 credits from any company in or outside state, they will be placed for internship and training project.

The Internship and Training Project shall be evaluated by company supervisor and by external examiner followed by project viva-voce conducted by the panel of experts. The evaluation of Internship and Training Project shall consist of three parts. Firstly, evaluation shall be done by the company supervisor where student is placed and shall have weightage of 02 credits. Secondly, evaluation shall also be done by the external evaluator, to be appointed by the Head, Department of Management Studies, University of Kashmir from the panel and shall have weightage of 02 credits. Lastly, evaluation shall be made by the following panel of experts through Viva-Voce of the students and shall have weightage of 02 credits:

1. **a)** Head, Department of Management Studies as Chairman;
2. **b)** One External Examiner from the panel submitted by Head of the Department and approved by the Hon'ble Vice Chancellor;
3. **c)** Two teachers (Professor/Associate Professor) of the department to be nominated by the Head of the Department.

INTERNATIONAL MARKETING	
SEMESTER: IMBA 10th	COURSE TYPE: CR
COURSE CODE: IMBA181003CR	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<p><i>This course offers a comprehensive examination of International Marketing, providing students with the knowledge and skills necessary to navigate the complexities of marketing in a global context. Through a blend of theoretical concepts and practical applications, students will explore the fundamentals of international marketing management, including market segmentation, positioning, entry strategies, product and pricing strategies, distribution, promotion, and emerging trends. Emphasis will be placed on understanding the dynamic international marketing environment and developing strategies to capitalize on global market opportunities..</i></p>	
Course Objectives	
<ol style="list-style-type: none"> 1. To provide students with an understanding of the nature, significance, and complexities of international marketing in the global business environment. 2. To explore different approaches to international marketing orientation, including the E.P.R.G. approach, and analyze their implications for strategic decision-making. 3. To equip students with the knowledge and skills necessary to develop effective international market segmentation, targeting, and positioning strategies. 4. To examine various international market entry strategies, including exporting, licensing, joint ventures, and strategic alliances, and assess their suitability in different contexts. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Students will demonstrate a comprehensive understanding of the international marketing landscape, including its significance, challenges, and opportunities in the global marketplace. 2. Students will be able to analyze and apply different international marketing orientations, evaluating their implications for market entry, segmentation, and strategic decision-making. 3. Students will develop proficiency in identifying and segmenting international markets, strategically positioning products/services to meet diverse customer needs and preferences worldwide. 4. Students will be capable of assessing and selecting appropriate international market entry strategies based on factors such as market characteristics, regulatory environments, and organizational capabilities. 	

UNIT-I

International Marketing: Meaning, Nature and Importance; International Marketing Orientation: E.P .R.G. – Approach: An overview of the International Marketing Management Process; International Marketing Environment., International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture & Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances.

UNIT-II

International Product and Pricing Strategies: Product Designing: Product Standardization Vs. Adaptation; Managing Product Line, International Trade Product Life Cycle, New Product Development; Pricing for International Markets: Factors Affecting International Price Determination.

UNIT-III

Managing International Distribution and Promotion: Distribution Channel Strategy –International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Agents; International Distribution Logistics; Planning for Trade Fairs and Exhibitions; International Promotion Mix – Advertising and other Modes of Communication. Understanding Global Consumer

UNIT-IV

Emerging Trends in International Marketing: Regionalism v/s Multilateralism; Trade Blocks; Important Grouping in the World; Legal Dimensions in International Marketing (Role of WTO); Marketing Research for Identifying Opportunities in International Markets

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Cateora, Philip R. and Graham John L.. International Marketing. Tata McGraw- Hill Edition.
2. Terpstra, Vern and Sarathy, Ravi . International Marketing. The Dryden Press, Chicago.
3. Keegan, Warren J. Global Marketing Management. Pearson Education , New Delhi.
4. Kotabe Masaaki and HelsenKristiaan. Global Marketing Management. John Wiley & Sons (Asia) Pte Ltd.

RETAIL MANAGEMENT	
SEMESTER: IMBA 10th	COURSE TYPE: DCE
COURSE CODE: IMBA181004DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM ENDEXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<i>Introduction to retail management is the elective course from marketing area. This course intends to provide the students with an overview of the retail industry, concepts and processes and an opportunity to understand the areas of accountability for a Retail Manager. This course will emphasize on the various elements that comprise the retail mix, including types of retailers, multichannel retailing, consumer buying behaviour, retail Marketing strategies, selecting retail site locations etc.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. Understand the basic concepts of retailing and its functions. 2. Understand Importance of offline, online store, locations and layout of stores. 3. Understanding management of retails services and maintaining the service quality. 4. Understanding development of products and pricing in retailing. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Define retail business and identify its working mechanisms 2. Explain the importance of retail locations and layouts. 3. Manage retail services and their service quality. 4. Understand the pricing mechanism in retailing and the support of IT services in retail management. 	

UNIT-I

Overview of retailing environment and management: Functions of retailing; Building and sustaining relationships; Strategic planning; Structural change, Types of Retail Outlets, Market structure and control; Planning and development.

UNIT-II

Situation Analysis: Retail institutions by ownership; Retail institutions by store-based strategy mix; Web, non- store-based, and other forms of non traditional retailing; Targeting customers and gathering information; Communicating with customers; Promotional strategies Choosing a store location: Trading-area analysis; Site selection; Store design and layout; Display

UNIT-III

Managing Retail Business; Retail organizations and HRM; Operations management: financial and operations dimensions; Managing retail services; Service characteristics; Branding: perceptions of service quality

UNIT-IV

Developing The Product: Retail Information Systems; Merchandise management and pricing: developing and implementing plans; People in retailing; Out-of-store retailing: different types

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. Berman B and Evans J R- Retail Management, Pearson Education.
2. Michael Lervy M and Weitz B W- Retailing Management, Tata McGraw-Hill.
3. Newman A J and Cullen P- Retailing: Environment and Operations, Vikas.
4. Varley R and Rafiq M- Principles of Retail Management, Palgrave.
5. Lamba- The Art of Retailing , Tata McGraw-Hill.

SERVICE SCIENCE ENGINEERING MANAGEMENT AND DESIGN	
SEMESTER: IMBA 10th	COURSE TYPE: DCE
COURSE CODE: IMBA181005DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<p><i>This course offers a comprehensive exploration of Service Science Engineering Management and Design (SSMED), a multifaceted discipline at the intersection of service science, engineering, management, and design thinking. Students will delve into the emerging paradigms and frameworks that underpin SSMED, focusing on the fundamental principles of value co-creation, service innovation, and the role of technology in shaping modern service ecosystems. Through a blend of theoretical insights and practical applications, learners will develop a holistic understanding of SSMED's interdisciplinary nature and its strategic relevance in navigating the complexities of the evolving service economy</i></p>	
Course Objectives	
<ol style="list-style-type: none"> 1. To elucidate the fundamental principles and premises of Service Dominant Logic (SDL) and its implications for marketing theory and practice. 2. To analyze the interdisciplinary characteristics of SSMED and its role in addressing the challenges and opportunities presented by the emerging service economy. 3. To explore the dynamics of value creation and exchange within service ecosystems, emphasizing the role of networks, interaction, and co-creation processes. 4. To examine the drivers and frameworks for successful service innovation, including the strategic application of service-oriented technologies and leadership principles. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Students will be able to critically evaluate and contrast the goods-dominant and service dominant logics, demonstrating a nuanced understanding of their implications for marketing theory and practice. 2. Students will demonstrate proficiency in identifying and analyzing the interdisciplinary characteristics of SSMED, recognizing its significance in addressing the complexities of the contemporary service economy. 3. Students will exhibit the ability to assess and apply frameworks for value co-creation and production, recognizing the pivotal role of networks, interaction, and collaboration in driving value creation and exchange. 4. Students will develop the skills necessary to identify drivers of successful service innovation and apply strategic innovation principles to address the evolving challenges and opportunities in the service economy. 	

