

School of Management

Doon University

SYLLABUS FOR I.M.B.A

FIRST SEMESTER (ALL PAPERS ARE COMPULSORY)

Course Code	Course Title	Credits	L T P
IMBA-101	FUNDAMENTALS OF MANAGEMENT	4 Credits	4 0 0
IMBA-102	COMPUTER APPLICATIONS IN BUSINESS	4 Credits	3 1 0
IMBA-103	FINANCIAL ACCOUNTING	4 Credits	4 0 0
IMBA-104	BUSINESS COMMUNICATION	4 Credit	4 0 0
IMBA-105	BUSINESS ENVIRONMENT	4 Credits	4 0 0
IMBA-107	COMPREHENSIVE VIVA VOCE	2 Credits	0 0 2

Total credits are 22.

SECOND SEMESTER (ALL PAPERS ARE COMPULSORY)

Course Code	Course Title	Credits	L T P
IMBA-201	ORGAINIZATIONAL BEHAVIOR	4 Credits	4 0 0
IMBA-202	MARKETING MANAGEMENT	4 Credits	4 0 0
IMBA-203	FINANCIAL MANGAGEMENT	4 Credits	4 0 0
IMBA-204	HUMAN RESOURCE MANAGETENT	4 Credits	4 0 0
IMBA-205	PRODUCTION AND OPERATIONS MANAGEMENT	4 Credits	4 0 0
IMBA-206	SEMINAR	4 Credits	004

Total credits are 24.

THIRD SEMESTER (ALL PAPERS ARE COMPULSORY)

Course Code	Course Title	Credits	L T P
IMBA-301	MICROECONOMICS	4 Credits	4 0 0
IMBA-302	BUSINESS STATISTICS	4 Credits	3 1 0
IMBA-303	ETHICS AND CORPORATE SOCIAL RESPONSIBILITY	4 Credits	4 0 0
IMBA-304	BUSINESS LAWS	4 Credit	4 0 0
IMBA-305	FUNDAMENTALS OF E-COMMERCE	4 Credits	4 0 0
IMBA-306	COMPREHENSIVE VIVA VOCE	2 Credits	0 0 2

Total credits are 22.

FOURTH SEMESTER (ALL PAPERS ARE COMPULSORY)

Course Code	Course Title	Credits	L T P
IMBA-401	MACRO ECONOMICS	4 Credits	4 0 0
IMBA-402	COST ACCOUNTING	4 Credits	4 0 0
IMBA-403	FUNDAMENTALS OF RESEARCH METHODOLOGY	4 Credits	4 0 0
IMBA-404	CORPORATE GOVERNANCE	4 Credits	4 0 0
IMBA-405	ENTREPRENEURSHIP	4 Credits	4 0 0
IMBA-406	SEMINAR	4 Credits	0 0 4

Total credits are 24.

FIFTH SEMESTER (ALL PAPERS ARE COMPULSORY)

Course Code	Course Title	Credits	L T P
IMBA-501	INCOME TAX	4 Credits	4 0 0
IMBA-502	FUNDAMENTALS OF SMALL BUSINESS MANAGEMENT	4 Credits	3 1 0
IMBA-503	MANAGEMENT ACCOUNTING	4 Credits	4 0 0
IMBA-504	INTERNATIONAL BUSINESS	4 Credit	4 0 0
IMBA-505	MONEY AND FINANCIAL SYSTEM	4 Credits	4 0 0
IMBA-506	COMPREHENSIVE VIVA VOCE	2 Credits	0 0 2

Total credits are 22.

SIXTH SEMESTER (ALL PAPERS ARE COMPULSORY)

Course Code	Course Title	Credits	L T P
IMBA-601	INTRODUCTION TO MANAGEMENT INFORMATION SYSTEM	4 Credits	4 0 0
IMBA-602	FUNDAMENTALS OF SUPPLY CHAIN MANAGEMENT	4 Credits	4 0 0
IMBA-603	INTERNAL AUDIT AND CONTROL	4 Credits	4 0 0
IMBA-604	BUSINESS DEMOGRAPHY AND ENVIRONMENTAL STUDIES	4 Credits	4 0 0
IMBA-605	PROJECT REPORT / DISSERTATION	4 Credits	4 0 0
IMBA-606	SEMINAR	4 Credits	0 0 4

Total credits are 24.

SEVENTH SEMESTER

Course Code	Course Title	Credits	L T P
IMBA-701	STRATEGIC MANAGEMENT	4 Credits	4 0 0
IMBA-702	LEADERSHIP SKILLS AND PRACTICES	4 Credits	4 0 0
IMBA-703	INDUSTRIAL RELATIONS	4 Credits	4 0 0
IMBA-704	STRATEGIC HUMAN RESOURCE MANAGEMENT	4 Credits	4 0 0
IMBA-705	CONSUMER BEHAVIOUR	4 Credits	4 0 0
IMBA-706	MARKETING RESEARCH	4 Credits	0 0 4
IMBA-707	FINANCIAL MARKETS AND SERVICES	4 Credits	004
IMBA-708	WORKING CAPITAL MANAGEMENT	4 Credits	004

Total credits are 24.

EIGHTH SEMESTER

Course Code	Course Title	Credits	L T P
IMBA-801	PROJECT MANAGEMENT	4 Credits	4 0 0
IMBA-802	ORGANISATIONAL CHANGE AND DEVELOPMENT	4 Credits	4 0 0
IMBA-803	PERFORMANCE MANAGEMENT	4 Credits	4 0 0
IMBA-804	RURAL AND SOCIAL MARKETING	4 Credits	4 0 0
IMBA-805	SERVICE MARKETING	4 Credits	4 0 0
IMBA-806	INTERNATIONAL FINANCIAL MANAGEMENT	4 Credits	0 0 4
IMBA-807	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	4 Credits	004

Total credits are 20.

NINTH SEMESTER

Course Code	Course Title	Credits	L T P
IMBA-901	CORPORATE TAX PLANNING	4 Credits	4 0 0
IMBA-902	TRAINING AND DEVELOPMENT	4 Credits	4 0 0
IMBA-903	ADVERTISING AND MARKETING MANAGEMENT	4 Credits	4 0 0
IMBA-904	SUMMER TRAINING PRESENTATION	6 Credits	6 0 0
IMBA-905	VIVA VOCE	2 Credits	2 0 0

Total credits are 16.

TENTH SEMESTER

Course Code	Course Title	Credits	L T P
IMBA-1001	FINANCIAL DERIVATIVES	4 Credits	4 0 0
IMBA-1002	INTERNATIONAL MARKETING	4 Credits	4 0 0
IMBA-1003	INDUSTRIAL AND LABOUR LEGISLATION	4 Credits	4 0 0
IMBA-1004	PROJECT DISSERTATION	6 Credits	4 0 0

Total credits are 14 .

PROGRAM OUTCOMES OF INTEGRATED MBA

PO1 Acquire in-depth knowledge of various management fundamentals, theories, and principles, related to functional areas of management, and develop specific skills related to specialization. areas including accounting, marketing, finance, operations, and management.

PO2 Identify, formulate, and critically investigate complex business problems relevant to the prevailing business scenario by applying research-oriented knowledge, data analysis and interpretation by using modern tools and techniques.

PO3 Adapt to rapidly changing environment by nurturing the spirit of creativity and entrepreneurship while giving a sense of direction to future business.

PO4 Develop skills required for professional management practice while being socially responsible and value-driven citizens committed to sustainable development.

PO5 Evaluate and integrate ethical considerations coupled with value-based leadership to create productive leaders in the business world and managerial skills and knowledge to successfully handle managerial projects with cost effectiveness.

PROGRAMME SPECIFIC OUTCOMES

At the end of this course, students should be able to:

PSO1 Acquire knowledge in the domains of HR, Marketing and Finance from global perspective and develop innovative/entrepreneurial skills for becoming a successful manager/entrepreneur.

PSO2 Able to recognize the need for independent and life-long learning in the broadest context of technological change and develop leadership abilities and the capacity to lead teams and organizations effectively.

PSO3 Cultivate problem-solving skills to analyse complex business issues and make informed decisions and develop an understanding of ethical principles and demonstrate ethical decision-making in business contexts.

MBA INTEGRATED

1ST SEMESTER

IMBA 101 FUNDAMENTALS OF MANAGEMENT (04 CREDITS)

Unit 1.

Nature of Management: Meaning, Definition, nature, purpose, importance & Functions, Management as Art, Science & Profession- Management as social System. Evolution of Management Thought: Contribution of F.W. Taylor, Henri Fayol, Elton Mayo, Chester Bernard & Peter Drucker to the management thought.

Unit 2.

Functions of Management: Planning - Meaning - Need & Importance. Forecasting - Need & Techniques. Decision making - Types - Process of rational decision making & techniques of decision making.

Unit 3.

Organizing - Elements of organizing. Types of organizations, Delegation of authority - Need, difficulties in delegation – Decentralization. Staffing - Meaning & Importance. Direction - Nature – Principles.

Unit 4.

Motivation – Importance, theories of motivation. Leadership - Meaning - styles, qualities & functions of leader. Controlling - Need, Nature, importance, Process & Techniques Coordination - Need – Importance.

Unit 5.

Recent Trends in Management: Corporate Social Responsibility. Management of Change. Stress Management.

Course Code	Course Title	Course Outcomes
IMBA- 101	FUNDAMENTALS OF MANAGEMENT	<p>CO1 To demonstrate a clear understanding of the fundamental principles and theories of management, including planning, organizing, leading, and controlling, as well as their practical applications in various organizational settings.</p> <p>CO2 To analyze different types of organizational structures and their advantages and disadvantages, enabling them to evaluate and recommend suitable structures for different business scenarios.</p> <p>CO3 To enhance leadership and communication skills, enabling them to effectively lead teams, resolve conflicts, and communicate with employees, colleagues, and superiors within an organization.</p> <p>CO4 To apply various decision-making and problem-solving techniques to address real-world managerial challenges.</p> <p>CO5 To identify and analyze contemporary management issues and challenges, such as diversity and inclusion, ethical decision-making, global business environments, and the impact of technology on management practices.</p>

SUGGESTED READINGS:

1. Stoner, Freeman & Gilbert Jr. (2008), *Management*, (6th Edition). Prentice Hall of India.
2. Koontz Harold, Mark V. Canice & Weihrich Heinz. (2008). *Management- A global and entrepreneurial perspective*, (13th Edition), Tata Mc Graw Hill.
3. Robbins & Coulter, (2015), *Management*, (13th Edition.), Prentice Hall of India.
4. Robbins S.P. and Decenzo David A., (2014), *Fundamentals of Management: Essential Concepts and Applications*, (9th Edition) , Pearson Education.
5. Newman and Warren, (1977), *The Process of Management: Concepts, Behaviour and Practice*, (4th ed.), New Delhi, Prentice Hall of India.

IMBA-102: COMPUTER APPLICATIONS IN BUSINESS (04 CREDITS)

Unit I: Introduction

Introduction to computer-Characteristics of Computers, The Computer System, Part of Computers; Computer H/W setup, Configuration, Networking, Mobile H/W Devices.

Unit II: Introduction to essential tools

Introduction to facilities & commonly used features of **Word, PowerPoint, Excel**

Unit III. Human Computer Interface: Types of software, Operating system as user interface, utility programs Operating System – Introduction to Operating Systems

Unit IV Overview of Emerging Technologies: Bluetooth, cloud computing, big data, data mining, mobile computing, and embedded systems.

Unit V: Use of Computers in Education and Research: Data analysis, Heterogeneous storage, e-Library, Google Scholar, Domain specific packages such as SPSS, Mathematica etc.

(IMBA-102)	COMPUTER APPLICATIONS IN BUSINESS	<p>CO1 To gain proficiency in using a variety of software applications commonly used in business environments. This may include word processing, spreadsheet software, presentation software, and database management.</p> <p>CO2 To learn how to collect, analyze, and interpret data using computer tools. They will be able to create graphs, charts, and reports to effectively communicate their findings.</p> <p>CO3 To understand how information systems are used in business operations, including inventory management, customer relationship management, and enterprise resource planning (ERP) systems. They will also be able to use and navigate such systems effectively.</p> <p>CO4 To develop the ability to create professional documents, presentations, and reports for business communication. They will also understand the importance of clear and concise communication in a corporate setting.</p> <p>CO5 To learn the use of computer applications to aid in problem-solving and decision-making processes. This includes scenario analysis, modelling, and using data to make informed business decisions.</p>
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Suggested Readings:

1. Rajaraman, V. *Introduction to information Technology*. PHI.

2. Eliason, A.L. *On-line Business Computer-Application Science Research Associates*. Chicago.
3. Leon, A., and Leon, M. *Fundamentals of Information Technology*. Leon, Vikas (4) Software manuals.
4. Sinha, Pradeep K., and Sinha, Preet. *Foundation of Computing*. BPB Publication.
5. A. Goel, *Computer Fundamentals*, Pearson Education, 2010.
6. P. Aksoy, L. DeNardis, *Introduction to Information Technology*, Cengage Learning, 2006
7. P. Sinha, P. Sinha, *Fundamentals of Computers*, BPB Publishers, 2007

IMBA – 103 FINANCIAL ACCOUNTING (04 CREDITS)

UNIT-1

Introduction to Accounting, Accounting concepts, conventions, and principles; Accounting Equation, Indian Accounting Standards; International Accounting Standards.

UNIT-2

Mechanics of Accounting: Single entry system and Double entry system of accounting, Journalizing of transactions; preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet.

UNIT -3

Depreciation and Policies related with depreciation, inventory and intangible assets like copyright, trademark, patents, and goodwill.

UNIT-4

Analysis of financial statement: Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios; Common Size Statement; Comparative Balance Sheet.

UNIT-5

Cash Flow Statement: Various cash and non-cash transactions, flow of cash, preparation of Cash Flow Statement and its analysis.

(IMBA 103)	FINANCIAL ACCOUNTING	<p>CO1 To demonstrate a solid grasp of fundamental accounting principles and concepts, including the accounting equation, accrual accounting, and the double-entry accounting system. They should understand the underlying principles that guide financial accounting practices.</p> <p>CO2 To be able of preparing, analyzing, and interpreting the core financial statements: the income statement, balance sheet, and statement of cash flows including the ability to create accurate financial statements and explain the significance of the information presented in these statements.</p> <p>CO3 To understand various financial transactions accurately, classifying them into appropriate accounts, and making journal entries to reflect these transactions.</p> <p>CO4 To be able apply and adhere to Generally Accepted Accounting Principles (GAAP) in their accounting work. To be able to address issues related to revenue recognition, expense recognition, and accounting for assets and liabilities in accordance with GAAP standards.</p> <p>CO5 To use financial analysis tools and ratios to assess a company's financial performance and make informed decisions.</p>
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SUGGESTED READINGS:

- 1) Narayanswami, R. (2005). *Financial Accounting Managerial Perspective. 2nd Edition*. Prentice Hall of India Pvt. Ltd.
- 2) Mukherjee, A., & Hanif, M., (2003). *Financial Accounting. 1st Edition*. Tata Mc. Graw Hill.
- 3) Maheshwari, S.N., & Maheshwari, S. K., (2013). *An Introduction to Accountancy. 11th Edition*. Vikas Publishing House.
- 4) Bhattacharya, A.K., (2011). *Essentials of Financial Accounting. 2nd Edition*. Prentice Hall of India Pvt. Ltd.
- 5) Chowdhary A., (2007). *Fundamentals of Accounting and Financial Analysis. 1st Edition*. Pearson Education.