UNIT I

Emerging New Dominant Logic for Marketing.Schools of Thought and Their Influence on Marketing Theory and Practice.Contrasting the goods and service -dominant logics.Operand and Operant Resources.Fundamental premises of service dominant logic.Value co-creation and production.Co-creation of value as distinguished from co-production.Role of networks and interaction in value creation and exchange.

UNIT II

Definition, nature and scope of SSMED.SSMED in the emerging service economy. Emerging framework's for understanding SSMED. Interdisciplinary and multidisciplinary characteristics of SSMED.T-Shaped Professional human resource development .Role of Technology as operant-resource. Nature scope and significance of emerging Service ecosystems. Service (Eco) Systems Perspective on Value Creation.Nature scope and characteristics of networks. Marketing as Complex Networks: Many-to-Many Marketing. Customer behaviour in networked environment, service social network and models Organizational relationship, alignment, and culture.

UNIT III

Definition, nature and scope of service innovation. Market-creating Service Innovations. Drivers of Successful Service Innovations.Govinrajan's Strategic Innovation rules and application. Service Oriented Technologies--- Exploring the use and application of advanced analytic technologies to address the information service and business intelligence challenges faced by enterprises. Nature scope and relevance of service leadership.Service leadership pipeline.Service-profit Chain relevance in SSMED.

UNIT IV

Design thinking evolution (Herbert Simon–Roger Martin), concepts, principles and practice. Different schools of thought in Design Thinking. Levels of design thinking .Design thinking in management and its relevance to service and information economy. Strategic role of design thinking in strategy development and execution.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. Lusch, R.F. & Vargo, S.L. The Service-Dominant Logic of Marketing Armonk, NY:M.E.Sharpe
2. Martin, R. The Design of Business: Why Design Thinking is the Next Competitive Advantage. Harvard Business School Press, Boston, MA.
3. Brown, T. Design thinking. Harvard Business Review.
4. Martin, R., & Euchner, J. Design Thinking. Research Technology Management.

SUPPLYCHAIN MANAGEMENT	
SEMESTER: IMBA 10th	COURSE TYPE: DCE
COURSE CODE: IMBA181006DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM ENDEXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<p><i>Supply Chain Management (SCM) is a cross-functional discipline concerned with the movement of products, the use of business resources, the flow of information, and the deployment of services in the value chain. In this course, students are provided with a comprehensive overview of the business processes, value creating activities, and best practices for managing a supply chain – from forecasting and demand management, to sourcing and procurement, to sales and operations planning, and through logistics (i.e., warehousing, distribution and transportation), out to the customer. The course covers both the tactical and strategic perspectives of SCM and is based on supply chain operations in the real world.</i></p>	
Course Objectives	
<ol style="list-style-type: none"> 1. Provide a comprehensive over view of SCM-related business processes and problems 2. Understand various activities of SCM like inventory management, transportation etc. 3. Equip students with SCM best practices vis-à-vis warehousing, packaging and logistics. 4. Understand the global supply chains and their management. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Knowledge f how supply chains operate and skills to make decisions to support strategic and tactical activities to manage efficient and effective supply chains 2. An understanding of the management and the dynamics of supply chains in the current global economy 3. Understand various supply chain processes and practices. 4. Understand evolution of world class supply chains and the role of electronic commerce as supply chain enablers. 	

UNIT I

The Supply Chain Revolution – Generalized Supply Chain Model – Supply chain and networks –Extended organization - Integrative Management – Responsiveness – Financial Sophistication – Globalization- Digital Business Transformation. The Logistics Of Business - The Logistical Value Proposition- The Work Of Logistics- Logistical Operating Arrangements - Flexible Structure –Supply Chain Synchronization.

UNIT II

The Quality Imperative-Procurement – Manufacturing-Logistical Interfaces. Information System Functionality- Comprehensive Information System Integration-Communication Technology-Rationale For ERP Implementation- ERP System Design-Supply Chain Information System Design. Inventory Functionality and Definitions-Inventory Carrying Cost-Planning Inventory-Managing Uncertainty-Inventory Management Policies- Inventory Management Practices. Transport Functionality, Principles and Participants-Transportation Service - Transportation Economic And Pricing- Transport Administration –Documentation.

UNIT III

Strategic Warehousing-Warehousing Operations-Warehousing Ownership Arrangements- Warehouse Decisions.Packaging Perspectives-Packaging For Materials Handling Efficiency-Materials Handling. Why Integration Creates Value- Systems Concept And Analysis-Logistical Integration Objectives-Enterprise Integration-Supply Chain Processes-Sales And Operations Planning(S & OP)-Supply Chain Planning Considerations-Pricing.

UNIT IV

Global Supply Chain Integration-Supply Chain Security-International Sourcing. Enterprise Facility Network-Warehouse Requirements-Total Cost Integration-Formulating Logistical Strategy. Development and Management of Internal Logistics Relationships-Development and Management of Supply Chain Relationships. E commerce advantages and disadvantages for SCM – e-commerce as an enabler – evolution of world class supply chains – EDI- Exchanges, hubs and marketplaces – ERP.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. Bowersox, Closs & Cooper. Supply Chain Logistics Management. McGraw-Hill.
2. Burt, Dobbler, Starling. World Class Supply Management. TMGH.
3. Philippe - Pierre Dornier, Global operations & Logistics. John Wiley & sons Inc, New York.
4. David Simchi, Levi & Philip Kaminski. Designing and Managing the supply chain. McGraw-Hill Companies Inc. Operations Now – Finch, McGraw Hill.

MARKETING OF FINANCIAL PRODUCTS	
SEMESTER: IMBA 10th	COURSE TYPE: DCE
COURSE CODE: IMBA181007DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM ENDEXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<p><i>This course delves into the dynamic world of marketing financial products, exploring the unique challenges and opportunities inherent in this sector. Students will gain insights into the conceptual frameworks, strategies, and tactics essential for effectively promoting and positioning financial services in the market. Through a blend of theoretical concepts and practical applications, learners will develop a comprehensive understanding of financial services marketing, enabling them to navigate the complexities of this specialized domain with confidence.</i></p>	
Course Objectives	
<ol style="list-style-type: none"> 1. To understand the fundamental concepts and characteristics of financial services marketing and distinguish it from marketing tangible goods. 2. To analyze the marketing environment of financial services and its implications on strategic planning and decision-making. 3. To explore segmentation, targeting, and positioning strategies specific to financial services markets. 4. To examine the elements of the marketing mix and their application in the context of financial product planning and development. 5. To develop an understanding of distribution strategies, pricing mechanisms, and promotional techniques tailored to financial products and services. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. . Students will be able to differentiate between the marketing approaches for financial services and tangible goods, demonstrating a clear understanding of the unique challenges and strategies in financial services marketing. 2. Students will be capable of conducting comprehensive analyses of the marketing environment for financial services, identifying key factors influencing strategic planning and implementation. 3. Students will demonstrate proficiency in developing segmentation, targeting, and positioning strategies specific to various segments within the financial services market. 4. Students will exhibit competence in designing effective marketing mixes for financial products. 5. Students will be equipped with the skills to assess and adapt distribution strategies, pricing mechanisms, and promotional techniques in response to changing market dynamics and consumer preferences within the financial services industry. 	

UNIT I

Concepts, nature and characteristics, financial services marketing versus goods marketing, services marketing mix; strategic financial services marketing planning; Marketing Environment: Analyzing financial services marketing environment.

UNIT II

Financial Services markets- segmentation need and bases, Market selection, Positioning of financial services. Marketing Mix strategy development and Product Planning: Concept of financial product; product levels, Major product decisions branding and product mix decisions, product life cycle and new product development, innovation, diffusion and adoption.