IMBA 104: BUSINESS COMMUNICATION (04 CREDITS)

UNIT -I

Purpose and process of communication; barriers to communication; listening process, types of listening, deterrents to listening process, essentials of good listening.

UNIT-2

Business Presentation and public speaking: pre-requisites of effective presentation, format of presentation; controlling nervousness and stage fight. Communication skills for group discussion and interviews.

UNIT-3

Non-Verbal Communication: kinesics and proxemics, Interpreting non-verbal message.

UNIT-4

Written communication: mechanics of writing, report writing, circulars, notices, memos, agenda, and minutes; business correspondence-business letter format, types of letters, electronic mail.

UNIT-5

Role and use of technology in business communication, corporate communication.

(IMBA 104)	BUSINESS COMMUNICATION	<p>CO1 To be able to compose clear, concise, and professional written communication, including emails, reports, and other business documents. Students should be able to convey their ideas, information, and recommendations effectively.</p> <p>CO2 To improve oral communication skills, including the ability to give clear and persuasive business presentations, participate in meetings, and engage in discussions with colleagues, clients, and superiors and adapt their style for different audiences.</p> <p>CO3 To understand the principles of business etiquette and professionalism including appropriate dress, behavior, and language for various business settings.</p> <p>CO4 To develop an awareness of the importance of effective interpersonal communication, including active listening, empathy, and conflict resolution. To navigate intercultural communication challenges and demonstrate respect for diversity in the workplace.</p>
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		CO5 To acquire proficiency in using various communication technologies and tools commonly used in the business world, such as email, video conferencing, social media, and other digital platforms. Understand the appropriate use of technology in different business contexts.
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SUGGESTED READINGS

1. Murphy H. A. & Peck, Charles E (1976). *Effective Business Communication* (2nd ed)., , Tata Mc Graw Hill New Delhi.
2. McGrath, E.H., *Basic Managerial Skills for All*, PHI, New Delhi
3. Chaney & Martin, (2009), *Intercultural Business Communication*, Pearson Education,
4. Penrose et al, *Business Communication for Managers*, Cengage .
5. Lesikar RV & Pettit Jr. JD, *Basic Business Communication: Theory & Application. 10th Edition*. Tata Mc Graw Hill.
6. Jane Whey Gibson, *Oral Communication - Arrangement Perspective*

IMBA-105 BUSINESS ENVIRONMENT (04 CREDITS)

UNIT- 1

Business environment and society concept, Nature and significance of business environment, social responsibility of business, business ethics, business and culture, technological development, and social change.

UNIT -2

Business and economy: Economic system, capitalism, socialism, mixed economy, features of Indian Economy, public sector, private sector and small-scale industries; concept, significance, issues and priorities, role of public sector in Indian economy and its problems.

UNIT – 3

Business and government: Role of government in economic planning in India, Industrial policy over the years, new industrial policy, LPG and its impact on Indian economy, Fiscal Policy, Monetary Policy, Capital Market and Money Market Reforms.

Unit-4

Business and Law: Provisions under Companies Act 1956 related to setting up of a company, MRTP Act, Competition Act, 2002.

UNIT – 5

Role of MNC & Impact of multilateral Institution (IMF, World Bank & WTO) on Indian Business Environment, UNCTAD, European Union.

(IMBA 105)	BUSINESS ENVIRONMENT	<p>CO1 To develop a comprehensive understanding of economic factors that affect businesses, including economic cycles, supply and demand, inflation, and fiscal and monetary policies. Students should be able to analyze how economic changes impact businesses and make informed decisions based on economic conditions.</p> <p>CO2 To explore the legal and regulatory framework in which businesses operate, including areas such as contract law, employment law, intellectual property, and environmental regulations. Understand the implications of legal and regulatory compliance on business operations.</p> <p>CO3 To analyze the socio-cultural aspects of the business environment, including cultural diversity, social values, and consumer behavior. Students should be able to identify cultural trends and their impact on marketing, human resources, and business strategies.</p> <p>CO4 To Gain insights into the political and governmental factors affecting businesses, including government policies, trade regulations, taxation, and international relations. Learn how political decisions can impact business operations and strategy.</p> <p>CO5 To explore the influence of technological advancements on businesses, such as digital transformation, e-commerce, and emerging technologies. Develop an awareness of the need for innovation and adaptation to remain competitive in the digital age.</p>
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SUGGESTED READINGS

1. Cherunilam, Francis; Business Environment Text and Cases; Himalaya Publishing House
2. Saleem, Shaikh; Business Environment; Pearson Education
3. Aswathappa, K.; Business Environment for Strategic Management; Himalaya Publishing House
4. Dhingra, I.C.; Indian Economy: Environment and Policy; Sultan Chand and Sons
5. Mishra, S.K. and Puri, V.K.; Economic Environment of Business; Himalaya Publishing House

MBA INTEGRATED

IIInd SEMESTER

IMBA-201 ORGANIZATIONAL BEHAVIOUR (04 CREDITS)

Unit – I

OB – Concept, Application, Variables in OB, Major challenge for OB, Learning: Theory and application, Personality Concept and Big Five model, major personality attributes in OB.

Unit – II

Perception – factors affecting perception, process, attribution theory, perceptual shortcut and errors, Applications values, and attitudes.

Unit – III

Group dynamics – Formation, Behaviour in Groups, Teams, Team effectiveness.

Unit – IV

Organizational culture and climate, Concept of Stress and Burnout.

Unit – V

OD and change Management.

(IMBA 201)	ORGAINIZATIONAL BEHAVIOR	<p>CO1 To gain an understanding of the factors that influence individual behavior in organizations. This includes topics like personality, motivation, perception, attitudes, and values.</p> <p>CO2 To comprehend the dynamics of group behavior within organizations. This outcome includes understanding the stages of group development, the role of communication, conflict resolution, and leadership within teams.</p> <p>CO3 To grasp the concept of organizational culture and structure. They should be able to analyze how these elements impact employee behavior, decision-making, and performance within an organization.</p> <p>CO4 To focus on developing students' leadership and management skills. By the end of the course, students should be</p>
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		<p>able to identify different leadership styles, understand the qualities of effective leaders, and apply leadership principles to real-world situations.</p> <p>CO5 To gain knowledge and skills to address conflicts in the workplace and manage organizational change. This includes learning conflict resolution techniques, understanding the reasons for resistance to change, and developing strategies to facilitate smooth transitions within organizations.</p>
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SUGGESTED READINGS

1. Newstrom, J. W., *Organizational Behaviour: Human Behaviour at Work. 12th Edition.* Tata Mc Graw Hill.
2. Luthans, F., *Organizational Behaviour. 10th Edition.* Tata Mc Graw Hill.
3. Mc Shane L., Steven, Glinow M. A. V. & Sharma R., *Organizational Behaviour. 4th Edition.* Tata Mc Graw Hill.
4. Robbins Stephen P., *Organizational Behaviour. 13th Edition.* Pearson Education.
5. Hersey, P., Blanchard, Kenneth, H. & Johnson D.E., *Management of Organisational Behavior: Leading Human Resources, 9th Edition.*, Pearson Education.
6. Greenberg J. & Baron R. A. *Behavior In Organisations: Understanding and Managing the Human Side of Work. 9th Edition.* Prentice Hall of India.
7. Pareek, Uday, *Behavioural Process in Organization. 2nd Edition.* Oxford 4 IBH.

IMBA – 202 MARKETING MANAGEMENT (04 CREDITS)

- Unit - I** Introduction: Nature and scope of marketing: Importance of marketing as a business function, and in the economy; Marketing concepts – traditional and modern; Selling vs. marketing mix; Marketing environment.
- Unit – II** Consumer Behavior and Market Segmentation: Nature, scope, and significance of consumer behavior; Market segmentation – concept and importance; Bases of Market segmentation.
- Unit – III** Product: Concept of product, consumer, and industrial goods; Product planning and development; Packaging – role and functions; Brand name and trademark; After sales services, Product life cycle concept.
- Price: Importance of price in the marketing mix; Factors affecting price of a product/service; Discounts and rebates.
- Unit – IV** Distributions Channels and Physical Distribution: Distribution channels – concept and role; Types of distribution channels; Factors affecting choice of a distribution channel; Retailer and wholesaler; Physical distribution of goods; Transportation; Warehousing; Inventory control; Order processing.

Unit – V Promotion: Methods of promotion; Optimum promotion mix; Advertising media – their relative merits and limitations; Characteristics of an effective advertisement; Personal selling; Selling as a career; Classification of a successful salesperson; Functions of salesman. Direct Marketing.

(IMBA 202)	MARKETING MANAGEMENT	<p>CO1 To be able to conduct thorough market analysis and research. This includes understanding the process of gathering and interpreting market data, identifying target markets, and assessing market opportunities and threats.</p> <p>CO2 To be capable of developing effective marketing strategies. This outcome involves learning how to define marketing objectives, select appropriate target markets, create marketing mix strategies, and develop marketing plans that align with organizational goals.</p> <p>CO3 To gain an understanding of product and brand management principles. This outcome includes product life cycle management, branding strategies, product development, and positioning. Students should be able to create and manage product and brand portfolios effectively.</p> <p>CO4 To analyze consumer behavior and understand how to build and maintain strong customer relationships. This outcome involves learning about customer segmentation, targeting, and positioning, as well as how to develop marketing strategies that resonate with the target audience and encourage customer loyalty.</p> <p>CO5 To learn how to use key performance indicators (KPIs) to evaluate the effectiveness of marketing campaigns and strategies. Students should be able to make data-driven decisions to improve marketing initiatives.</p>
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SUGGESTED READINGS:

1. Czinkota, Michael R., Massaki, Kotabe and David Mercer B. (1997). *Marketing Management: Text and Cases*, Blackwell Publishers, Massachusetts.
2. Etzel, Michael J., Walker Bruce, and William J. Stanton. (1999). *Fundamentals of Marketing, 11th edition*, McGraw Hill Publishing Co., New York.
3. Hughes, G. David, Daryl McKee, and Charles H. Singler. (1999). *Sales Management: A career Path Approach*, Southwestern College Publishing, Cincinnati.
4. McCarthy, E. Jerome and William D, Perrault, Jr.,(1994) *Basic Marketing: A Managerial Approach, 9th ed.*, Richard D. Irwin, Homewood, Ill inois.
5. Pawar, J. S.,(1997) *Marketing in the New Era – Competing in a Globalised Economy Response Books*, Sage Publications, New Delhi,

IMBA 203-FINANCIAL MANAGEMENT (04 CREDITS)

- Unit – I** Introduction: Nature, Scope, Functions and Significance of Financial Management, Goals of Financial Management, Relation of Finance to other Business Functions, Finance Function.
- Unit – II** Investment Decision: Method of Capital Budgeting Cost of Capital, Portfolio Management.
- Unit – III** Financing Decision: Capital Structure Theories, Planning and Policy, Leverage Analysis, Lease Financing.
- Unit – IV** Dividend Decision: Dividend Theories, Dividend Policy, Profit Surplus and Reserves, Analysis of Retained Earnings.
- Unit – V** Working Capital Management: Concept, Need and Determinants of Working Capital, Cash Management, Receivable Management, Inventory Management.

(IMBA 203)	FINANCIAL MANAGEMENT	<p>CO1 To analyze financial statements, including balance sheets, income statements, and cash flow statements. They should understand key financial ratios and use them to assess the financial health and performance of an organization.</p> <p>CO2 To understand the time value of money, calculating net present value (NPV), internal rate of return (IRR), and payback period, and selecting the best investment projects.</p> <p>CO3 To identify and assess financial risks, develop risk management strategies, and create financial plans to achieve an organization's goals. This outcome includes topics such as hedging, diversification, and risk mitigation.</p> <p>CO4 To understand the cost of capital and how it affects an organization's financial decisions. They should be able to determine the optimal capital structure and financing mix, considering factors such as debt, equity, and the cost of capital.</p> <p>CO5 To develop and implement financial strategies that align with an organization's objectives. This includes making decisions related to dividend policy, working capital management, and financial forecasting.</p>
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SUGGESTED READINGS:

1. Pandey I.M (2010). *Financial Management*, Vikas Publications, Delhi.
2. Horne V (2003). *Financial Management and Policy*, Pearson Education, New Delhi.
3. Knott G (2004). *Financial Management*, Palgrave, London.
4. Khan M Y & Jain P K (2011). *Financial Management*, Tata McGraw Hill, Mumbai.
5. Chandra P (2004). *Fundamentals of Financial Management*, TMH, Mumbai.

IMBA 204 HUMAN RESOURCE MANAGEMENT (04 CREDITS)

- Unit I:** Nature and Concept of HRM: Human Resource Management: History, Concepts, Personnel Management, Human Resource Development and Human Resource Management, Importance of HRM and present-day challenges, Understanding the present day scenario, Evolution of HRM into strategic HRM, Human Resource Planning: The process of Human Resource Planning. Limitations.
- Unit II:** Job Analysis: Process of Job-Analysis and Design: Outcomes of Job- analysis- Job description, Job Specification and Job Evaluation. Job Design, Recruitment, Process of selection – Stages; Socialization and induction; Promotions, Demotions, Transfers and Separations.
- Unit III:** Training & Development: difference between training and development, Training Methods, Executive Development, Performance Appraisal: Methods of Performance Appraisal, Possible Errors in Appraisal Process, Planning for Performance Improvement.
- Unit - IV:** Compensation Planning: Objective of Compensation Planning, Theories underlying Motivation and Remuneration, Developing Pay Structures, Principles of Wage and Salary Administration, Current Trends in Salary Administration.
- Unit – V:** Industrial Relations & Worker's Participation in Management: Theories of Industrial Relations, HRM Practices Change in perspective, Strategic management of Industrial Relations, Collective Bargaining Policies and Practices, Workers Participation in Management, Quality circles.

(IMBA 204)	HUMAN RESOURCE MANAGEMENT	<p>CO1 To understand the recruitment process, develop effective job descriptions, and employ various recruitment methods, including interviewing and selection techniques. They should be prepared to attract and select the right candidates to meet the organization's needs.</p> <p>CO2 To be capable of identifying training and development needs within an organization and creating employee development programs. They should understand how to design training modules, evaluate their effectiveness, and ensure that employees have the necessary skills to perform their roles effectively.</p> <p>CO3 To be able to design and implement performance appraisal systems, set performance goals and standards, and provide feedback to employees. This outcome includes the ability to assess employee performance and link it to rewards, promotions, or developmental plans.</p>
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		<p>CO4 To understand the principles of compensation and benefits, including designing competitive compensation packages, understanding legal and ethical considerations, and managing various forms of employee benefits such as health insurance, retirement plans, and incentives.</p> <p>CO5 To manage employee relations effectively, handle conflicts and grievances, and navigate labour laws and regulations. They should also be knowledgeable about ethical and legal considerations in HR management, ensuring that their organization complies with employment laws and regulations.</p>
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SUGGESTED READINGS:

1. Rao VSP , *Human Resource Management, Text and Cases*, (2nd ed.) , Excel Books.
2. Ivancevich, (2012), *Human Resource Management*, (12th ed.), Tata McGraw Hill .
3. Dessler G , (2014), *Human Resource Management* , (14th ed.), Prentice Hall.
4. Bernardi, *Human Resource Management*, (4th ed.), Tata McGraw Hill.
5. Armstrong & Taylor, S(2014). : *Handbook of Human Resource Management Practice*, (13th ed.), Kogan Page

IMBA-205 PRODUCTION AND OPERATIONS MANAGEMENT (04 CREDITS)

UNIT-1

Evolution of Operations and Production Management: History and Overview of Production Management; Capacity Planning; Location Planning; Operational Strategies for Plant selection, Various approaches of Capacity Planning.

UNIT-2

Production Processes: Types of Production Processes. Layout Planning. Productivity Management, Production & Operation benchmarking; Industrial Standards and practices in Production excellence.

UNIT-3

Inventory Management: Deterministic and Probabilistic Inventory Management models, Purchasing and Warehousing, Methods Study, Motion Study and Work Measurement, Job Evaluation, Wage Incentive Schemes, Value Analysis.

UNIT-4

Operation Planning: Forecasting; Aggregate Planning; Scheduling: Gantt Charts and Sequencing; Project Management with PER/CPM; Material Requirements Planning (MRP); Manufacturing Resources Planning (MRP II) z Enterprise Resource Planning (ERP)

UNIT-5

Operation Quality Standards: Total Quality Management; ISO 9000 and ISO 14000 Quality Systems; Statistical Process Control (SPC); Maintenance Management: Reliability and Maintenance; Replacement Techniques

(IMBA 205)	PRODUCTION AND OPERATIONS MANAGEMENT	<p>CO1 To gain a solid understanding of fundamental concepts in operations management, such as process design, quality management, capacity planning, and supply chain management.</p> <p>CO2 To be able to apply analytical tools and problem-solving techniques to optimize production and operations processes, make data-driven decisions, and address real-world operational challenges.</p> <p>CO3 To identify areas for improvement in operations, implement strategies to increase efficiency, and enhance productivity in a variety of industries.</p> <p>CO4 To manage and improve quality in manufacturing and service operations, including concepts related to Total Quality Management (TQM), Six Sigma, and Lean principles.</p> <p>CO5 To understand and manage supply chain networks, including procurement, inventory management, distribution, and logistics, and make informed decisions to optimize the flow of goods and services.</p>
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SUGGESTED READINGS:

1. BS, S. (2005). *Supply Chain Management*. Pearson .
2. Chase, A. J. (2014). *Operations Management for competitive advantage*. McGraw Hill Higher Education; Ninth edition.
3. Shah, J. *Supply Chain Management: Text and Cases* . 2009: Pearson Education .
4. Shaprio. (1995). *Logistics Strategy: Cases and Concepts*. West Publishing .
5. Stevenson, W. (2008). *Operation Management*. McGraw-Hill / Irwin .

MBA INTEGRATED

IIIrd SEMESTER

IMBA-301 MICROECONOMICS (04 CREDITS)

Unit - I

Introduction to Microeconomics: - Definition, Scope and nature of Economics Study, Central Problems of an Economy, and Production Possibilities Curve.

Unit – II

Theory of Demand and Supply: Meaning and Definition of Demand, Law of Demand – Price, Income and Cross Elasticity.

Unit – III

Theory of Production and Cost: Meaning and factors of production, Laws of Production, Concepts and Costs.

Unit – IV

Price determination in Different Markets: Various Forms of Markets – Perfect Competition, Monopoly, Monopolistic Competition and oligopoly, Price determination in these markets.

Unit – V

Factor Market: Demand for a factor by a firm under marginal productivity theory (Perfect Competition in the Product market, monopoly in the product market), market demand for a factor, Market Supply of a labour, factor market equilibrium.

(IMBA 301)	MICROECONOMICS (IMBA 301)	<p>CO1 To grasp and explain fundamental economic concepts, such as supply and demand, opportunity cost, utility, and scarcity. They should understand how these concepts are central to economic analysis.</p> <p>CO2 To be able to analyze how markets operate, including the determinants of market supply and demand, price elasticity, and the impact of government policies (e.g., taxes and subsidies) on market outcomes.</p> <p>CO3 To be able to apply economic principles to real-world decision-making. This includes understanding consumer and producer behavior, making rational choices, and evaluating trade-offs in various economic scenarios.</p> <p>CO4 To distinguish between different market structures, such as perfect competition, monopoly, monopolistic competition,</p>
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		<p>and oligopoly. They should understand the implications of these structures for market outcomes and the role of competition.</p> <p>CO5 To critically evaluate economic policies, such as minimum wage laws, antitrust regulations, trade policies, and monetary policies. They should understand the potential effects of these policies on markets, consumers, and producers.</p>
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Suggested readings

1. Pindyck, R.S., Rubinfeld, D.L., and Mehta, P.L.; *Microeconomics*. Pearson Education.
2. Salvatore, Dominick.; *Principles of Microeconomics*. Oxford International Student Edition.
3. Gould, J.P., and Lazear, E.P.; *Microeconomics Theory*, All India Traveller Bookseller, New Delhi.
4. Salvatore, D. Schaum's.; *Outline of Theory and Problems of Microeconomics Theory*. McGraw-Hill International Edition.
5. Satya P Das. *Microeconomic for Business*. Indian Statistical Institute. New Delhi.
6. Campbell McConnell, Stanley Brue, and Sean Flynn. *Microeconomics: Principles, Problems, & Policies* (McGraw-Hill Series in Economics)
7. Dornbusch, Rudiger., and Fischer, Stanley.; *Microeconomics*. McGraw-Hill.
8. Mankiw, N. Gregory. *Microeconomics*. Macmillan Worth Publishers New York, Hampshire, U.K.
9. Deepashree. *Microeconomics*.; Ane Books Pvt. Ltd., New Delhi

IMBA 302 BUSINESS STATISTICS (04 CREDITS)

Unit 1:

Introduction: Concept of Research, Types of Research, Research Process, Steps involved in Research Process, Research Design, Various Method of Research Design, Types of Data: Primary and Secondary, Various method of Collection of Data.

Unit 2:

Measures of Central Tendency (Mean, Medium, Mode), Measure of variation (Range, Quartile Deviation, Mean Deviation and Standard Deviation), Significance & properties of good measure of variation.

Unit 3:

Correlation and Regression: Meaning and type of Correlation, Simple Correlation, Scatter Diagram Method, Karl Person's Coefficient of Correlation, Significance of Correlation, Regression Concept, Regression Lines, Regression equation and Regression Coefficient.

Unit 4:

Time Series: component of Time Series, Method or Time Series, Importance of Time Series, Least Square Method, Method of Moving average, Secular trends, Cyclical, seasonal and irregular fluctuation, Merits and Limitation of Time Series.

Unit 5:

Sampling: Method of Sampling, Sampling and Non- Sampling Error, Test of Hypothesis, Type-1 and Type-2 Error, Large Sampling Test, Types of Hypotheses, T- Test, F-Test, Chi-Square.

(IMBA 302)	BUSINESS STATISTICS	<p>CO1 To develop a fundamental understanding of statistical concepts, including descriptive statistics (mean, median, mode, variance, standard deviation), probability distributions, sampling methods, and inferential statistics. They should be able to interpret and communicate statistical information effectively.</p> <p>CO2 To be able to collect, organize, and analyze data using appropriate statistical techniques. They should be proficient in creating graphical representations, such as histograms, scatterplots, and bar charts, and interpreting these visualizations to draw meaningful conclusions.</p> <p>CO3 To be able to formulate hypotheses, conduct hypothesis tests, and make inferences based on sample data. This includes understanding concepts like p-values, confidence intervals, and the implications of Type I and Type II errors.</p> <p>CO4 To be able to perform and interpret regression analysis. They should understand how to model relationships between variables and make predictions using regression models. Additionally, they should be able to assess the goodness-of-fit and the significance of regression coefficients.</p> <p>CO5 To be able to apply statistical techniques to solve real-world business problems. This includes using statistical analysis to make informed decisions, evaluate the effectiveness of marketing campaigns, assess financial performance, and address various business challenges.</p>
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Suggested readings:

1. "Statistics for Business and Economics" by Paul D. Berger and Anderson.
2. Mallin, C. A.; *Corporate Governance (Indian Edition)*; Oxford University Press
3. "Business Statistics" by Noreen D. Sharpe, Richard D. De Veaux, and Paul F. Velleman.
4. "Statistics" by Robert S. Witte and John S. Witte.
5. "Business Statistics: A First Course" by David M. Levine, Kathryn A. Szabat, and David F. Stephan.
6. "Applied Business Statistics: Methods and Excel-Based Applications" by Trevor Wegner:
7. "Business Statistics: Communicating with Numbers" by Sanjiv Jaggia and Alison Kelly:

IMBA- 303 ETHICS AND CORPORATE SOCIAL RESPONSIBILITY (04 CREDITS)

Unit-I

Ethics in Business – meaning & concept; nature of business ethics, sources of ethics, myths about ethics, importance of ethics in business, ethical dilemmas, current issues in corporate ethics.

Unit-II

Principles & Models of Ethical Issues, Moral standards & ethical decision making; Consequentialist & Non-Consequentialist Principles; Egoism, Utilitarianism, Right & Justice principles; Trusteeship theory of Mahatma Gandhi.

Unit-III

Value & Ethics, Ethical & unethical behaviour, benefits of managing ethics in organization, essential features, types & relevance of values in ethical business; Importance of values in formulation of an ethical organization like TATA Steel.

Unit-IV

Code of Ethics: Meaning and concept; conditions for making codes effective, code of conduct, establishing priority between norms & beliefs; the ethical responsibilities of senior management; code of conduct of ethics for professional areas like; HRM, Marketing & Advertising, Environment & Ecology, Accounting etc.

Unit-V

Corporate Social Responsibility of Business, Historical background, meaning & concept, why business should assure social responsibility, changing vies of management's responsibility, the social responsibility of business involves ethics; the stakeholder engagement; a key to success Corporate Governance

Meaning & concept, basic ingredients for good governance, reasons for recent interest in corporate governance, role of codes (CII, SEBI etc.), and promoting value-based Governance in organization, Corporate Governance in ITC Ltd. as an example.

<p>(IMBA 303)</p>	<p>ETHICS AND CORPORATE SOCIAL RESPONSIBILITY</p>	<p>CO1 To gain a strong understanding of various ethical theories (e.g., utilitarianism, deontology, virtue ethics) and key ethical concepts (e.g., moral principles, moral reasoning, moral dilemmas). They should be able to apply these theories and concepts to analyze ethical issues in the business context.</p> <p>CO2 To be able to identify and analyze ethical issues and dilemmas that can arise in the business world. This includes recognizing situations where there is a conflict between profit motives and ethical considerations.</p> <p>CO3 To be able to assess the effectiveness and impact of corporate social responsibility practices, including sustainability initiatives, philanthropy, ethical supply chain management, and stakeholder engagement. They should understand how these practices contribute to an organization's reputation and long-term success.</p> <p>CO4 To be proficient in using ethical decision-making models (e.g., the ethical decision-making framework, stakeholder analysis) to address ethical dilemmas in the workplace. They should be able to propose and justify ethical solutions to complex problems.</p> <p>CO5 To advocate and promote ethical and responsible business practices within organizations. They should understand the importance of ethical leadership, ethical culture, and the role of ethics in maintaining public trust and goodwill.</p>
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Suggested readings

1. Velasquez.; *Business Ethics: Concepts and Cases*; Pearson Education
2. Mallin, C. A.; *Corporate Governance (Indian Edition)*; Oxford University Press
3. *A Manual on Ethics, Governance and Sustainability*; The Institute of Company Secretaries of India

IMBA 304: BUSINESS LAWS (04 CREDITS)

UNIT – 1

The Indian Contract Act, 1872: Definition of a Contract and its essentials, Formation of a valid Contract – Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Termination of contract.

UNIT – 2

Sale of Good Act, 1930: Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach.

Partnership Act, 1932 Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms.

UNIT – 3

Negotiable Instrument Act, 1881: Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Dishonour of a Negotiable Instrument.

UNIT – 4

Companies Act, 1956: Nature and Definition of a Company, Registration and incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up.

UNIT-5

Intellectual property rights: Introduction to Intellectual property, copyright, trademark and patents. Introduction to Information Technology Act. 2000

(IMBA 304)	BUSINESS LAWS	<p>CO1 To gain a comprehensive understanding of the legal framework that governs business activities. This includes knowledge of contract law, business structures, intellectual property law, employment law, and other relevant legal areas.</p> <p>CO2 To analyze and draft business contracts effectively. They should understand the key components of a contract, how contracts are formed, and how to interpret and enforce contractual agreements.</p> <p>CO3 To be able to identify legal risks in business operations and develop strategies to mitigate them. This</p>
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		<p>includes understanding potential liabilities, regulatory compliance, and dispute resolution mechanisms.</p> <p>CO4 Students should be proficient in intellectual property law, including patents, trademarks, copyrights, and trade secrets. They should understand how to protect intellectual property rights and avoid infringement.</p> <p>CO5 To be able to make ethically sound and legally compliant decisions in a business context. They should be aware of ethical considerations in business, including conflicts of interest, corporate governance, and the legal and ethical responsibilities of business leaders.</p>
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Suggested readings

1. Pathak, Akhileshwar. Legal aspect of Business, Tata Mcgraw Hill Education.
2. R.S.N Pillai. Legal aspect of Business. S. Chand Publishing.
3. Tulsian, P. C. & Bharat Tulsian. Business Law. S. Chand Publishing.
4. Sushma, Arora. Business Law. M. C. Kuchhal & Vivek Kuchhal. Vikas Publishing House.
5. Lee Reach.; *Business Laws*, Oxford University Press, U.K.
6. Singh, Avtar.; *The Principles of Mercantile Law*, Eastern Book Company, Lucknow
7. Tulsian, P.C.; *Business Law*, Tata McGraw Hill, New Delhi
8. Sharma, J.P. and Kanojia, Sunaina.; *Business Laws*, Ane Books Pvt. Ltd., New Delhi.

IMBA 305:FUNDAMENTALS OF E-COMMERCE (4 CREDITS)

UNIT-1

Introduction to electronic commerce - Meaning, nature & scope. Channel of e-commerce business applications of e-commerce, global trading environment & adoption of e-commerce.