UNIT III

Price determination-factors, Process and strategies, promotion of financial products- communication process, promotion mix planning-advertising, personal selling, public relations and sales promotion: Distribution strategies and channel alternative.

UNIT IV

Process planning- Matching of demand and supply; People-Employees and customers, their role and management, managing physical evidence.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Harrison, Tina Financial Services Marketing, Prentice-Hall
2. Avadhani, V.A., Marketing of Financial Services, Himalayas Publishers, Mumbai
3. Stephenson, R., Hants, A., Marketing Planning for Financial Services, Gower
4. Ennew, C. T., Waite, N., Financial Services Marketing: An International Guide to Principles and Practice, Butterworth-Heinemann

PROJECT APPRAISAL, FINANCE AND MANAGEMENT	
SEMESTER:IMBA10th	COURSETYPE:CORE
COURSECODE:IMBA181008CR	CREDITS:04
CONT.ASSESSMENTMARKS:20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS: 40%
Course Description	
<i>This course offers a comprehensive examination of project appraisal, finance, and management principles and practices essential for effective project planning, execution, and evaluation. Students will explore the process of project identification, feasibility analysis, financial modeling, and risk assessment. Emphasis will be placed on understanding project finance mechanisms, investment decision-making criteria, and project management methodologies to maximize project value and minimize risks.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. To introduce students to the concepts and methodologies of project appraisal, finance, and management. 2. To familiarize students with the process of project identification, feasibility analysis, and financial modeling. 3. To equip students with the tools and techniques for evaluating investment opportunities and making informed project investment decisions. 4. To enable students to apply project management principles and methodologies to plan, execute, and monitor projects effectively. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Define project appraisal, finance, and management concepts and explain their importance in project development. 2. Identify and assess investment opportunities using project appraisal techniques, including net present value(NPV), internal rate of return(IRR), and payback period. 3. Develop project financial models and conduct sensitivity analysis and scenario planning to evaluate project viability and risk. 4. Apply project finance mechanisms, such as debt financing, equity financing, and public-private partnerships (PPPs), to fund project investments. 	

UNIT I

Capital Investment - Importance and Difficulties; Project classification and dimensions. Stages of Project Feasibility Analysis – Identification, Pre-selection, Analysis, Evaluation and Decision. Generation and Screening of Project Idea; Corporate Appraisal; Profit Potential of Industries – Porter Model.

UNIT II

Market Demand and Situational Analysis; Forecast future market demand. Market Risk. Technical Analysis – Preliminary information requirements, Steps of the technical analysis. Social Cost Benefit Analysis. Environmental Appraisal of Projects. Network Techniques for Project Management; Project Review and Administrative Aspects.

UNIT III

Financial Appraisal of Projects. Project costing and financing. Estimating Total Project Cost. Working Capital requirements. Financing the projects - long term and short term. Financial Projections- Profitability Estimates, Cash flow Estimates, Projected Balance sheets.

UNIT IV

Analyzing Financial Projections- Techniques – Ratio Analysis, Break Even analysis, Average rate of return, Payback period, Net present value and Internal rate of return. Risk Analysis for Projects. Sensitivity analysis. Project Implementation. Time and cost overruns.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Reading

1. Bhalla, V.K. Financial Management and Policy. New Delhi, Anmol.
2. Chandra Prasanna. Project; Planning, Analysis, Financing, Implementation and Control, New Delhi, Tata McGraw Hill.
3. Chitale V P. Project Viability in Inflationary Conditions – A Study of Capital Cost and Project Viability, New Delhi, Vikas Publishing House.
4. Patel B M. Project Management – Strategic Financial Planning, Evaluation and Control. New Delhi, Vikas Publishing House.
5. Rao P C K. Project Management and Control. New Delhi, Sultan Chand & Sons.

FINANCIAL RISK MANAGEMENT	
SEMESTER:IMBA 10th	COURSE TYPE: DCE
COURSE CODE:IMBA181009DCE	CREDITS:04
CONT.ASSESSMENT MARKS:20	TERM ENDEXAM MARKS:80
MAX.MARKS:100	MIN.PASS MARKS: 40%
Course Description	
<i>This course provides a thorough exploration of financial risk management principles and techniques essential for effectively identifying, assessing, and mitigating risks in various financial contexts. Students will examine different types of financial risks, including market risk, credit risk, liquidity risk, and operational risk, and learn how to apply quantitative methods and risk management Frameworks to make informed decisions and safe guard organizational value.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. To introduce students to the concept of financial risk and its importance in financial decision-making and corporate governance. 2. To familiarize students with different types of financial risks and their characteristics, including market risk, credit risk, liquidity risk, and operational risk. 3. To equip students with quantitative tools and risk management techniques for measuring, monitoring, and managing financial risks effectively. 4. To enable students to apply risk management frame works and strategies to real-world scenarios and develop risk mitigation plans. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Define and classify different types of financial risks, including market risk, credit risk, liquidity risk, and operational risk. 2. Apply quantitative methods, such as Value at Risk (VaR) and stress testing, to measure and assess financial risks. 3. Identify sources of financial risk within organizations and develop risk management strategies to mitigate these risks. 4. Evaluate the effectiveness of risk management techniques and tools in safeguarding organizational value and enhancing financial performance. 	

UNIT-I

Risk management :-Concept and objectives; Types of financial risks- credit risk, market risk, default risk, foreign exchange risk, purchasing power risk; Main banking business lines and risk associated with each: the banking book, the trading book and off balance sheet exposure; Scientific risk management process.

UNIT-II

Risk Measurement: - based on sensitivity, based on volatility and based on down side potential; Credit risk management –concept, components, need and process of credit risk management; Approaches for capital charge for credit risks:-Standardized Approach, IRB Foundation Approach and IRB Advanced Approach.

UNIT-III

Operational Risk Management-Concept of operational risk; Operational risk categorization-cause based, effect based and event based ; Operational risk management process; Guiding principles; Approaches for attribution of capital charge for operation risks- Basic Indicator Approach, Standardized Approach and Advanced Measurement Approach.

UNIT-IV

Interest Rate Risk Management – concept, sources and objectives; Effects of interest rate risk; Techniques of measurement- re-pricing schedules, Gap analysis, Duration and simulation approaches; Liquidity Risk: concept, types and dimensions; Measurement of liquidity risk – stock approach and flow approach and VaR.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Dorfman, M.S. "Introduction to Risk Management and Insurance" Pearson Education, New Delhi
2. Marshal, J. F. & Bansal, V. K., Financial Engineering, Prentice Hall, New Delhi.
3. Mare Lore And Lev Berodovsky, Financial Risk Management, Butterworth Heinennam, Oxfords
4. Rajda, G. E., Principles of Risk Management & Insurance, Pearson Education Asia, New Delhi.

ASSET LIABILITY MANAGEMENT	
SEMESTER:IMBA10th	COURSE TYPE: DCE
COURSE CODE:IMBA181010DCE	CREDITS:04
CONT.ASSESSMENT MARKS:20	TERM ENDEXAM MARKS:80
MAX.MARKS:100	MIN.PASS MARKS: 40%
Course Description	
This course offers a comprehensive exploration of Asset Liability Management (ALM), focusing on the principles, techniques, and strategies employed by financial institutions to manage risks arising from mismatches between assets and liabilities. Students will examine the role of ALM in optimizing the balance sheet, managing interest rate risk, liquidity risk, and funding risk, and ensuring the overall financial health and stability of institutions.	
Course Objectives	
<ol style="list-style-type: none"> 1. To introduce students to the concept of Asset Liability Management (ALM) and its significance in financial institutions. 2. To familiarize students with the key components of ALM, including asset management, liability management, and risk management. 3. To equip students with the analytical tools and techniques for measuring, monitoring, and managing interest rate risk, liquidity risk, and funding risk. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Define Asset Liability Management (ALM) and explain its objectives and importance in financial institutions. 2. Identify and assess various types of risks managed by ALM, including interest rate risk, liquidity risk, and funding risk. 3. Apply quantitative methods and financial models to measure, monitor, and analyze the impact of risks on the balance sheet. 4. Develop ALM strategies and tactics to optimize the balance sheet structure, enhance profitability, and manage risks prudently. 	