UNIT-2

Business Model of e-commerce & infrastructure, B2B, B2C & B2G and other models of e-commerce application of e-commerce to supply chain management online marketing & advertising e-commerce resources and infrastructure planning.

UNIT-3

Multimedia & E-commerce: Concept & role of multimedia, multimedia technologies, desk-top video conferencing and marketing. Types of payment systems e cash & currency servers, e-cheque credit cards, smart cards electronic purses and debit card.

UNIT-4

Security issues in e-commerce: security risk of e-commerce- types & sources of threats, protecting electronic commerce assets & intellectual property firewalls, security tools, encryption approach to e-commerce security.

UNIT-5

Regulatory environment of e-commerce- Borders and jurisdiction contracting and contract enforcement, international cyber laws-aims & salient provisions cyber laws in India & limitation taxation & e-commerce ethical issues in e-commerce.

(IMBA 305)	FUNDAMENTALS OF E-COMMERCE	<p>CO1 To be able to explain the fundamental concepts of e-commerce, including the various e-commerce business models (e.g., B2B, B2C, C2C, and more), and understand how they operate.</p> <p>CO2 To be proficient in online marketing strategies, including search engine optimization (SEO), pay-per-click advertising, content marketing, and email marketing. They should also understand the sales process in e-commerce, including product listing, shopping cart management, and payment processing.</p> <p>CO3 To gain the skills to design and develop e-commerce websites. This includes an understanding of selecting appropriate e-commerce platforms and technologies.</p> <p>CO4 To be aware of the security challenges in e-commerce, such as data protection, payment security, and fraud prevention. They should also understand the legal and regulatory aspects of e-commerce, including privacy laws, consumer protection, and international e-commerce regulations.</p> <p>CO5 To be able to use data and analytics tools to assess the performance of e-commerce websites. This includes measuring key performance indicators (KPIs), analyzing user behavior, and making data-driven decisions to improve the effectiveness of e-commerce operations.</p>
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SUGGESTED READINGS:

1. Schneider, Gary P. (2014). Electronic commerce. 11th edition. Stamford, CT: Cengage Learning.
2. Whiteley, David. (2010). E-commerce, 2nd edition. New Delhi: McGraw-Hill education Pvt. Ltd.
3. Bajaj & Deobyani, Nag. (2000). E-commerce. 8th edition. Tata McGraw Hill Company, New Delhi
4. FitzGerald, J. & Dennis, A. (2006). Business data communications and networking. 9th edition. New York: John Wiley.
5. Tanenbaum, A. S. (2003) Computer Networks. 4th edition. Upper Saddle River, NJ: Prentice-Hall.
6. Shay, W. S. (2004). Understanding Data Communications and Networks. 3rd edition. University of Wisconsin, Green Bay: Brooks/Cole Publishing Company.

MBA INTEGRATED
FOURTH SEMESTER

IMBA-401 MACRO ECONOMICS- (04 CREDITS)

- Unit – I** Nature and scope Macro Economics; Circular flow of income; natural income – alternative concepts & measure income & their relationship; stock & flow variable, aggregate demand, aggregate supply & macro-economic equilibrium; Business cycles – nature cycle – nature, causes and remedies.
- Unit – II** Macro analysis of consumer Behaviour, cyclical & secular consumption, income consumption relationship, absolute, relative and permanent income hypothesis, simple Keynesian model of income determination; multiplier analysis.
- Unit – III** Nature of fiscal policy – objective and tools, business taxes – types, rationale, and incidence; public debt – nature & management; public expenditure. Money – definition, functions of money, demand for money, supply of money, credit creation process & money multiplier; Inflation – types, causes, impact and control; monetary policy – objective tools, credit control.
- Unit- IV** Indian Economy – a profile: Nature of Indian Economy role different sectors – Agriculture, Industry & services in the development of the Indian Economy their problems & growth. Basic understanding of tax system of India – Direct & Indirect taxation.
- Unit – V** Select aspect of Indian Economy: Population, poverty, unemployment, Infrastructure, Inflation, Budget and fiscal deficits, Balance of payment, External debts.
Economic Reforms in India: features of Economic reforms since 1991, Liberalization, Privatization and Disinvestment, Globalization.

(IMBA 401)	MACRO ECONOMICS	<p>CO1 To demonstrate a comprehensive understanding of fundamental macroeconomic concepts, such as GDP (Gross Domestic Product), inflation, unemployment, fiscal policy, monetary policy, and international trade.</p> <p>CO2 To be able to apply macroeconomic models and tools to analyze real-world economic situations and provide insights into the factors affecting economic outcomes.</p> <p>CO3 To be familiar with major macroeconomic theories, such as Keynesian economics, monetarism, and neoclassical economics, and understand how</p>
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		<p>these theories explain different aspects of macroeconomy.</p> <p>CO4 To be proficient in interpreting and using economic data, including national income accounts, price indices, and employment statistics.</p> <p>CO5 To be able to make short-term and long-term economic forecasts, considering various economic variables and their interrelationships.</p>
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Suggested readings

1. Salvatore, Dominick.; *International Economics*. John Wiley & Sons Singapore.
2. Deepashree. *Macroeconomics*.; Ane Books Pvt. Ltd., New Delhi
3. Dwivedi, D. N. Fundamental of Business Statistics. Vikas Publishing House.
4. Mankiw, N. Gregory. *Macroeconomics*. Macmillan Worth Publishers New York, Hampshire, U.K.
5. Ahuja, H.L. *Macroeconomics: Theory and Practice*. S. Chand & Company.
6. Salvatore, Dominick. *International Economics: Trade & Practice*: Wiley Publication

IMBA 402- COST ACCOUNTING (4 CREDITS)

- Unit – I** Cost Accounting: Meaning, Characteristics, Objectives, importance and Limitations, Features of Ideal Cost Accounting, Cost Accounting and Financial Accounting, Elements of Cost, Expense items not included in Cost, Difference between Direct Cost and Indirect Cost.
- Unit – II** Materials Management: Issue and Pricing of Materials, EOQ, ABC Analysis, JIT, Material Lands.
- Unit – III** Accumulation and ascertainment of Costs, Cost units and Cost Centres, Accounting and control of Materials, Labour and overhead. Classification, Allocation, Absorption and Apportionment.
- Unit – IV** Method of Costing: Unit Costing, Job and Contract Costing, Process Costing, Operating Costing, ABC Costing (Activity Based Costing).
- Unit –V** Preparation of Cost Sheet, Profit and Loss account and Reconciliation with Financial Profit and Loss Account, Cost Control and Cost Reduction.

(IMBA 402)	COST ACCOUNTING	<p>CO1 To be able to categorize costs into various classifications, such as direct costs, indirect costs, fixed costs, variable costs, and semi-variable costs. They should comprehend the distinctions between these cost types and their implications for decision-making.</p> <p>CO2 To understand cost allocation methods, such as job costing and process costing, and recognizing how to allocate overhead costs to products or services based on relevant drivers or allocation bases.</p> <p>CO3 To be able to analyze and predict how costs behave in response to changes in production or activity levels. This involves distinguishing between fixed and variable costs and understanding cost-volume-profit (CVP) analysis to assess break-even points and profit relationships.</p> <p>CO4 To be proficient in preparing budgets and using them for performance evaluation. They should understand the concept of standard costs and be able to analyze variances (e.g., price and efficiency variances) to assess the effectiveness of cost control measures.</p> <p>CO5 To develop the skills to use cost information for decision-making. This includes evaluating make-or-buy decisions, pricing strategies, product discontinuation choices, and other business decisions based on relevant cost data. Students should also be able to apply techniques like cost-benefit analysis and incremental analysis to guide these decisions.</p>
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Suggested readings

1. Lal, Jawahar., and Srivastava, Seema.; *Cost Accounting*. McGraw Hill Publishing Co., New Delhi.
2. Jhamb, H.V.; *Fundamentals of Cost Accounting*. Ane Books Pvt. Ltd. New Delhi.
3. Arora, M.N.; *Cost Accounting-Principles and Practice*. Vikas Publishing House, New Delhi.
4. Shukla, M.C.; Grewal, T.S., and Gupta, M.P. *Cost Accounting, Text and Problems*. S. Chand & co. Ltd., New Delhi.
5. Maheshwari, S.N., & Mittal, S.N.; *Cost Accounting. Theory and Problems*. Shri Mahabir Book Depot, New Delhi.
6. Jain, P.K. & Khan, M.Y. *Cost Accounting*. Mc Graw Hill Education
7. Shukla, M.C., Grewal, T.S. & Gupta, M.P. *Cost Accounting: Text and Problems*. S. Chand & Company.
8. *Cost & Management Accounting: Theory and Problem Based MCQ*. 4th Edition. Taxman.

IMBA-403 FUNDAMENTALS OF RESEARCH METHODOLOGY (4 CREDITS)

UNIT-1

Introduction: Concept of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers. Process of Research: Steps Involved in Research Process. Research Design: Various Methods of Research Design.

UNIT-2

Collection of Data: Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member, Types of Data: Secondary and Primary, Various Methods of Collection and Data, Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire and Collection of Data.

UNIT -3

Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS in Data Analysis.

UNIT- 4

Application and Analysis of Variance (ANOVA). Measurement and Central Tendency, Measure of Dispersion, and their Advantages.

UNIT-5

Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography and Annexure in the Report : Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

(IMBA 403)	FUNDAMENTALS OF RESEARCH METHODOLOGY	<p>CO1 To be able to understand and select appropriate research designs, such as experimental, correlational, qualitative, or mixed methods designs, based on the research objectives and questions. They should also learn to formulate research hypotheses and research questions that guide their investigations.</p> <p>CO2 To gain proficiency in selecting and applying data collection methods, including surveys, experiments, interviews, observations, and content analysis. They should also understand the importance of developing reliable and valid measurement instruments to gather data and assess variables accurately.</p> <p>CO3 To be able to analyze research data using appropriate statistical or qualitative analysis techniques, depending on the nature of the data and research questions. They should also learn to interpret the results and draw meaningful conclusions from their findings.</p> <p>CO4 To be aware of ethical considerations in research, including informed consent, confidentiality, avoiding plagiarism, and responsible conduct of research. They should be able to address</p>
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		<p>ethical dilemmas that may arise during the research process.</p> <p>CO5 To develop effective written and oral communication skills for presenting research findings. This includes preparing research reports or papers, creating clear and concise visual representations of data, and delivering research presentations to various audiences, such as academic, professional, or public.</p>
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SUGGESTED READINGS:

- 1) Chandan, J. S.(1998). *Statistics for Business and Economics, 1st Edition*. Vikas Publication House., Delhi.
- 2) Rubin, L.(2000). *Statistics for Management. 7th ed.* Pearson, New Delhi.
- 3) Mark N.K. **Saunders**, Adrian Thornhill, Philip Lewis (2007). *Research Methods for Business Students*. 6th ed. Pearson Education.
- 4) Selvam, P.(2008). *Research Methodology 2nd edition*. Prentice Hall of India.
- 5) Kothari, C. R.(2004). *Research Methodology Methods & Techniques*. New. 4th ed. Age International Publisher New Delhi.

IMBA-403 CORPORATE GOVERNANCE (4 CREDITS)

UNIT-1

Evolution of Corporate Governance- Ancient and Modern Concept, Principles of Corporate Governance, Theories of Corporate Governance, Business ethics vis-à-vis Corporate Governance, Understanding of the shareholder Vs Stakeholders concept of governance

UNIT-2

Corporate Business Ownership structure, Board of Directors- Role, Composition, system & Procedures, Functional Committee of Board, Rights & Relationship of share holders & other stakeholders, Corporation and its employees.

UNIT-3

Need for legislation of Corporate Governance Legislative Provision of Corporate Governance in Companies Act 1956. Securities Act 1956(SCRA) Securities Exchange Board of India Act (1992) and other corporate laws, listing Requirements- Indian & International perspective, MIS and corporate disclosure Requirement covering accounting and secretarial standards.

UNIT-4

Board Committee-Audit Committee, remuneration committee shareholders, grievance committee, Need, Functions & advantages of committee management, constitution & scope of Board committee, Role of Professionals in Board Committee, Role of Companies secretaries in compliance of Corporate Governance.

UNIT-5

Study of codes of Corporate Governance, Joint Venture- National & International, Case studies on Corporate Governance-Indian & Overseas perspectives, best practices of Corporate Governance, Value

Creation through Corporate Governance, Corporate Rating (Rating mechanism in terms of firm disclosure).

<p>(IMBA 404)</p>	<p>CORPORATE GOVERNANCE</p>	<p>CO1 To develop a comprehensive understanding of the various corporate governance frameworks, principles, and models that exist globally. This includes studying key concepts and regulatory frameworks.</p> <p>CO2 To be able to analyze the roles, responsibilities, and structures of boards of directors, as well as various governance mechanisms used by organizations and They understand the composition of boards, board committees, and their duties and functions.</p> <p>CO3 To gain insight into the relationship between companies and their shareholders, including different types of shareholders and understand how companies manage relationships with various stakeholders, such as employees, customers, and the broader community.</p> <p>CO4 To be able to assess the ethical considerations and social responsibility of corporations. They should understand the importance of ethical conduct, transparency, and corporate social responsibility in corporate governance, and they should be familiar with the principles and guidelines governing these aspects.</p> <p>CO5 To be able to evaluate and apply best practices in corporate governance, both in theory and through practical case studies. Analyzing real-world examples of corporate governance successes and failures can provide valuable insights into how governance principles are implemented in practice.</p>
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SUGGESTED READINGS:

1. Bainbridge, S.M. (2011). Corporate Governance after the financial crisis. 9th edition, New York: Oxford University Press.
2. Clarke, T. & Branson, D. (2012). The SAGE Handbook of Corporate Governance. 1st edition. Thousand Oaks, CA: Sage.
3. Saloman, J. (2010). Corporate Governance and Accountability, 3rd ed. Chichester, West Sussex, UK: Wiley & Sons.
4. Monks, R.A.G. & Minow, N. (2011), Corporate Governance, 5th Edition. Boston: Wiley & Sons
5. Parthasarathy, S.(2007) Corporate Governance: Principles Mechanism & Practice, 1st edition. India: Biztantra, Dreamtech Press
6. Athavale, Mahesh, A. (ed.by). (2006). Corporate Governance: Modules of Best Practices, 4th edition, ICSI, New Delhi.

IMBA-405 ENTREPRENEURSHIP (4 CREDITS)

UNIT-1

Entrepreneurship- definition, classification, nature & importance, entrepreneur- Types & functions growth of entrepreneurs, entrepreneur Vs Managers Characteristics of successful entrepreneur.

UNIT-2

Women entrepreneurship- Meaning, Characteristics, functions, Growth of women entrepreneur, problems of women entrepreneur, factor influencing women entrepreneur.

UNIT-3

Entrepreneurship Development Programme - Need & objective, Rural entrepreneurship- concept, need, problems, how to develop rural entrepreneurship.

UNIT-4

Entrepreneurial Motivation- Concept, Theories factors entrepreneurial competencies concept, problems of entrepreneurship: entrepreneurial environment.

UNIT-5

Role of Government and financial Institution in entrepreneurship development sources of finance, institutionalize finance to entrepreneur's role of technical consultancy organization in developing.

(IMBA 405)	ENTREPRENEURSHIP	<p>CO1 To be able to recognize entrepreneurial opportunities by identifying unmet needs, market gaps, and emerging trends. They should learn how to evaluate the feasibility of business ideas, considering factors like market demand, competition, and resources required.</p> <p>CO2 To be capable of developing comprehensive business plans that outline their business concept, target market, value proposition, revenue models, marketing strategies, and financial projections. They should also understand the importance of strategic planning for long-term success.</p> <p>CO3 To assess and manage the risks associated with entrepreneurship. This includes understanding financial statements, budgeting, financial forecasting, accessing funding sources and making informed financial decisions to sustain and grow their ventures.</p> <p>CO4 To design and implement effective marketing and sales strategies. This includes market research, product positioning, branding, pricing, and sales techniques. how to create and maintain a customer base.</p> <p>CO5 To develop an entrepreneurial mindset characterized by creativity, adaptability, resilience, and a willingness to learn from failure. They should be encouraged to embrace innovation and understand the importance of continuous improvement in a dynamic business environment.</p>
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SUGGESTED READINGS:

1. Hisrich, R.D & Peters, M.P. (2002) *Entrepreneurship 5th edition*, Tata McGraw-Hill

2. Khanka, S.S. (2007), *Entrepreneurial Development. 4th Edition*. S. Chand & Co. limited, New Delhi
3. Desai, Vasant. (2010). *Small scale industries & entrepreneurship. 7th edition*. Himalaya Publishers.
4. Zimmerer, T.W. & Scarborough, N.M. (2005). *Essentials of Entrepreneurship & small Business Management 4th Edition* Prentice Hall, New Jersey
5. Mohanty, S.K. (2012). *Fundamentals of Entrepreneurship. 8th edition*, PHI learning Pvt. Ltd., New Delhi.

MBA INTEGRATED FIFTH SEMESTER

IMBA 501 INCOME TAX (04 CREDITS)

- Unit – I** Basic Concepts: Income, agricultural income, casual income, assessment year, previous year, gross total income, total income, person; Tax evasion, avoidance, and tax planning.
- Unit – II** Basis of Charge: Scope of total income, residence and tax liability, income which does not form part of total income.
- Unit – III** Heads of Income, Income from other sources.
- Unit – IV** Computation of Tax Liability: Computation of total income and tax liability of an individual, H.U.F., and firm; Aggregation of income, Set-off and carry forward of losses; Deduction from gross total income.
- Unit – V** Tax Management: Tax deduction at source; Advance payment of tax; Assessment procedures; Tax planning for individuals.
Tax Administration: Authorities, Appeals, Penalties.

(IMBA 501)	INCOME TAX	<p>CO1 Demonstrate a solid understanding of basic tax concepts, including taxable income, deductions, tax credits, and tax liabilities.</p> <p>CO2 To gain familiarity with the relevant tax laws and regulations, such as the Internal Revenue Code, IRS publications, and recent tax reforms.</p> <p>CO3 Develop practical skills in preparing and filing various tax forms, including individual income tax returns, corporate tax returns, and partnership returns.</p> <p>CO4 Ability to assess and implement tax planning strategies to minimize tax liabilities for individuals and businesses while remaining in compliance with tax laws.</p> <p>CO5 Learn how to conduct tax research effectively using primary and secondary sources to find relevant tax information and rulings.</p>
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Suggested readings

1. Singhanian, V.K. & Singhanian, Monica. Student Guide to Income Tax Including GST. Taxmann.
2. Singhanian. Vinod K., and Singhanian. Monica.; *Students Guide to Income Tax*. University Edition. Taxmann Publications Pvt. Ltd., New Delhi.

3. Ahuja, Girish., and Gupta, Ravi.; *Systematic Approach to Income Tax*. Bharat Law House. Delhi.
4. Pagare, Dinkar.; *Law and Practice of Income Tax*. Sultan Chand and Sons. New Delhi.
5. Lal, B.B.; *Income Tax Law and Practice*. Konark Publications. New Delhi.
6. GST Acts with Rules and Forms. 2nd Ed. Taxmann.
7. *Income Tax Reports*. Company Law Institute of India Pvt. Ltd., Chennai.
8. *Current Tax Report*. Current Tax Reporter, Jodhpur.
9. 6. GST: V.S. Datey, Taxmann
10. 7. Singhania, Vired K. Singhania Monica, Student guide to income tax including GST. Taxmann.

IMBA 502 - FUNDAMENTALS OF SMALL BUSINESS MANAGEMENT (4 CREDITS)

UNIT-1

Defining Small Business, Role & its importance, forms of organization for small Business, Small business myths.

UNIT-2

Small

Business Ideas- Creativity, opportunity & feasibility, family, business, small business strategies, SWOT analysis to identify strategic options.

UNIT-3

Business

planning process, creation and rationale for a business plan, business leadership and development of a business culture.

UNIT-4

Setting

up SSI, Product selection, problems & challenges for SSI, Government Policy for SSI's.

UNIT-5

Micro, Small

and Medium Enterprise Development Act (MSMEDA), 2006, Objective, definition & provision of MSMED, changing context of MSME's in the era of liberalization & globalization.

(IMBA 502)	FUNDAMENTALS OF SMALL BUSINESS MANAGEMENT	<p>CO1 Develop the ability to create comprehensive business plans that include mission statements, financial projections, marketing strategies, and operational plans.</p> <p>CO2 To evaluate the feasibility of a business concept, including market analysis, industry trends, and competitive analysis.</p> <p>CO3 To understand the legal and regulatory requirements for small businesses, including permits, licenses, taxes, and employment laws.</p> <p>CO4 To gain knowledge in financial management, including budgeting, cash flow management, financial analysis, and basic accounting principles.</p>
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		CO5 Learn how to identify and mitigate risks in a small business and explore the types of business insurance that may be necessary.
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SUGGESTED READINGS:

1. Arora, R. & Sood, S.K., (2005) Fundamentals of Entrepreneurship and Small Business Management. 5th edition. Kalyani Publishers, Ludhiana.
2. Desai, Vasant. (2010). Small Scale Industries and Entrepreneurship. 7th edition. Himalayan Publishing House, Mumbai.
3. Zimmerer, T.W. & Scarborough, N.M. (2005). *Essentials of Entrepreneurship & small Business Management*. 4th Edition Prentice Hall, New Jersey
4. Murthy C.S.V. (2002). Small Scale Industries and Entrepreneurial Development. 1st edition. Himalaya Publishing House, India

IMBA 503 : MANAGEMENT ACCOUNTING (4 CREDITS)

UNIT-1

Introduction: Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, Reconciliation of Cost and Financial Accounting.

UNIT-2

Marginal Costing: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, types of decision-making like single product pricing, multi product pricing, replacement, sales etc..

UNIT-3

Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control.

UNIT-4

Responsibility Accounting & Transfer Pricing, Transfer Pricing: concept, types & importance ; Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.

UNIT-5

Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications. Differential Costing and Incremental Costing: Concept, uses and applications.

(IMBA 503)	MANAGEMENT ACCOUNTING	<p>CO1 To demonstrate a solid understanding of the fundamental concepts and principles of management accounting, including cost behavior, cost allocation, budgeting, and variance analysis.</p> <p>CO2 To apply various costing methods such as job costing, process costing, and activity-based costing to allocate costs accurately in different business environments.</p> <p>CO3 To create and interpret budgets and forecasts and analyze the variances between actual and budgeted figures to identify areas of concern and opportunities for improvement.</p> <p>CO4 To use management accounting information to make informed decisions related to pricing, product mix, cost control, and capital investment, considering relevant costs and benefits.</p> <p>CO5 To develop and implement cost control strategies to optimize resource utilization and improve the efficiency and effectiveness of business operations.</p>
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SUGGESTED READINGS

1. Khan M.Y., & Jain P. K., (2009). *Management Accounting. 3rd Edition*. Tata Mc. Graw Hill.
2. Pandey, I. M., (2009). *Management Accounting. 3rd Edition*. Vikas Publishing House.
3. Dr. Jawaharlal, (2012). *Managerial Accounting. 4th Edition*. Himalaya Publishing House.
4. Maheshwari, S. N., & Maheshwari, S.K. (2014). *Principles of Management Accounting. 17th Edition*. Sultan Chand & Sons.
5. Horngren, C. T., & Sunden, G.L., (2013). *Introduction to Management Accounting. 16th Edition*. Pearson.

IMBA 504 INTERNATIONAL BUSINESS (04 CREDITS)

- Unit – I** Meaning, need for International Trade, Distinction Between Foreign trade and Domestic Trade, Need for separate, Theory of International Trade.
- Unit – II** Theories of International Trade, Classical and Neo-classical, Gains from International Trade.
- Unit – III** Foreign Exchange: Meaning and need, Theories for Exchange Rate Determination Mint Parity Theory, Purchasing Power Parity Theory, Balance of Payments Theory.
- Unit – IV** Direction and Composition of India's Foreign Trade, Recent Trends, Export Promotion Policies, Balance of Trade, Balance of Payments, Disequilibrium in Balance of Payments, Causes, Consequences and Cures.

Unit – V International Liquidity Problems, I.M.F. and W.T.O., Documents used in Foreign Trade, Foreign Bill of Exchange, Letter of Credit, Bill of Lading.

(IMBA 504)	INTERNATIONAL BUSINESS	<p>CO1 To understand the global business environment, including economic, political, legal, cultural, and technological factors that impact international business operations.</p> <p>CO2 To analyze and apply various international trade theories, such as comparative advantage, absolute advantage, and the Heckscher-Ohlin model, to explain patterns of international trade.</p> <p>CO3 To evaluate different international business models, including exporting, licensing, joint ventures, and foreign direct investment (FDI), and determine the most appropriate strategies for specific situations.</p> <p>CO4 To assess the risks and opportunities associated with entering new international markets and develop market entry strategies, considering factors like market research, entry modes, and competitive analysis.</p> <p>CO5 To apply international marketing concepts to create effective marketing strategies for products and services in diverse cultural and economic environments.</p>
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Suggested Reading: -

1. Hill, Charles, W.L. (2011). *International Business. 8th edition*. McGraw-Hill, New York
2. Aswathappa. (2012), *International Business 5th edition*, McGraw-Hill education
3. Bennet, Roger. (1999). *International Business, Financial Times 2nd edition* Pitam Publishing London
4. Daniel, John. D& RadeBaugh, Lee H.,(2013). *International Business; environments and operations, 14th edition* Boston: Pearson
5. Griffen, Ricky W. & Pustay, Michael W., (2015), *International Business: A managerial perspective, 8th edition*, Boston Pearson

IMBA-505 MONEY AND FINANCIAL SYSTEM (04 CREDITS)

- Unit – I** Money: Functions; Alternative measures to money supply in India – their different components; Meaning and changing relative importance of each; High powered money – meaning and uses, Finance: Role of finance in an economy; Kinds of finance; financial system; Components; Financial intermediaries.
- Unit – II** Indian Banking System: Definition of bank; Commercial banks – importance and functions; Structure of commercial banking system in India; Regional rural banks; Cooperative banking in India.
- Unit – III** Process of Credit Creation by Banks: Credit creation process; Determination of money supply and total bank credit.
- Unit – IV** Development Banks and other Non-Banking Financial Institutions: Their main features; unregulated credit markets in India – main feature.

Unit – V The Reserve Bank of India: Functions; Instruments of monetary and credit control; Main features of monetary policy since independence

(IMBA 505)	MONEY AND FINANCIAL SYSTEM	<p>CO1 To understand the concept of money and its essential functions as a medium of exchange, unit of account, and store of value.</p> <p>CO2 To analyze the role of central banks and the objectives and tools of monetary policy to control the money supply, interest rates, and inflation.</p> <p>CO3 To describe the structure and functions of the banking system, including commercial banks, central banks, and other financial institutions.</p> <p>CO4 To examine the operations of commercial banks, including deposit creation, lending, and the role of the fractional reserve system.</p> <p>CO5 To understand various financial markets, such as money markets, capital markets, and foreign exchange markets, and how they facilitate the allocation of funds.</p>
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Suggested readings

1. Bhole, L.M. Financial Instruments and Markets. Tata. Mc. Graw Hill Company Limited, New Delhi.
2. Bhole, L.M. Indian Banking System. Tata Mc. Graw Hill Company Ltd. New Delhi.
3. White Paper on Banking System Survey. Mumbai. Banknet Publication.
4. Lalwani, S.J. Changing Profile of Indian Banking. Radha Publication, New Delhi.
5. P.C. Jain and S.S. Verma. Money and Financial System. Sahitya Bhawan Publications
6. S.M. Methane - Money Banking, International Trade and Public Finance . Himalaya Publishing House, New Delhi
7. Siddhartha Shankar Saha. Indian Financial Systems and Market. Tata McGraw Hill: New Delhi.

MBA INTEGRATED SIXTH SEMESTER

IMBA 601 – INTRODUCTION TO MANAGEMENT INFORMATION SYSTEM (4 CREDITS)

UNIT-1 Information Technologies and Infrastructure- Computer hardware, Software and Emerging technology: A Computer system; Computer hardware classification; computer software; programming languages; Basics of Computer Network; Database Management- Introduction; Database hierarchy; files- the traditional approach; the modern approach; database structure ; database management system; types of database structure or data models; structured query language (SQL); Normalization; Advances in Database technology.

UNIT-2 Management Information System: An Introduction- Importance of MIS, Management Information system: A Concept; Nature and scope of MIS; Structure and Classification of MIS; Information and system concepts- Meaning; types of Information; Dimensions of Information; Kind of systems; system related concepts; Information Systems for competitive advantage-Concept; Information systems strategies for dealing with competitive force; Porter's value chain model; Strategic Information systems.

UNIT-3 Business Applications of IS- e-Commerce; ERP Systems; Decision-Support System; Business intelligence and Knowledge Management system.

UNIT-4 Information system planning- Planning terminology; Information system planning; Nolan stage model; Four-stage model; Information Resource Management; Organization Structure and location of MIS; System acquisition; System Implementation; Evaluation & Maintenance of IS; IS security and Control.

UNIT-5 Building of IS: System development approaches- System development stages; system development approaches; System Analysis and Design- System analysis and strategies for requirement determination; System Design- Design objectives; conceptual design; Design methods; Detailed system design; contemporary issues in Information Systems, Cloud, Big data etc.