UNIT: I

Asset Liability Management: Concept, scope, objectives, need, significance, constraints and prospects, components of assets and liabilities in bank balance sheet and their management ; Asset liability Management implementation and RBI guidelines; Strategic planning for ALM.

UNIT: II

Liquidity Risk and Liquidity Management:-Concept ,dimensions, role and types of liquidity risks; Liquidity Gaps-liquidity gaps and maturity mismatch, issues for determination of liquidity Gap; Measurement and Management of Liquidity Risk- stock Approach and Flow Approach; Liquidity Management and RBI guidelines ; Case studies on liquidity risk measurement and management pertaining to banks.

UNIT: III

Interest Rate Risk and Asset Liability Management: - Concept, objectives, essentials of interest risk, sources /types of interest rate risk, effects of interest rate risk, Techniques for Measurement of Interest Rate Risk- Repricing Schedules, Gap Analysis, Duration and Simulation Approaches; Elements of sound interest rate risk management,, Interest Rate Risk Management and RBI guidelines; Case studies on interest rate risk measurement and management pertaining to banks.

Unit: IV

Treasury Operations and Asset Liability Management :- Concept of treasury management , functions of integrated treasury management, treasury as a profit centre; Treasury Products- FOREX Market Products, Money Market Products, Securities Market Products; Role of treasury in ALM of banks; Treasury Risk Management –VaR and Duration method; Case studies on treasury risk management.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Reading:-

1. Bhattacharya, K.M., Risk Management in Banks, Himalaya Publishing co. Delhi
2. Fabozzi, F. J. Asset Liability Management, S. Chand and Company, New Delhi
3. Houghton, K.R., Asset Liability Management: A practical Approach, Atlanta Trust Co., Georgia
4. Joel Besis, Risk Management in Banking, Jhon Wiley and Sons Ltd, London.
5. Wilson, J.S., Managing Bank Assets and Liabilities, Euromoney Publications

BEHAVIORAL FINANCE	
SEMESTER: IMBA 10TH	COURSE TYPE: DCE
COURSE CODE: IMBA181011DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<i>This course delves into the intersection of psychology and finance, exploring how human behavior influences financial decision-making and market outcomes. Students will examine various behavioral biases, heuristics, and anomalies that deviate from traditional economic theories. Through case studies, experiments, and real-world examples, students will gain insights into understanding investor behavior, market inefficiencies, and implications for investment strategies.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. To introduce students to the principles and concepts of behavioral finance and its relevance in understanding financial markets. 2. To explore the psychological biases and heuristics that affect individual investors and market participants. 3. To analyze the implications of behavioral biases on asset pricing, market efficiency, and investment outcomes. 4. To examine behavioral finance theories and empirical evidence and apply them to investment decision-making and risk management. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Explain the basic principles and key concepts of behavioral finance, including cognitive biases and emotional factors. 2. Identify common behavioral biases and heuristics that influence investor decision-making, such as overconfidence, loss aversion, and herding behavior. 3. Analyze the impact of behavioral biases on financial markets, including asset pricing anomalies, market bubbles, and crashes. 4. Apply behavioral finance theories and insights to develop effective investment strategies and risk management techniques. 5. Evaluate the limitations and challenges of behavioral finance and its implications for financial regulation and policy-making. 	

UNIT I

Introduction: background and evolution of behavioral finance, contribution of pioneers of behavioral finance experts, human behavioral theories- prospect theory, heuristics: fusion investing; Behavioral Biases: overconfidence bias, representative bias, herding bias, anchoring bias, cognitive bias, regret aversion bias, gamblers fallacy bias, mental accounting, hindsight bias, escalation bias, confirmation bias.

UNIT II

Review of Neo Classical Finance Theory: Efficient market hypothesis, factors contributing to an efficient market, Three sub hypotheses of EMH and implications of each of them, tests and results which support the EMH and which indicate an anomaly related to the hypothesis; Behavioral Challenges to EMH- Analysis of behavioral challenge stage against EMH, investors rationality and behavioral biases, emotion and investment decisions, implications of behavioral biases on the applicability of EMH, behavioral patterns of Indian stock market investors.

UNIT III

Capital Budgeting and Behavioral Finance: cost of capital and its significance in capital budgeting decisions, implications of heuristics, overconfidence, excessive optimism, aversion to sure loss and confirmation bias on managers capital budgeting decisions; Risk and Behavioral Finance : Analysis of firm valuation, perceptions of risk and return, the use of valuation heuristics by managers/analysts and consequent valuation biases, how managers, analysts, strategists and investors perceive the relationship between risk and return, prospect theory and IPO behavior

UNIT IV

Capital Structure and Dividend Policy- concept, objectives, driving behavioral biases influencing managers decision on capital structure, dilution, market timing, use of leverage and financial flexibility, self-control and framing effects and

attractiveness of cash dividends for individual investors, investors' expectations and dividend payout heuristics chosen by managers; Supply by Firms and Managerial Decisions: supply of securities and firm investment characteristics (market timing, catering, herd mentality, biased managers and investment in other assets, behavioral analysis and the value destructive effects of excessive optimism and overconfidence.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Amling, "Fundamentals of Investment Analysis", Prentice Hall, International Edition.
2. Donald, E. Fisher & Ronald J. Jordon: Security Analysis & Portfolio Management, Pearson Education, New Delhi.
3. Farozzi, Franch J: Investment Management, Prentice Hall, International Edition.
4. Gupta, L. C : Stock Exchange Trading in India : Society for Capital Market Research and Development, Delhi
5. Sharpe, William F, Gordon J Alexander and J. V Bailly: "Investments", Prentice Hall of India, New Delhi.

MICRO FINANCE	
SEMESTER:IMBA10th	COURSETYPE: DCE
COURSECODE:IMBA181012DCE	CREDITS:04
CONT.ASSESSMENTMARKS:20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS: 40%
Course Description	
<p><i>This course offers a comprehensive examination of microfinance, focusing on its principles, practices, and impact on poverty alleviation and economic development. Students will explore the evolution of microfinance, its institutional framework, financial products and services, and the role of technology in expanding financial inclusion. Emphasis will be placed on understanding the challenges and opportunities associated with micro finance, along with ethical Considerations and sustainability concerns.</i></p>	
Course Objectives	
<ol style="list-style-type: none"> 1. To introduce students to the concept and significance of microfinance in addressing financial exclusion and promoting inclusive economic growth. 2. To provide students with a deep understanding of the institutional models, mechanisms, and methodologies employed in microfinance operations. 3. To analyze the impact of micro finance on poverty reduction, women's empowerment, and community development. 4. To examine the challenges and limitations of microfinance initiatives and explore strategies for enhancing their effectiveness and sustainability. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Define micro finance and explain its importance in promoting financial inclusion and poverty alleviation. 2. Identify different microfinance models, including microcredit, micro savings, and microinsurance, and evaluate their effectiveness. 3. Assess the impact of micro finance interventions on the lives of low-income households, women entrepreneurs, and marginalized communities. 4. Analyze the role of technology, including mobile banking and digital platforms, in advancing microfinance outreach and efficiency. 	

UNIT: I

Nature, concept and scope of microfinance, microfinance institutions, why microfinance, microfinance as a tool of development and poverty eradication, evolution of microfinance evolution and character of microfinance in India, microfinance delivery methodology, microfinance in India-present status and future prospects.