(IMBA 601)	INTRODUCTION TO MANAGEMENT INFORMATION SYSTEM	<p>CO1 To develop a comprehensive understanding of what a Management Information System is and its role in organizations. This includes knowledge of the components, functions, and the significance of MIS.</p> <p>CO2 To be able to analyze the information needs of an organization and design appropriate information systems to meet those needs. This involves identifying various types of information systems and their application in different business contexts.</p> <p>CO3 To gain proficiency in managing data, including the basics of database systems. This outcome involves understanding data modeling, data storage, data retrieval, and data security within an MIS context.</p> <p>CO4 To learn how MIS can support decision-making processes within organizations. This includes knowledge of various decision support tools, analytics, and business</p>
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		intelligence systems that help management make informed decisions. CO5 To be aware of ethical and security issues related to information systems. They should understand the importance of data privacy, security measures, and ethical practices in managing information within an organization.
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SUGGESTED READINGS:

1. Bhatnagar, S. (1991). *Computer and Information Management*. Prentice -Hall of India Private Limited.
2. Efraim Turban, L. V. (2011). *Information Technology for Management: Transforming Organizations in the Digital Economy*. Wiley Publication .
3. Efraim Turban, L. V. (2011). *Information Technology Management*. Wiley Publication .
4. Goyal, D. (2010). *Management Information System* . MacMillian Publication .
5. James, o. (2002). *Management Information System- Managing Information Technology in E-Business Enterprises*. Tata McGraw Hill.

IMBA 602-FUNDAMENTALS OF SUPPLY CHAIN MANAGEMENT (4 CREDITS)

UNIT 1

Supply Chain Management- Framework, The Role of Supply Chain Management in the Economy and Organizations. Framework for Supply Chain Analysis. Supply Chain Mapping, Cost, Time and Point of Differentiation.

UNIT 2

Supply Chain Strategy & Performance Measures, Forecasting Inventory Management, Where to Stock Inventory in Supply Chain, Agile Supply Chain.

UNIT 3

Transportation Management, Vehicle Routing and Scheduling: Supply Chain Network, Global Supply Chain.

UNIT 4

Supply Chain Structure & Supply Chain Strategy - Make versus Buy-The Supply Chain Integration, Supply Chain Reconfiguration, Designing and Operating Responsive Supply Chain Product and Process Redesign.

UNIT 5

Supply Chain Analysis- Industrial Level Benchmarking.

<p>(IMBA 602)</p>	<p>FUNDAMENTALS OF SUPPLY CHAIN MANAGEMENT</p>	<p>CO1 To develop a solid understanding of key supply chain concepts, including supply chain networks, processes, and the flow of goods, information, and finances. This outcome involves grasping the fundamental principles of supply chain management.</p> <p>CO2 To be able to design and plan supply chain strategies that align with business goals. This includes optimizing the supply chain for efficiency, responsiveness, and cost-effectiveness, as well as selecting appropriate sourcing, production, and distribution strategies.</p> <p>CO3 To learn how to effectively manage inventory within a supply chain, including inventory control techniques, demand forecasting, and safety stock management. This outcome aims to ensure that students understand the importance of inventory in supply chain operations and how to optimize it.</p> <p>CO4 To gain the skills needed to manage supplier relationships and vendor performance effectively. This includes selecting and evaluating suppliers, negotiating contracts, and implementing supplier relationship management strategies.</p> <p>CO5 To understand the concept of risk within supply chains and develop strategies to manage and mitigate various risks, including supply disruptions, natural disasters, and geopolitical factors. Additionally, students should learn how to build resilient supply chains that can adapt to unexpected disruptions.</p>
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SUGGESTED READINGS:

1. BS, S. (2005). *Supply Chain Management*. Pearson . 3rd edition
2. Chase, A. J. (2014). *Operations Management for competitive advantage*. McGraw Hill Higher Education; Ninth edition.
3. Chopra et al. (2012). *Supply chain management*. Pearson, 3rd Ed.
4. Shah, J. *Supply Chain Management: Text and Cases* . 2009: Pearson Education .
5. Shaprio. (1995). *Logistics Strategy: Cases and Concepts*. West Publishing .
- Stevenson, W. (2008). *Operation Management*. McGraw-Hill / Irwin .

IMBA- 603 INTERNAL AUDIT AND CONTROL (4 CREDITS)

Unit 1

Internal Audit - concept and objectives of internal audit; application of audit to different management functions; differentiates between internal and external audit; internal check and internal audit.

Unit 2

Types of Audits - general audits and specific audits; types of general audits and types of specific audits; continuous, periodical and balance sheet audits

Unit 3

Financial Audit - evolution of financial auditing; idea of development of Financial Audit in India; auditing, objectives, scope and philosophy of auditing; qualifications and qualities of an auditor; advantages and limitations of audit

Unit 4

Internal Control - concept and objectives of internal control; characteristics of an effective system of internal controls; elements and basic principles and inherent limitations.

Unit 5

Internal Controls in Computer-based Systems - IT revolution; challenges in internal controls; aspects of internal controls applicable in IT environment and internal controls for computerized accounting.

(IMBA 603)	INTERNAL AUDIT AND CONTROL	<p>CO1 To develop a solid understanding of the concept of internal auditing, its purpose, and its role in ensuring the effectiveness and efficiency of an organization's operations. This includes knowledge of the fundamental principles and standards of internal auditing.</p> <p>CO2 To be able to identify and evaluate internal control frameworks and understand how they contribute to risk management and governance. This outcome involves knowledge of widely recognized frameworks such as COSO (Committee of Sponsoring Organizations of the Treadway Commission).</p> <p>CO3 To gain the skills to assess and manage risks within an organization. This includes identifying, analyzing, and prioritizing risks, as well as developing strategies for risk mitigation and control.</p>
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		<p>CO4 To learn various internal audit techniques, including audit planning, evidence gathering, testing, and reporting. They should also be proficient in using audit tools and technology to enhance audit efficiency.</p> <p>CO5 To understand the importance of compliance with relevant laws, regulations, and industry standards. Additionally, they should learn about corporate governance principles and the role of internal audits in promoting good governance practices.</p>
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SUGGESTED READINGS:

Kurt R. Reding (Author), Paul J. Sobel (Author) Internal Auditing: Assurance & Advisory Services.

IMBA- 604 BUSINESS DEMOGRAPHY AND ENVIRONMENTAL STUDIES (4 CREDITS)

Unit 1

Introductory Meaning and definition of Demography – need of demographic Studies for Business.

Unit 2

Distribution of Population and Population Growth Physical and cultural factors affecting the distribution of population. Density of population – over, optimum and under populated regions – Meaning and definition of population growth – Methods of calculating population Growth – Measures of fertility and mortality and factors affecting fertility and mortality

Unit 3

Population as Resource Literacy, sex ratio, Age & Sex Pyramid, Occupational Composition – Classification of population as Urban and rural – below poverty line population – working population – dependent Population.

Unit 4

Urbanization – Meaning of urbanization – Urbanization as Behavioural, structural, demographic, concepts of Urbanization – Problems of Urbanization.

Unit 5

Environment Meaning and definition of environment- need of environmental studies for Business Management – Environment factors affecting Business – Physical factors – i.e. topography, climate, minerals, water resources, cultural factors – infrastructure – technology, tradition, political set up, social set up, educational set – up. Business Global warming and Kyoto Protocol, Oil Crisis and its impact on Business to problems related to water resources Industries & pollution –Air, Water, Noise.

<p>(IMBA 604)</p>	<p>BUSINESS DEMOGRAPHY AND ENVIRONMENTAL STUDIES</p>	<p>CO1 To develop a strong understanding of environmental issues, including climate change, resource depletion, and biodiversity loss. They should also gain insight into the principles of sustainability and the importance of adopting eco-friendly practices in business operations.</p> <p>CO2 To be able to assess the environmental impact of various business activities, products, and services. This outcome includes learning how to identify potential environmental risks and develop strategies to mitigate negative impacts.</p> <p>CO3 To be familiar with environmental regulations, laws, and standards at local, national, and international levels. This includes understanding the legal obligations of businesses regarding environmental protection and the consequences of non-compliance.</p> <p>CO4 To learn about green business strategies and practices, such as sustainable supply chain management, energy efficiency, waste reduction, and the adoption of renewable energy sources. This outcome involves understanding how businesses can reduce their ecological footprint while remaining profitable.</p> <p>CO5 To appreciate the role of corporate social responsibility in today's business world, focusing on the ethical and environmental responsibilities of organizations. They should also understand how CSR initiatives can contribute to a positive business image and stakeholder engagement.</p>
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SUGGESTED READINGS:

1. Prin S.N. Kukale (Author), Prof. Dr. S.L. Shira gave (Author), Business Demography & Environmental Studies Paperback – 2013
2. Yogesh Wagh, Neha, Business Demography & Environmental Studies

IMBA 605 – Project Report / Dissertation

Marks: 100

Objective: To develop conceptual understanding and analytical skills of students they will be required to be prepare a project report / dissertation report on topic of their choice and give presentation

70% weightage shall be given to project report and 30% Viva Voce Conducted by external examiner.

MBA INTEGRATED SEVENTH SEMESTER

IMBA701-STRATEGIC MANAGEMENT (4 CREDITS)

UNIT-1

Introduction to Strategic Management: Managers Need Strategy; Value Creation and Value Capture; Basic Theories of Economics and Management vis-à-vis Strategic Mapping; Strategic plans for Global Emerging Markets (GEMs)

UNIT -2

Industry Analysis: Industry Analysis and the Five Forces Framework; Industry Analysis: Managing the Value Chain; Firm Level Strategy: Choosing How to compete; Low-cost Leadership; Positional Advantage; Strategic Budget and Audit.

UNIT-3

Corporate Strategy: Synergies; Technology Management and Discontinuation; Game Theory and Strategy; Operational Effectiveness; Global Strategic Planning and Optimization, Inorganic growth models.

UNIT-4

Strategy Implementation, Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic Information System.

UNIT-5

Structural Issue- organization structure and control, balance scorecard, strategy execution, innovation management, corporate governance, strategic change, strategy process and wrap up.

(IMBA 701)	STRATEGIC MANAGEMENT	<p>CO1 To develop the ability to think strategically and analyze complex business situations. This outcome includes understanding the external and internal factors that impact an organization and being able to identify opportunities and threats.</p> <p>CO2 To be capable of formulating strategies that align with an organization's mission, vision, and goals. This involves setting objectives, identifying competitive advantages, and choosing appropriate strategic options.</p> <p>CO3 To execute and implement strategies effectively. This includes managing resources, developing action plans, and aligning various organizational functions with the chosen strategy.</p> <p>CO4 To understand the importance of monitoring and controlling the execution of strategies. This outcome involves creating performance metrics, assessing progress, and adjusting when necessary to ensure strategic goals are met.</p> <p>CO5 To learn how to create and sustain competitive advantages for an organization. This includes understanding</p>
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		different business models, innovation, and the role of core competencies in achieving long-term success and growth.
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SUGGESTED READINGS:

1. Azar, K. (2010). *Business Policy and Strategic Management*. Tata Mc Graw Hill.
2. John A Pearce II, R. R. (2012). *Strategic Management- Formulation, Implementation and Control*. McGraw Hill.
3. Singh and Joshi. (2011). *Strategic Management- An Indian perspective*. LAP Lambert Academic Publishing.
4. Lawrence R.Jauch., G. W. (2010). *Business Policy and Strategic Management*. Frank Brothers.
5. Palepu, T. K. (2010). *Winning in Emerging Markets*. Harvard Business Press.

IMBA 702- LEADERSHIP SKILLS & PRACTICES (4CREDITS)

UNIT-1

Introduction to leadership, the crucial role of leadership, different Roles of a leader, Leadership theory paradigms, levels of analysis of leadership, Leadership traits, Big-5 model and leadership, derailed leaders, effective leaders, Achievement Motivation theory, Leader Motive Profile, Pygmalion effect, Ethical leadership

UNIT-2

Leadership Behavior & styles-Michigan & Iowa, Leadership Grid, Contingency theory-Fiedler model, Hersey Blanchard SLT, Leadership Continuum theory, Normative theory, Leadership substitute theory

UNIT-3

Team Leadership-Vertical Dyad Linkage theory, LMX theory, Followership, Delegation, Self-Managed Teams, Ginnet's Team effectiveness Model, Fundamentals of Networking, Negotiation, Coaching as a Leader, Leader conflict Management.

UNIT-4

Charismatic and transformational leadership, stewardship, servant leadership, Resonant Leadership-work of Goleman, Boyatzis, etc,

UNIT-5

Crisis leadership, Leading Change, Selected Profiles of Top leaders from Industry and Polity.

(IMBA 702)	LEADERSHIP SKILLS AND PRACTICES	CO1 To understand the fundamental theories, models, and principles of leadership. This includes an exploration of different leadership styles and their historical development. CO2 To develop strong communication skills necessary for effective leadership. This includes the ability to articulate a clear vision, provide constructive feedback, and actively listen to team members.
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		<p>CO3 To gain proficiency in problem-solving techniques and decision-making processes. Students should be able to assess complex situations, make informed choices, and implement solutions effectively.</p> <p>CO4 To learn how to build and lead high-performing teams. This includes strategies for fostering collaboration, resolving conflicts, and motivating team members towards shared goals.</p> <p>CO5 To understand the importance of ethical leadership practices and the role of leaders in promoting social responsibility. Students should be prepared to make ethical decisions and demonstrate integrity in their leadership roles.</p>
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SUGGESTED READINGS:

1. Lussier/ Achus, (2007). *Effective Leadership. Third edition.* Thomson Southwestern.
2. Hughes, Ginnet, Curphy (2006). *Leadership-Enhancing the Lessons of experience. Fifth edition.* Tata McGraw Hill.
3. Durbin, J. A., (2007). *Leadership-Research findings, Practice, and Skills. Fourth edition.* Biztantra.
4. Durbin. A., (2015). *Leadership: Research Findings, Practice and Skills.* PHI
5. Saxena, S & Awasthi, P., (2009). *Leadership.*

IMBA 703- MANAGEMENT OF INDUSTRIAL RELATIONS **(04CREDITS)**

UNIT-1

Industrial Relations: Concept, Objectives, influence of emerging socio-economic scenario on industrial relations, Role of State in managing industrial relations, Components of IR system, factors affecting industrial relations.

UNIT-2

Trade Unions: Objectives and functions; Development of trade Union movement in India; Challenges of Trade Union movement; Forms of union; Trade Union response toward liberalization and change;

UNIT-3

Industrial Unrest: Prevention and settlement of Industrial disputes, bipartite and tripartite machineries, voluntary arbitration and adjudication, Collective bargaining.

UNIT-4

Method of direct Action: Strikes, Lock-out, types of strike, legal, illegal and unjustifiable strikes and lockouts, protection to workmen.

UNIT-5

Employee Empowerment: Industrial democracy, Involvement of workers with management; Strategic implementation of WPM; IR and technological change. ILO- Role and objectives of ILO.

		CO1 To develop a solid understanding of fundamental concepts in industrial relations, including collective
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(IMBA 703)	INDUSTRIAL RELATIONS	bargaining, labor laws, trade unions, and employment relations. CO2 To enhance your ability to critically analyze and interpret labor and employment-related issues, such as conflicts, disputes, and negotiations. CO3 To acquire knowledge of relevant labor laws, regulations, and their application to real-world situations, helping you navigate legal aspects of industrial relations. CO4 To develop practical skills in conflict resolution, negotiation, and dispute management, which are crucial for maintaining effective workplace relationships. CO5 To stay updated with current trends and issues in industrial relations, including globalization, diversity, and the impact of technology on the workplace.
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SUGGESTED READINGS:

1. Ramaswamy, E. Managing Human Resources, Oxford University Press, New Delhi
2. Venkata Ratnam, C.S. and Sinha, Pravin, Trade Union Challenges at the Designing of 21st Century, IIRAEExcel Books, New Delhi
3. Monappa, A. Industrial Relations, Tata McGraw Hill, New Delhi
4. Monappa, A. Managing Human Resources, Tata McGraw Hill, New Delhi

IMBA 704: STRATEGIC HUMAN RESOURCE MANAGEMENT (4 CREDITS)

UNIT-1

Concept, Views of various stakeholders, forms of pay, policy choices, 3P compensation concept, Wage policy-Economic and social considerations.

UNIT-2

Pay commissions and Wage Boards in India, Compensation strategy at company level, Internal alignment, internal structure-design and key considerations.

UNIT-3

Job Evaluation-Techniques & Linkage with external market, External parity/competitiveness.

UNIT-4

Pay for Performance-Concept, Linking motivation theories to pay for performance, designing a pay for performance plan, performance plan-individual, group and team based, ESOP, IMPOSHARE, SCANLON, RUCKOR, BBOP.

UNIT-5

EPF and Miscellaneous provisions ACT, 1952, Payment of Bonus Act, 1965.

(IMBA 704)	STRATEGIC HUMAN RESOURCE MANAGEMENT	<p>CO1 To understand the importance of aligning HR strategies with overall business objectives and develop the skills to create and implement HR strategies that support an organization's strategic goals.</p> <p>CO2 To learn how to use HR metrics and data analytics to assess the effectiveness of HR practices and make data-driven decisions to improve workforce performance and organizational outcomes.</p> <p>CO3 To develop expertise in talent acquisition, retention, and development, and learn how to identify and nurture key talent to drive organizational success.</p> <p>CO4 To gain insights into change management processes and how HR can play a pivotal role in managing organizational change, including restructuring, mergers, and cultural transformations.</p> <p>CO5 To understand the legal and ethical issues related to HR practices and policies, including diversity and inclusion, equal employment opportunity, and labor laws, to ensure compliance and ethical behavior within the organization.</p>
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SUGGESTED READINGS:

1. Milkovich, G.T. & Newmann J, *Compensation Planning*, Mc Graw Hill Publishing Co Ltd.
2. Singh, B.D., *Compensation and Reward Management*, Excel Books.
3. Kapoor, N.D. *Hand Book of Industrial Law*, Sultan Chand and Sons.
4. Richard & Henderson, *Compensation management in a knowledge based world*, Pearson Education, Ltd.
5. Subramaniam, K.N., *Wages in India*.
6. Sharma, A.M., *Understanding Wages System*, Himalaya Publishing Co.
7. Martocchio, J.J., *Strategic Compensation*, Pearson Education.
8. Armstong, M. and Murlis H., *Reward Management*, Kogan Page, UK.

IMBA 705: CONSUMER BEHAVIOUR(4 CREDITS)

UNIT- 1

Introduction: Nature and Scope of Consumer Behavior, Importance of Study of Consumer Behavior, Framework for studying Consumer Behavior, Problems in studying Consumer Behavior, types of Buying Behavior, Consumer Behavior Research.

UNIT- 2

Factors Influencing Consumer Behavior: Cultural Factors- Culture, cross-cultural Influences; Sub-culture; Social Class and Social Stratification. Social Factors - Reference Groups; Family Influences; Family Buying Behavior; Roles and Status; Personal Factors – Age and stage in Life Cycle; Occupation and Economic circumstances; Personality and self-concept; Life style and values; Psychological factors – Perception; Motivation; Learning; Attitudes and beliefs;

UNIT- 3

Consumer Behavior Process & Consumer Satisfaction: Problem Recognition; Information Search; Evaluation of Alternatives; Purchase Decision; Post-purchase behavior; Mechanism of Consumer Satisfaction and Dissatisfaction, Repeated Buying, brand and Shifting Loyalty, Opinion Leadership, Complaint Behavior.

UNIT- 4

Organisation/Business Buying Behavior: How Different from Consumer Behavior; Participants in the Business Buying Process; Factors influencing business buying process; Stages in the Organisational buying process.

UNIT- 5

Models of Consumer Behavior: Nicosia Model; Enget, Kollat and Blackmell (EKB); Howard and Sheth Model.

(IMBA 705)	CONSUMER BEHAVIOUR	<p>CO1 To gain a deep understanding of the consumer decision-making process, including problem recognition, information search, evaluation of alternatives, purchase, and post-purchase evaluation.</p> <p>CO2 To develop the ability to analyze and assess the various factors that influence consumer behavior, including psychological, social, cultural, and situational factors.</p> <p>CO3 To learn how to segment consumer markets based on demographics, psychographics, and behavior, and develop strategies to target specific consumer segments effectively.</p> <p>CO4 To understand the marketing implications of consumer behavior, such as how to design effective marketing campaigns, product development, pricing, and distribution strategies that resonate with target consumers.</p> <p>CO5 To recognize the ethical and sustainable aspects of consumer behavior, including the impact of ethical marketing and sustainable product choices, and how businesses can respond to consumer preferences for socially responsible practices.</p>
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SUGGESTED READINGS:

- 1.Assael, H.,(1998). *Consumer Behaviour and Marketing Action, 6th ed.*, Southwestern Publishing Company, Ohio.
- 2.Engel, James F., Roser D. Blackwell, and Paul W. Miniard.,(1990). *Consumer Behaviour*. Dryden Press, Chicago.
- 3.Hawkins, Dal l., Roger J. Best and Kenneth A. Coney.,(1995). *Consumer Behaviour Implication for Marketing Strategy*, Richard D. Irwin, Chicago.
- 4.Hoyer, Wayne D. and Debovar J. Macinnis.,(1997). *Consumer Behaviour*, Hongnton Mifflin Company, Boston, New York.
- 5.Peter. J. Paul and Jerry C. Oison.,(1993). *Consumer Behaviour and Marketing Strategy*, Richard D. Irwin, Illinois.

IMBA706: MARKETING RESEARCH (4CREDITS)

UNIT- 1

Introduction : Importance, Scope and Limitations, Types of Research, Planning and Designing Research, Methods of Data Collection, Data Preparation- Validation, Editing, Coding, Tabulation and Cross Tabulation of Data, Data Analysis and Interpretation, Hypothesis Testing, Univariate and Vicariate Data Analysis. Multivariate Data Analysis.

UNIT- 2

Sampling and Questionnaire Design and Construction: Introduction to Sampling, Sampling Process, Sampling Techniques – Probabilistic and non-probabilistic, Sampling Designs, Sample Size, Application of Sampling, Steps involved in Questionnaire Construction, Questionnaire Designs, Attitude Measurement, Types of Scales for Attitude Measurement.

UNIT- 3

Application of Marketing Research: Product Research, Utility of Market Research to Brand Positioning and Market Segmentation Analysis, Distribution Research, Advertising and sales Promotion Research, Sales Control Research and Strategic Planning.

UNIT- 4

Presentation and Follow Up : Role of the Report, Type of Reports, Contents of the reports, Personal Presentation of the Report, Follow up.

UNIT- 5

Organization of Marketing Research Department: Marketing Research Agencies, Types and Functions of Marketing Research Agencies and Ethical Issues of Marketing Research.

(IMBA 706)	MARKETING RESEARCH	<p>CO1 To gain a solid understanding of various research methods, both qualitative and quantitative, used in marketing research. This includes surveys, focus groups, observational studies, and data analysis techniques.</p> <p>CO2 To develop skills in collecting and analyzing marketing data, including designing surveys, conducting interviews, and using statistical tools to process and interpret data.</p> <p>CO3 To learn how to identify and segment target markets through research, considering factors like demographics, psychographics, and buying behaviors.</p> <p>CO4 To understand how to extract valuable consumer insights from research data to guide marketing strategies and product development.</p>
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		CO5 To apply research findings to make informed marketing decisions. This outcome focuses on using research to develop effective marketing strategies, assess the effectiveness of campaigns, and adapt to changing market conditions.
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SUGGESTED READINGS:

1. Aaker, David A, V. Kumar arki George S Day. (2001). *Marketing Research*. John Wiley and Son, New York.
2. Boyd, Harper w., et al. (1998). *Marketing Research: Text and Cases*. Irwin, Homewood Illinois.
3. Douglas, S.P. and C.C. Samuel. (1999). *International Marketing Research*. Johan Wiley, New York.
4. Douglas, S. P. and C.C. Samuel.(1983). *International Marketing Research*, Prentice Hall of India Private, Ltd., New Delhi.
5. Green, P.E. et al.(1998). *Research for marketing Decisions*.Prentice Hall of India Ltd., New Delhi.
6. Kumar, V.(2004). *International Marketing Research*. Prentice Hall of India Ltd., New Delhi.
7. Malhortara, Naresh K.(1999). *International Marketing Research - An Applied Orientation, 3rd ed.* Person Education Asia.

IMBA707: FINANCIAL MARKET AND SERVICES (4 CREDITS)

UNIT-1

Financial

System- Introduction, Features of Indian Financial System, Developments Components, Capital Market, Money Market, Types and Features of Instruments, FEMA.

UNIT-2

Banking

Services- Types of Banking Institutions, Regulatory Framework and Calculation of EMI, Provision for NPA, Credit Principles, KYC, Basel Norms and Recent Developments in Banking System.

UNIT-3

Non-Banking Financial Companies- Role of NBFCs in Economic Development, Objectives, Functioning, Regulations and Recent Developments.

UNIT-4

Life Insurance and General Insurance: Features, Policies, Role and Development of Insurance Sector, Insurance Sector in India, Mutual Funds.

UNIT-5

Financial Markets- Concepts, Nature, Features, Functions, Structure Types, Role of Financial Markets in Economic Development, New Issue Markets, Underwriting, Arrangements and Recent Developments, SEBI Guidelines, Secondary Markets- Nature Features, Functions, Role of Stock Markets, Stock Exchanges, Recent Developments and SEBI Guidelines.

(IMBA 708)	FINANCIAL MARKETS AND SERVICES	<p>CO1 To develop a strong understanding of financial markets, including the structure, types, and functions of various markets, such as equity, fixed income, foreign exchange, and derivatives markets.</p> <p>CO2 To learn about different financial instruments, such as stocks, bonds, options, and futures, including their characteristics, valuation, and risk profiles.</p> <p>CO3 To gain knowledge of various investment strategies and portfolio management techniques, including asset allocation, risk assessment, and diversification.</p> <p>CO4 To explore the role of financial institutions and services, including banks, brokerage firms, investment advisors, and asset management companies, in facilitating investment and financial management.</p> <p>CO5 To understand the regulatory framework governing financial markets and services, including the importance of ethics, compliance, and responsible financial management in the industry.</p>
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SUGGESTED READINGS:

- 1) Fabozzi, F.J., & Modigliani, F., (2010). *Foundations of Financial Markets and Institutions*. 4th Ed. Prentice Hall.
- 2) Khan, M. Y., (2004). *Financial Services*. 3rd Ed. Tata Mc Graw Hill, New Delhi.
- 3) Machiraju, H. R., (2010). *Indian Financial System*. 4th Ed. Vikas.
- 4) Bhole, L. M., (2009). *Financial Institutions and Markets*. 5th Ed. Tata McGraw-Hill.
- 5) Bhalla, V. K. , (2008). *Management of Financial Services*. 4th Ed. Anmol Publications.

IMBA:706 WORKING CAPITAL MANAGEMENT (4 CREDITS)

Unit 1:

Introduction, meaning, concepts, classification and importance of working capital, Objectives of WCM. Over- capitalisation, undercapitalisation, zero working capital, Short-term vs long term financing-A risk-return trade-off. Liquidity vs profitability trade-off. Working capital approaches. Factors determining working capital requirements, Assessment and forecasting of working capital requirements, Operating cycle.

Unit 11:

Management of Inventory. Relevance and scope, Deciding the optimum level of inventory in a firm, Purpose and benefits of holding inventory. Risk and cost of holding inventory, Inventory management - tools, techniques, Inventory management models. Determining stock levels and safety stocks, Inventory strategies & techniques

Unit 111

Management of Accounts Receivables, Motives of extending credit, Determining maximum length of credit period, Credit terms, opportunity costs, receivables at cost or sale price, Goals and functions of ARs management, changes in credit policy.

Unit IV

Cash management-meaning and concept statements analysis. Cash vs profit. Cash flow presentation as per IFRS, Management of liquidity-Shiftability theory, Liquidity newly defined, liquidity crises 7 firm level action, Measurement of liquidity, Window dressing, Certainty model by Baumol, Uncertainty model by Miller & Orr, Cash flow forecasting, Cash collection system

Unit V

Management of Accounts Payables, Trade credits-terms of purchase, stretching accounts payables, Cost of Stretching, The model of cost of stretching APs, Overtrading and the need of a good information system, Financing Working Capital Gap, Sources of working capital finance, Bank finance, Tondon and Chore committees on Bank finance, Other sources of working capital finance and deciding a suitable mix.

(IMBA 709)	WORKING CAPITAL MANAGEMENT	<p>CO1 To develop a deep understanding of what working capital is and its significance in the financial management of an organization.</p> <p>CO2 To identify and analyze the various components of working capital, including accounts receivable, accounts payable, cash, and inventory.</p> <p>CO3 To acquire the skills to calculate and interpret key working capital ratios, such as the current ratio, quick ratio, and cash conversion cycle, to assess an organization's liquidity and efficiency.</p> <p>CO4 To explore different working capital management strategies, including aggressive and conservative approaches, and understand the implications of each on a company's risk and profitability.</p> <p>CO5 To learn how to manage cash flow effectively to ensure that a company has enough liquidity to meet its short-term obligations and to take advantage of growth opportunities.</p>
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SUGGESTED READINGS:

1. Hrishikes Bhattacharya, Working Capital Management, PHI publication.
2. R.P. Rustagi. Working Capital Management, Taxman Publication.
3. Prasanna Chandra. Financial Management, McGraw Publications.
4. . I.M. Pandey. Financial Management, Vikas Publishing House.
5. Mishra R. K. (1975), Problems of Working Capital Management in India, Somaiya Publication Private Limited, New Delhi, p. 12.
6. Ambegoonkanar Nalini (1969), Working Capital Requirement and Availability of Bank Credit, RBI Bulletin, Vol. XXIII, pp.1535-1553.
7. Natrajan Sunder (1980), Working Capital Management and Finance, Economic and Political Weekly, Vol. XV, pp.25-31
8. Chadda R. S. (1964), Inventory Management in India, Allied Publisher, Mumbai.