UNIT: II

Perspectives of Microfinance- innovative and creative microfinance models, legal and regulatory framework, monitoring and evaluation findings, RBI guidelines on microfinance, emerging issues in microfinance, impact of assessment and social assessment of microfinance institutions, financial sustainability in microfinance-issues relating transparency, MIS in microfinance institutions, analysis and reporting practices of microfinance institutions.

UNIT: III

Member Owned Microfinance –origin, organizational models, spread management, typology of member owned institutions; market development- financial service demands of households, market research for financial products and services, development of new products and services strategy, types of network and linkages, structure and intent, significance of networking strategy.

UNIT: IV

Risk Management in Microfinance-concept, types and sources of risks in microfinance, management of credit, default, interest, liquidity and operational risks, management of governance risk, internal controls in microfinance, capital charge for microfinance risks; Microfinance and priority sector norms/lending, revenue generation, operating costs and efficiency of microfinance.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Lee, Nanci and RewaMisra , “Community based microfinance manual modules”, Coady International Institute, Canada.
2. Matthews, Brett “Towards safety and self reliance-the tragedy of saving at home”, Canadian Co-operative Association..
3. Rock, R, Oteror and Saltzman S., “Principles and practices of microfinance governance”, ACCION International.
4. Hirschand, M ed. , “Maintaining the security of client funds” in Hirschand M. ed. Savings Sevices for the poor, KumarianPress,USA.
5. Misra, R. “Case of primary agricultural credit society linkage, India: the best rural remote self help groups can do”, Coady International Institute, Canada.

STRATEGIC HRM	
SEMESTER: IMBA 10th	COURSE TYPE: CORE
COURSE CODE: IMBA181013CR	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<i>This course is aimed at providing the students the inputs on how to link the HRM functions to the corporate strategies and to understand HR as a strategic partner.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. Analyse the meaning and scope of strategic human resource management 2. Integrating HR strategies to business strategies 3. To contextualise the concepts and significance of workforce diversity, quality of work life, competency mapping and succession planning 4. Understanding Organisational Downsizing and HR outsourcing 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Analyse the meaning and scope of strategic human resource management 2. Integrating HR strategies to business strategies 3. To contextualise the concepts and significance of workforce diversity, quality of work life, competency mapping and succession planning 4. Understanding Organisational Downsizing and HR outsourcing 	

UNIT 1

Strategic HRM.need and importance.Integrating HR strategies with business strategies - Developing HR plans and policies - Technology and structure - Workforce diversity - Demographic changes - Temporary contract labour - Global environment - Global competition - Global sourcing of labour.

UNIT II

Online recruitment - Employee referrals - Recruitment process outsourcing - Retention strategies- Head hunting - Executive education - Flexi timing – Telecommuting - Quality of work life - Creating learning organization - Competency mapping – Multi skilling - Succession planning - Cross cultural training.

UNIT III

Defining key result areas (KRA) - Result based performance - Linking performance to pay - Merit based promotions - Performance based pay - Skill based pay - Team based pay - Executive compensation - Variable pay.

UNIT IV

Downsizing - Voluntary retirement schemes (VRS) - HR Outsourcing - Early retirement plans - Project based employment Developing HR as a value added function.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. Jeffery Mello. Strategic HRM. Thompson publication, New Delhi
2. Charles Greer. Strategic HRM. Pearson education Asia, New Delhi
3. Michael Armstrong. Strategic HRM. Koganpage, London
4. Agarwal. Strategic HRM. Oxford University press, New Delhi
5. Garry Desseler. Human Resource Management. PHI, New Delhi

COMPENSATION MANAGEMENT	
SEMESTER:IMBA10th	COURSETYPE:DCE
COURSECODE:IMBA181014DCE	CREDITS: 04
CONT. ASSESSMENTMARKS: 20	TERMENDEXAMMARKS:80
MAX.MARKS:100	MIN.PASSMARKS:40%
Course Description	
<i>Course is designed to provide the student with a thorough knowledge of various methods and practices of Compensation Management. It enables students to understand and perform job evaluation for various job positions of different fields. It also serves to develop and Strengthen over all analytical skills of students related to various HR functions.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. To understand the significance of compensation management. 2. To develop a clarity about Economical behavioural dimension of compensation management. 3. To analyse the emerging issue and trends in compensation methods. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Recognize how pay decisions help the organization achieve a competitive advantage. 2. Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations. 3. Demonstrate comprehension by constructing a compensation system in compassing; <ol style="list-style-type: none"> 1) internal consistency, 2) external competitiveness 3) employee contributions,4) organizational benefit systems, and 5) administration issues. 4. Design rational and contemporary compensation systems in modern organizations. 	

UNIT-I

Basic concepts; Conceptual and theoretical understanding of economic theory related to Compensation Management. Wage theories. Employee's satisfaction and Motivation issues in compensation design.

UNIT-II

Process of wage payment: Wage legislation "payment of wages act, Minimum wage act, payment of Bonus act", wage survey, wage determinants and wage level "Lanham factors".

UNIT-III

Job Evaluation, methods of job evaluation. Wage structure. Wage fixation; "merit increment, flat rate and merit rate. Merit rating". Wage payment. Types of wage, payment .wage, incentive plans.

UNIT-IV

Executive Compensation..Compensation Systems in Multinational Companies and IT companies.The role of fringe benefits in reward systems. Retirement Plans including VRS/Golden Handshake Schemes.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested readings

1. George T. Milkovich and Jerry M. Newmann. Compensation (International Edition) McGraw hill.
2. Compensating the Sales Force: A Practical Guide to Designing Winning Sales Compensation Plan, McGraw-Hill Inc.
3. Dipak Kumar Bhattacharyya. Compensation Management. OUP India.

PARTICIPATIVE MANAGEMENT	
SEMESTER: IMBA 10th	COURSE TYPE: DCE
COURSE CODE: IMBA181015DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<i>The purpose of this paper is to provide inputs to the students on how to work in a dynamic and empowered environment by focussing on participative management approaches.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. To understand the basic need, scope and origin of participative management in organisations 2. To understand various approaches to participative management 3. To understand the concept of WPM in India 4. Comparatively analyse WPM in India and abroad 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Develop an understanding of the basic concepts participative management 2. Summarise the approaches to participative management 3. Develop understanding of WPM in India 4. To anticipate the future of participative management 	

UNIT I

Meaning of participative management - participative management as a concept - Economics, Psychological, Social, Political viewpoints on this concept - Origin and growth of participative management. The need for participative management - the objectives of participative management –Approaches to participative management.

UNIT II

Different types of workers participation in management - Informative participation, consultative participation, Associative participation, Administrative participation and decisive participation, - Bipartite forums in PSUs and private sectors to promote WPM - WCS, JMC, Shop councils, Joint councils, workers representatives on the Board of Directors.

UNIT III

W.P.M. in India - Experiences of PSUS and private sectors Suggestions for improving the W.P.M. in Indian companies - W.P.M. inabroad - Evaluation of W.P.M. in abroad - comparison of W.P.M. in India and abroad.

UNIT IV

Selected studies on working of participative management in Indian companies. Training to make participative management more successful - Future of participative management.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. N.G.Nair, Lata Nair, Personnel Management and Industrial Relations, S.Chand.
2. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi
3. E. Schuster Human Resource Management ,Concept ,Cases And Readings ,PHI
4. Garg Dessler , Human Resource Management, Pearson Education

LABOUR LEGISLATIONS	
SEMESTER: IMBA 10th	COURSE TYPE: DCE
COURSE CODE: IMBA181016DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<p><i>To have an effective human resource practice, the knowledge of Labour Legislation is an indispensable part. Especially in the Indian scenario, the Labour welfare and security is paramount in industrial relations solutions. Thus to enable the students to have a good base in Labour Law, this paper focuses on various Labour legislations, dispute solving machineries and Judicial setup. There are modules with conceptual, descriptive, analytical, practical and legal aspects.</i></p>	
Course Objectives	
<ol style="list-style-type: none"> 1. To know the development and the judicial setup of Labour Laws. 2. To learn the salient features of welfare and wage Legislations. 3. To learn the laws relating to Industrial Relations, Social Security and Working conditions. 4. To understand the laws related to working conditions in different settings. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Students will know the development and the judicial setup of Labour Laws. 2. They will learn the salient features of welfare and wage Legislations also to integrate the knowledge of Labour Law in General HRD Practice. 3. Students will learn the laws relating to Industrial Relations, Social Security and Working conditions and also learn the enquiry procedural and industrial discipline. 	

UNIT-I

Legal Provision relating to Wages, Working Conditions, The Factories Act, 1948, The Trade Unions Act, 1926, The Payment of Wages Act, 1936, The Minimum Wages Act, 1948, The Industrial Disputes Act, 1947

Unit- II

The Workmen's Compensation Act, 1923, The Payment of Gratuity Act, 1972, The Payment of Bonus Act, 1965, The Employee's Provident Fund & Misc. Act, 1952

UNIT-III

The Employees State Insurance Act, 1948, the Industrial Employment (Standing Orders) Act, 1946, the Apprentices Act, 1961

UNIT-IV

The Equal Remuneration Act, 1976, the Maternity Benefit Act, 1961, Contract Labour Regulations and Abolition Act, 1970, The Child Labour Prevention and Regulation Act, 1986

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. D. R. N. Sinha, Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation.
2. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGrawHill.
3. Kapoor N. D. Elements of Mercantile Law, Sultan Chand
4. Srivastava, Industrial Relations and Labour laws, Vikas

MANAGEMENT DEVELOPMENT	
SEMESTER: IMBA 10th	COURSE TYPE: DCE
COURSE CODE: IMBA181017DCE	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<i>The course is designed to provide students with an understanding of finance, marketing and communication in the managerial sector. MD course intends to provide students with all of the information they require to meet the demands of the industry.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. Set specific, ambitious, and worthwhile goals 2. Communicate your message precisely 3. Manage your time better 4. Prioritise, plan, prepare, and delegate tasks 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Understand the need and process of training need analysis in organizations. 2. Understand the process of designing a training programme and its evaluation. 3. Understand various training methods and their applicability in different organizational situations. 4. Comprehend the tools and techniques of management development. 	

UNIT I

Field of Human Resource Development;- Definition; objectives and Functions of Human Resource Development Professionals; open systems.

UNIT II

Theory perspective of training; strategic planning approach; organizational environment and training; training methodology and overview of the training process; training needs assessment and training objectives.

UNIT III

Management development : perspective, MD and management education ; Pitfalls, Continuing need, Need for effective MD, MD Policy and Committees ; Planning the strategies and programme to reach MD objectives.

UNIT IV

Management effectiveness audit and management inventory; Methods of MD including training for human relations, leadership, teamwork, communication and creativity ; conduction of MD programme – Role of programme coordination, trainee, top management; Evaluation; Getting management training to pay-off.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. Bienvenu, B.J. “New Priorities in Training”. American Management Association.
2. Bibsted, Don. “Development in Interpersonal Skills Training”. Gower, London.
3. Brinkerhoff, Robert. “Achieving Results from Training: HBow to evaluate HRD to Strengthen Programs and Increase Impact”. Jossey Bass, San Francisco.
4. Craig, Robert L. “Training and Development Handbook”. McGraw Hill, New York.

E-BUSINESS	
SEMESTER: IMBA 10th	COURSE TYPE: DCE
COURSE CODE IMBA181018CR	CREDITS: 4
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<i>Explore the fundamentals of E-Commerce, from its inception to contemporary applications. Delve into business models, system development, and security measures essential for effective E-Commerce implementation. Analyze diverse payment systems and confront ethical, social, and legal challenges inherent in digital commerce landscapes.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. Understand the evolution and key components of E-Commerce, including web servers, clients, and internet marketing technologies. 2. Explore various E-Commerce business models such as B2C, B2B, and C2C, and learn about the system development lifecycle. 3. Examine different payment systems in E-Commerce, from traditional methods to digital wallets and B2B payment systems. 4. Analyze ethical, social, and legal considerations, including privacy rights, intellectual property, and the impact of net marketplaces on society 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Gain proficiency in identifying and applying E-Commerce concepts, technologies, and business models in real-world scenarios. 2. Develop the skills to analyze and select appropriate software and hardware for building E-Commerce systems, with an emphasis on security measures. 3. Acquire knowledge of various payment systems, enabling effective transactions in E-Commerce environments. 4. Demonstrate a comprehensive understanding of ethical, social, and legal issues in E-Commerce, and the ability to navigate them responsibly in professional settings. 	

UNIT I

Introduction to E-Commerce- Definition, Evolution, WWW Web Servers, Clients, Email, Search Engines, Chat, Music, Video. Internet Marketing Technologies – Databases, Dataware house And Datamining.

UNIT II

E-Commerce Business Models – Key elements of Business Models, Business to consumer (B2C) Business model, Business-to-Business (B2B) Business model, Consumer to Consumer Business model Building E-Commerce- System Development life Cycle, Choosing Software and hardware. E-commerce Site Tools E-Commerce Security – Security threats, technology solutions to threats and protection. Policies, procedures and Laws

UNIT III

E-Commerce Payment Systems :Cash, Checking transfer, Credit card, stored value and accumulating Balance.Credit Card E-Commerce Transactions: Working, Credit Card Enablers, Limitations of Online payment systemsDigital Payment Systems : Digital Wallets, Digital Cash, Smart Cards as stored value systemsB2B Payment Systems : Electronic Billing presentment and payment

UNIT IV

Ethical, Social and Political Issues in E-Commerce :Responsibility, Accountability and Liability.Privacy and Information Rights :Privacy and Legal Protections, Private industry self-regulation, Privacy Advocacy groups.Intellectual Property Rights :Types, Copyright and Patent.Net Marketplaces – Characteristics of Net Marketplaces, Types of Net Marketplace, E-Distributors, E-Procurement, Exchanges.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Kenneth Laudon & Traver, "E-commerce", Pearson Edu. New Delhi.
2. Cady, G.H. and Part McGreger, "The Internet" BPB Pub., Delhi
3. Carpenter, Phil e Brands, HBS Press, Boston.
4. Keen, Peter and Mark McDonald The e-Process Edge, Delhi, Tata McGraw Hill

ADVANCED DATA BASE MANAGEMENT SYSTEMS	
SEMESTER: IMBA 10th	COURSE TYPE: DCE
COURSE CODE IMBA181019DCE	CREDITS: 4
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<i>Discover the fundamentals of databases, from entities and attributes to relationships and DBMS architecture. Dive into relational databases, learning Codd's Rules, integrity principles, and SQL essentials. Master database design and normalization techniques while exploring concurrency control, recovery methods, and security measures</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. Equip students with a comprehensive understanding of fundamental database concepts, including entities, attributes, and relationships, fostering a solid foundation in database management. 2. Enable students to navigate relational databases proficiently by mastering Codd's Rules, integrity principles, and essential SQL operations for data definition and manipulation. 3. Empower students with the skills to design efficient and normalized relational databases, ensuring data integrity and optimization through dependency normalization techniques. 4. Prepare students to tackle real-world challenges in database management, covering concurrency control, recovery strategies, and security measures to safeguard against threats and ensure robust data management practices. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Graduates will proficiently apply foundational database concepts such as entities, attributes, and relationships to analyze and design effective database solutions. 2. Students will demonstrate mastery in managing relational databases by implementing Codd's Rules, enforcing integrity constraints, and executing SQL operations for data manipulation. 3. Participants will showcase their ability to design normalized relational databases, ensuring data integrity and efficiency through the elimination of anomalies and adherence to dependency normalization principles. 4. By the course's conclusion, learners will possess the skills to implement concurrency control mechanisms, devise recovery strategies, and implement robust security measures, fostering competent database management practices in real-world scenarios. 	

UNIT I

Basic concepts: Entity, Attributes, Keys, Relationship, Association, Database, DBMS, Data Independence, Three Level Architecture. Data Base Components - Classification of DBMS Users, DBMS Facilities, Structure of DBMS, Advantages and Disadvantages of DBMS.

UNIT II

Relational Databases - Codd's Rules, Integrity Rules, Database Anomalies Relational Algebra - Union, Difference, Intersection, Cartesian Product, Projection, Selection, Join, Division SQL-Date Definition (Create/Drop a Table, View, Index), Data Manipulation (Select, Update, Delete, Insert), forms and Reports in MS Access.

UNIT III

Relational Data Base Design - Full/Partial Functional Dependency, Partial Dependency, Transitive Dependency Normalization - Unnormalized Relations, First, Second, Third, BCNF, Fourth Normal Lossless Join and Dependency Preserving Decomposition.

UNIT IV

Concurrency Control Techniques - Locking Techniques, Time Stamp Ordering, Deadlock Detection, Recovery And Avoidance, Granularity Of Data Items, Recovery Techniques – Types Of Failures, Audit Trails, States Of Transaction, Recovery Concepts(Logs, Checkpoints, Archive Database), Database Backup And Recovery From Catastrophic Failures. Security – Security and Integrity Threats, Defence Mechanism

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Desai, B., "An Introduction To Database Concepts", Galgotia Publications.
2. Elmsari & Navathe, "Fundamentals Of Database Systems", Pearson Edu. New Delhi.
3. Date, C. J. "An Introduction to Database Systems", Addison Wesley.
4. Ullman, J. D., "Principals of Database Systems", Galgotia Publications.

MULTI MEDIA MANAGEMENT	
SEMESTER: IMBA 10th	COURSE TYPE: DCE
COURSE CODE IMBA181020DCE	CREDITS: 4
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<p><i>This course offers a comprehensive introduction to multimedia, covering its stages, tools, and building blocks. It explores multimedia's integration with the internet, emphasizing design considerations for the World Wide Web. Additionally, it delves into planning, production, and delivery aspects across education, training, and business contexts. The course also highlights specific applications of multimedia in areas like Hotel Management, Banking Information Systems, and Tourist Information Systems, supported by relevant case studies and recent articles.</i></p>	
Course Objectives	
<ol style="list-style-type: none"> 1. Understand the stages and tools involved in multimedia projects, including hardware and software components. 2. Explore the integration of multimedia with the internet, focusing on design principles for the World Wide Web. 3. Develop skills in planning, designing, and producing multimedia content for various contexts like education, training, and business applications. 4. Analyze specific applications of multimedia in fields such as Hotel Management, Banking Information Systems, and Tourist Information Systems through case studies and recent articles. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Gain proficiency in utilizing multimedia tools and building blocks, including text, sound, images, animation, and video. 2. Acquire the ability to design and deliver multimedia projects for the internet, understanding the importance of user experience and accessibility. 3. Develop strategic planning and costing skills for multimedia projects, ensuring efficient execution and resource allocation. 4. Apply multimedia knowledge and skills to real-world scenarios in Hotel Management, Banking Information Systems, and Tourist Information Systems, fostering innovative solutions and informed decision-making. 	

UNIT I

Introduction to Multimedia- stages in a multimedia project -multimedia hardware Multimedia Software-Basic tools-making instant Multimedia - Authoring tools. Multimedia .building blocks-Text - Sound – Images – Animation – Video

UNIT II

Multimedia and Internet – Tools for the World Wide Web – Designing for World Wide Web; Assembling and delivering a Project

UNIT III

Planning and costing – designing and producing – delivering. Multimedia Education – Training – Business Applications

UNIT IV

Hotel Management - Banking Information System - Tourist Information System The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Selected Reading:

1. Vaughan, Tay: Multimedia: Making it work, NY, McGraw-Hill.

2. Minazzi Roberta, *Social Media Marketing in Tourism and Hospitality*, Springer.
3. Lowee, Ferrel & Charles, *Managing Media firms and Industries*, Springer.
4. Manjula Chowdhary, *Tourism Marketing*, Oxford University Press, India.
5. Partho Pratim, *Computers in Tourism-Concepts & Applications*, Oxford University Press.

TELECOMMUNICATION FOR BUSINESS	
SEMESTER: IMBA 10th	COURSE TYPE: DCE
COURSE CODE IMBA181021DCE	CREDITS: 4
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<p><i>This course covers a broad spectrum of topics in information technology and telecommunications, from the fundamentals of computing to advanced managerial issues. It explores the evolution of communication networks, including the Internet, and delves into the practical applications of technologies such as electronic data interchange and enterprise resource planning systems. The focus extends to the role of communication technologies in shaping business strategies and facilitating electronic commerce, both within organizations and across global markets.</i></p>	
Course Objectives	
<ol style="list-style-type: none"> 1. Understand the fundamental concepts of Information Technology and its role in shaping the Global Village. 2. Explore the diverse landscape of communication networks, from Electronic Bulletin Board Systems to Wireless Networks. 3. Analyze the managerial implications of telecommunications, including Client/Server Computing and Digital Networks. 4. Examine the practical applications of communication technologies in business operations, such as Electronic Data Interchange and Enterprise Resource Planning systems, to enhance efficiency and competitiveness. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Proficient understanding of Information Technology's impact on global connectivity and communication networks. 2. Ability to evaluate and implement various communication technologies, from Electronic Bulletin Board Systems to Wireless Networks, in diverse contexts. 3. Enhanced managerial skills in leveraging telecommunications, including Client/Server Computing and Digital Networks, for organizational success. 4. Competence in utilizing communication technologies such as Electronic Data Interchange and Enterprise Resource Planning systems to optimize business operations and foster innovation. 	

UNIT I

Computers and communications: The Information Technology; The concepts of Global village; On-Line Information Services. Electronic Bulletin Board Systems; the Internet; Interactive Video; Communications Channels; Communications Networks; Local Networks

UNIT II

Managerial Issues Related to telecommunications; Client/server Computing; Communications Servers; Digital Networks, Electronic Data Interchange and its Applications

UNIT III

Enterprise Resource Planning Systems; Inter Organizational Information Systems; Value Added Networks; Wireless Networks; Managing in the Market-space; Electronic Commerce And Internet

UNIT IV

Applications Of Internet; Intranet and extranet in Business Organizations; Using Intranet for Business EIS; Internet as a Vehicle for Transacting Business.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggesting Readings

1. Derfler, Frank J. Guide to Linking LANS. Emeryville, California, Ziff-Davis Press

2. Derfler, Frank J . Guide to Connectivity. Emeryville, Cliff., Ziff-Davis Press
3. Estabrooks, Maurice . Electronic Technology. Corporate Strategy and World Transformation, Wastport, Quoram Books
4. Fitzgerald, Jerry. Business Data Communications: Basic Concepts, Security and Design. New York, John Wiley
5. Keen, Peter and Cummins, Michael. Networks in Action: Business Choices and Telecommunications Decisions. Belmont, A, Wads Worth

OFFICE AUTOMATION MANAGEMENT	
SEMESTER: 10th	COURSE TYPE: DCE
COURSE CODE: IMBA181022DCE	CREDITS: 4
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%
Course Description	
<p><i>Explore the evolution and essentials of office automation in this comprehensive course. Delve into the foundational concepts of automated offices, the pivotal role of IT, and support structures crucial for business executives. Uncover a myriad of applications transforming modern workplaces, from word processing to electronic communication methods like email and teleconferencing. Understand the array of equipment indispensable in modern offices, including electronic typewriters and personal computers. Navigate the intricacies of integrating various office functions and communication channels, utilizing technologies like LAN, Intranet, and the Internet to streamline business operations effectively.</i></p>	
Course Objectives	
<ol style="list-style-type: none"> 1. Understand the fundamental concepts and functions of an automated office, including the pivotal role of Information Technology (IT) and the support necessary for business executives to thrive in modern workplaces. 2. Explore a wide range of applications utilized in modern offices, such as word processing, electronic communication methods, and document transmission technologies, to enhance efficiency and productivity. 3. Familiarize oneself with the essential equipment employed in modern offices, including electronic devices like telephones, typewriters, and computers, to effectively perform day-to-day tasks. 4. Gain insights into the integration of various office functions and communication channels, employing technologies like LAN, Intranet, and the Internet to facilitate seamless business operations and enhance overall organizational performance. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Demonstrate a comprehensive understanding of the concept of office automation, including its functions, features, and the impact of Information Technology (IT) on modern workplaces. 2. Apply various applications used in modern offices, such as word processing, document transmission, and electronic communication methods, to effectively perform tasks and enhance productivity. 3. Utilize essential equipment found in modern offices, including electronic devices like telephones, typewriters, and computers, proficiently to execute day-to-day operations. 4. Analyze and implement integrated communication strategies within modern office settings, leveraging technologies like LAN, Intranet, and the Internet to optimize organizational efficiency and facilitate effective business transactions. 	

UNIT I

Concept of an automated office: Functions of a modern office, Features of office automation, Nature of requirements, Impact of IT, Support required for Business Executives.

UNIT II

Applications in a modern office: Word processing, Despatching, File keeping- storage and retrieval, Databases, Document Transmission, Telex, Telephone, e-mail. Facsimile, Voicemail, Voice messaging, Telemarketing, Teleconferencing, Telecommuting, Electronic funds transfer, E-commerce.

UNIT III

Equipment in a modern office: electronic pushbutton telephone, Electronic typewriter, Facsimile machine, Automatic telex, Plain paper copier, Personal Computers.

UNIT IV

Typical modern office: Distributed functions, Need for Integration, Changing procedures, Integrated communication for modern office-physical integration, Logical integration, LAN and modern office. Using Intranet for Business EIS; Internet as a Vehicle for Transacting Business.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggesting Readings:

1. Sudalaimuthu & Raj. Computer applications in Business. Himalaya Publishing House.
2. Introduction to Information Technology, IELTS, Pearson Education.
3. Introduction to Computer Science, Peter Norton, Tata McGraw Hill Publications.
4. P.K Sinha, Fundamentals of Computers, BPB publishers

CRISIS MANAGEMENT	
SEMESTER: IMBA 10th	COURSE TYPE: GE
COURSE CODE: IMBA18004GE	CREDITS: 02
CONT. ASSESSMENT MARKS: 10	TERM END EXAM MARKS: 40
MAX. MARKS: 50	MIN. PASS MARKS: 40%
Course Description	
<i>To create and teach course in crisis and risk management to know different crisis situations, to understand crisis impacts and assessing and improving the disaster, emergence and crisis management plans, actions and decisions of various stakeholders.</i>	
Course Objectives	
<ol style="list-style-type: none"> 1. To understand the basic framework, models and theories associated with crisis management 2. To understand the effect of crisis situations on human psychology 3. To identify strategies for effective crisis management development and implementation of learning in organisations. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Develop an understanding of the basic concepts of crisis management 2. Summarise the conclusions of theories and models of crisis management 3. Develop understanding of impact crisis situation on human psychology 4. Recognise the role of effective crisis management strategies 	

UNIT-I

Introduction, Nature and Types of crisis, Stages of crisis-Pre crisis, acute crisis and post crisis stage, Impact of a crisis, Models & theories associated with crisis management, crisis communication plan-policy and process, role of crisis manager, crisis team command center, organizing media interfaces, action plan, effect of crisis situations on humans-psychological effects.

UNIT-II

Crisis management strategy-Crisis audit, developing crisis management infrastructure, formation and role of crisis management team, exercising crisis management plan, managing the media and popular conscience, discuss selected case studies to analyze the successful and unsuccessful crisis management strategies.

Note: Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Mutchopadhyaya, A.K.. Crisis and disaster management turbulence and aftermath, New age International Publications, New Delhi.
2. Steven, F., Crisis Management: Planning for the inevitable, iUniverse Publications.
3. Yunus D. Saleh, Crisis Management: The Art of Success & Failure, Mill City Press, Inc.

DATA BASE MANAGEMENT SYSTEM	
SEMESTER: IMBA 10th	COURSE TYPE: OE
COURSE CODE: IMBA18004OE	CREDITS: 02
CONT. ASSESSMENT MARKS: 10	TERM END EXAM MARKS: 40
MAX. MARKS: 50	MIN. PASS MARKS: 40%
Course Description	
<p><i>This Database Management Systems (DBMS) course provides a comprehensive understanding of fundamental concepts like entity, attributes, and relationships. Students will delve into relational databases, normalization techniques, and SQL commands for efficient data management. Additionally, the course covers critical topics such as deadlock detection, recovery strategies, and security measures to safeguard against threats to database integrity.</i></p>	
Course Objectives	
<ol style="list-style-type: none"> 1. Understand the fundamental concepts of database management systems (DBMS), including entities, attributes, keys, and relationships. 2. Gain proficiency in relational database design principles and normalization techniques to ensure optimal database schema design. 3. Develop practical skills in SQL commands for data definition, manipulation, and retrieval, as well as in creating forms and reports 4. Acquire knowledge of critical aspects of database management, including deadlock detection, recovery techniques, and security measures to protect against threats to database integrity. 	
Learning Outcomes	
<ol style="list-style-type: none"> 1. Students will be able to design and implement efficient database schemas using fundamental concepts and principles learned in the course. 2. Upon completion, learners will demonstrate proficiency in using SQL commands to perform various data operations and in creating forms and reports in MS-Access. 3. Graduates will possess the skills to identify and mitigate database anomalies, ensuring data integrity and consistency. 4. By the end of the course, students will understand the importance of implementing security measures and recovery strategies to safeguard databases against potential threats and failures. 	

UNIT-I

Basic concepts viz Entity, Attributes, Keys, Relationship, Association, Schema, Database, DBMS, Data Independence, Three Level Architecture. Relational Databases –ERDs, Codd’s Rules, Integrity Rules, Database Anomalies. . SQL-Date Definition (Create/Drop a Table, View, Index), Data Manipulation (Select, Update, Delete, Insert).

UNIT-II

Relational Data Base Design - Full Functional Dependency, Partial Dependency, Transitive Dependency Normalization - Unnormalized Relations, First, Second, Third, BCNF, Lossless Join and Dependency Preserving Decomposition. Concurrency Control Techniques - Locking Techniques, Time Stamp Ordering, Deadlock Detection, Recovery And Avoidance.

Note:

1. **Lab will be based on UNIT-I.**
2. **Practical work, Case Studies & other assignments will be provided by the concerned faculty in the class.**

Suggested Readings:

1. Desai, B., “An Introduction to Database Concepts”, Galgotia Publications.
2. Elmsari & Navathe, “Fundamentals Of Database Systems”, Pearson Edu. New Delhi.
3. Hoffer, “Modern Database management”, Pearson Edu. New Delhi.
4. Date, C. J., “An Introduction to Database Systems”, Addison Wesley.
5. Ullman, J. D., “Principals of Database Systems”, Galgotia Publications.