MBA INTEGRATED EIGHTTH SEMESTER

IMBA 801: PROJECT MANAGEMENT (4CREDITS)

UNIT-1

Project

Management- Nature, scope, process, elements significance. Types of projects, significance & emergence of projects, project planning, developing project models through simulation

UNIT-2

Project

feasibility studies- project identification, project selection, project formulation- meaning, significance, contents, marketing & demand analysis, technical analysis, project cost estimate, financial appraisal of single/multiple projects.

UNIT-3

Preparation

of project report- formulation, specimen, essentials of a good project report and contents, network analysis- project scheduling with PERT/CPM, Human aspect in P.M

UNIT-4

Project

financing, sources of finance, raising capital from market, financial Institutions, foreign exchange and government, project implementation.

UNIT-5

Project

Monitoring & Contract Management Project appraisal, Project evaluation & review, Risk analysis in P.M, Project audit & Project termination.

IMBA 801	PROJECT MANAGEMENT	<p>CO1 To develop a foundational understanding of project management concepts, principles, and terminology. Identify the key elements of the project management process, including initiation, planning, execution, monitoring and control, and closure.</p> <p>CO2 To demonstrate the ability to use project management tools and software, such as Gantt charts, project scheduling software, and risk assessment tools.</p> <p>CO3 To learn how to effectively allocate and manage project resources, including human resources, budget, and time.</p> <p>CO4 To demonstrate the ability to track project progress, identify deviations from the project plan, and implement corrective actions. Understand the role of key performance indicators (KPIs) and metrics in project monitoring and control.</p> <p>CO5 To develop the skills to ensure that projects are completed on time, within budget, and to the specified quality standards. Apply risk management techniques to mitigate potential project risks and uncertainties, and successfully deliver the project's objectives.</p>
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SUGGESTED READINGS:

1. Patel, B.(2010). *Project Management*. 2nd edition. Vikas Publishing House, New Delhi
2. Chandra, P.(2014). *Project Management*. 8th edition, McGraw-Hill education
3. Rao,P.C.L.(2009). *Project Management & Control*, 2nd edition Sultan Chand & Sons, New Delhi
4. Kerzner,H.(2013). *Project Management: A Systems Approach to planning, Scheduling & Controlling*, 11th Edition Wiley John& Sons.
5. Choudhary, S.(204). *Project Management*. McGraw-Hill education

IMBA 802: ORGANIZATION CHANGE AND DEVELOPMENT (4 CREDITS)

UNIT-1 Introduction to Organizational Change: Systematic Organizational change, Areas and parties involved, Lewin's Models of Change, Planned and Unplanned Change, Planned Change Processes.

UNIT-2 Introduction to Organization Development: History of Organization Development, Models and theories of planned change- Kurt Lewin Model, Burke-Litwin Model, Participation & empowerment, Action research. OD Practitioners-Role and Competencies. Values, assumptions and beliefs in OD.

UNIT-3 Managing the OD process: Diagnosis, The six-Box Model, symptoms & sources of organizational problem and their diagnosis, diagnostic models, collecting and analyzing diagnostic information.

UNIT-4 OD Interventions: Human Process Intervention-Techniques used in Team Building- Role Analysis Technique, Interdependency Exercise, visioning. Third-party Intervention, Comprehensive Intervention, Techno-structural Intervention.

UNIT-5 Special Applications of OD— Issues in Consultant – Client Relationship, Ethical standards in OD, Future of OD.

(IMBA 802)	ORGANISATIONAL CHANGE AND DEVELOPMENT	<p>CO1 To develop a strong understanding of the key theories and models that underpin organizational change and development. Identify the various drivers and catalysts for change in organizations, including internal and external factors.</p> <p>CO2 To analyze the stages of the change process, from the initial recognition of the need for change to implementation and post-implementation evaluation.</p> <p>CO3 To gain the ability to identify and assess resistance to change and develop strategies for overcoming it.</p>
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		<p>CO4 To develop leadership and management skills required to plan and execute successful organizational change initiatives. Develop change strategies, communicate effectively with stakeholders, and build support for change among employees.</p> <p>CO5 To understand the concepts and tools related to organizational development, including cultural change, team development, and process improvement.</p>
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SUGGESTED READINGS:

1. Brown, D. R. (2011), *An Experiential Approach to Organizational Development*, (8 th Edition).
2. Wendell L French, Cecil H Bell, Jr., (2005), *Organization Development: Behavioral Science Interventions for Organization Improvement*, (6th ed), Prentice-Hall of India, New Delhi
3. Thomas G Cummins/Christopher G. Worley, *Organizational Development & Change*, (7e); Southwestern College Publishing
4. W. Warner Burke – Addison Wesley, *Organizational Development: A process of Learning and Change*; Diagnosing Organizations-Methods, Models and Process; Michael and Harrison, Sage Publication.
5. Anderson & Barker (1996), *Effective Enterprise and Change Management*, Oxford: Blackwell Publishers.

IMBA 803: PERFORMANCE MANAGEMENT (4 CREDITS)

UNIT-1

PM-Concept, values, factors affecting performance, objectives, principles and characteristics of PM , PM cycle, performance measures, psychological contract, comparison of MBO, Performance appraisal and PM

UNIT-2

Performance and development planning, Managing under performance –approach, mechanism, capability procedure, Feedback-nature, use, effective feedback-guidelines.

UNIT-3

360-degree feedback-effectiveness, pros cons, coaching-process, approach, techniques, skills, self awareness

UNIT-4

PMS in select organizations, rating less appraisals, PMS –from systems to spiritual approach, Astra Zeneca, BHEL, NTPC, BHEL, DHL –PMS

UNIT-5

Impact of PMS on firm performance, Competency mapping, An introduction to talent management, developing a high performance culture.

(IMBA 803)	PERFORMANCE MANAGEMENT	<p>CO1 To develop a solid understanding of the fundamental concepts and principles of performance management. Comprehend the importance of performance management in achieving organizational goals and improving employee performance.</p> <p>CO2 To set clear and measurable performance goals and objectives for individuals, teams, and the organization. Gain the ability to define key performance indicators (KPIs) and metrics that align with organizational goals.</p> <p>CO3 To develop the skills to conduct fair and constructive performance appraisals or evaluations. Understand the importance of providing feedback and coaching to employees to help them achieve their goals.</p> <p>CO4 To develop strategies for addressing underperformance, including providing additional training, support, or disciplinary actions when necessary.</p> <p>CO5 To understand how to create a culture of continuous improvement and employee development.</p>
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SUGGESTED READINGS:

1. Aguinis, Herman, *Performance Management*, Pearson Education, Inc.
2. Kandula, Srinivas R., *Performance Management*, PHI, New Delhi.
3. Rao, T.V., *Performance Management and Appraisal Systems*, Response Bank, New Delhi.
4. Cardy, Robert L., *Performance Management: Concepts, Skills and Exercise*, PHI, New Delhi.
5. Sahu, R.K., *Performance Management System*, Excel Books, New Delhi.

IMBA 804: RURAL AND SOCIAL MARKETING

(4CREDITS)

UNIT-1

Introduction: Definition, scope of rural marketing, concepts, components of rural markets, classification of rural markets, rural vs. urban markets. Rural marketing environment.

UNIT-2

Rural Consumer behaviour: Consumer buying behaviour models, Factors affecting Consumer Behaviour, Social factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural consumer. Research design- Reference frame, Research approach, Diffusion of

innovation, Development studies, PRA approach, The need for PRA, Sampling, Operational aspects of data collection.

UNIT-3

Rural Marketing Strategies: a) Segmenting, Targeting and Positioning Segmentation b) Product Strategy c) New Product Development Consumer Adoption Process d) Branding in Rural India e) Fake Brands, Structure of competition in Rural India, Product warranty and After-sales service, Conclusion, Assignment

UNIT4

Distribution Strategy, Rural Mobile Traders, Prevalent Rural Distribution Models-, Ideal distribution model for Rural

UNIT-5

Communication strategy: Challenges in Rural Communication, A view of Communication Process, Developing Effective Communication strategy, The importance of the two-step flow of communication Media Typology, The Media Model, Media innovation, Influence of Consumer Behaviour on Communication strategies, The future of Rural Marketing: Introduction, Focused Marketing Strategies, Market Research, Consumer Finance, Rural Vertical, Retail and IT Models, Rural Managers, Glamorize Rural Marketing, Public-Private Partnership, e-RuralMarketing.

(IMBA 804)	RURAL AND SOCIAL MARKETING	<p align="center">RURAL AND SOCIAL MARKETING (IMBA 804)</p> <p>CO1 To demonstrate a comprehensive understanding of the unique characteristics and dynamics of rural markets, including factors like income levels, infrastructure, and cultural aspects that influence consumer behavior.</p> <p>CO2 To develop the skills to design and implement effective social marketing campaigns aimed at addressing social issues, such as healthcare, education, or environmental conservation, in rural areas.</p> <p>CO3 To be able to segment rural populations based on various criteria and develop strategies for targeting specific market segments with products or services that meet their needs and preferences.</p> <p>CO4 To be proficient in using appropriate metrics and evaluation techniques to assess the success of rural and social marketing initiatives, including measuring their impact on behavior change, awareness, or other relevant outcomes.</p> <p>CO5 To understand the ethical considerations involved in rural and social marketing and be able to design and implement strategies that promote sustainable and responsible marketing practices, considering the well-being of rural communities.</p>
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SUGGESTED READINGS:

1. Bloom PN, Gundlach GT, eds (2001). *Handbook of marketing and society*. Newbury Park, CA: Sage Publications.
2. Kotler, P., Roberto, N & Lee, N.(2002). *Social marketing: Improving the quality of life*. Sage Publication
3. Andreasen, A. (2006). *Social marketing in the 21st century*. Sage Publication.
4. Neumeier, M. (2003). *The brand gap: How to bridge the distance between business strategy and design*. New ride press.

IMBA 805: MARKETING OF SERVICES(4 CREDITS)

UNIT-1

Service

Markets- Recent Trends & development; Meaning & nature of Services; classification of services & marketing implications; serving marketing management a strategic perceptive.

UNIT- 2

Analyzing

service Marketing environment; understanding service customers- buying influence and consumer service behavior; service Quality- Challenges, measures & dimensions, the GAP model, SERVQUAL.

UNIT- 3

Service Market

Segmentation and positioning, developing service marketing mix strategy, International Marketing of services-entry modes & other strategy decisions.

UNIT- 4

Consumer

behavior in services – customer's expectation management, customer experience management, Issues with customer satisfaction, service recovery- Impact, Nature & Process service Promotion Challenges Strategies, service pricing- cost of service delivery, Revenue management techniques, customer Profitability measurement.

UNIT- 5

Relationship

marketing & loyalty Programmes- CRM issues in services concept of loyalty, valuation of retained customers, challenges of service distribution, physical channels, performance measurement and wrap up.

(IMBA 805)	SERVICE MARKETING	<p>CO1 To demonstrate a deep understanding of the unique characteristics of services, such as intangibility, inseparability, variability, and perishability, and how these characteristics impact service marketing strategies.</p> <p>CO2 To be able to assess, manage, and improve service quality to enhance customer satisfaction. They will understand the relationship between service quality, customer expectations, and perceived value.</p> <p>CO3 To develop the knowledge and skills necessary to design effective service marketing strategies, including pricing, promotion, distribution, and positioning, considering the specific challenges and opportunities presented by services.</p>
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		<p>CO4 To understand the importance of building and maintaining long-term relationships with customers in service industries. They will be able to design and implement customer relationship management (CRM) strategies to enhance customer loyalty and retention.</p> <p>CO5 To be proficient in using relevant metrics and tools to measure and evaluate the performance of service marketing initiatives, including customer feedback, service quality assessments, and financial indicators.</p>
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SUGGESTED READINGS:

1. Lovelock, C. Writz, J. (2007) *Service Marketing- People, Technolgy, Strategy 6th* Edition Prentice Hall International, New Delhi
2. Payne, Adran, (1997). *The essence of service marketing*, Prentice Hall of India Limited, New Delhi
3. Shankar, Ravi,(1997). *Service Marketing: The Indian experience*, South Asia Publications, New Delhi
4. Zeithmal, V.A. & Bitner, M.J., (1996), *Service Marketing*, McGraw Hill Co. Limited
5. Grenroos, C.(2007), *Service Management & Marketing:- Managing in Service Competition*, 3rd edition, John Wiley & Sons

IMBA 806: INTERNATIONAL FINANCIAL MANAGEMENT (4 CREDITS)

UNIT-1

Introduction- objective, functions of international financial management, decision variables- currency exchange rates, balance of payments, international restructuring and political risk, international monetary system, the foreign exchange market.

UNIT-2

Long term international investment decisions- motives strategies and behavioral consideration for long term investment decision. Justification of direct foreign investment, foreign portfolio investment.

UNIT-3

Issues in foreign investment analysis, choice of framework for analysis, evaluation of international investment proposals- discounted cash flow analysis, the adjusted present value approach, political risk analysis. External investment decision- measuring total return from foreign investment, benefits of foreign equity, bond investment, optimal international asset allocation.

UNIT-4 Short term investment decisions- domestic vs international working capital management, international cash management, cash positioning, cash mobilization, hedging strategy, intra corporate transfer of funds, transfer pricing, management, international receivables management, international inventory management.

UNIT-5 International risks and the cost of capital –nature of exposure and risk, exchange rates, interest rates, inflation rates and exposure, financial risk and the cost of capital. Political risk and the cost of

capital, financial swaps. International financing decisions, euro money and euro bond markets. Growth of the euro dollar market, instruments in international markets, international equity markets, new financial instruments.

<p>(IMBA 806)</p>	<p>INTERNATIONAL FINANCIAL MANAGEMENT</p>	<p>CO1 To demonstrate a deep understanding of exchange rate systems, factors influencing exchange rate movements, and the implications of currency fluctuations on international financial decisions and risk management.</p> <p>CO2 To evaluate and make informed decisions about international investment opportunities, considering factors like country risk, cost of capital, and cash flow estimation for multinational projects.</p> <p>CO3 To grasp of international financial markets, including knowledge of the instruments and techniques used for managing currency risk, such as foreign exchange derivatives and international portfolio management.</p> <p>CO4 To be capable of designing and implementing financing strategies for international operations, including capital structure decisions, sourcing of funds, and the use of international financial institutions.</p> <p>CO5 To acquire the skills to identify and manage financial risks associated with international business, including exposure to foreign exchange risk, interest rate risk, and political risk, and they will be able to develop and implement effective risk management and hedging strategies.</p>
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SUGGESTED READINGS:

- 1.Apte P.G (2014). *International Financial Management*, 7th Ed, Tata -McGraw Hill, New Delhi,
2. Madura J (2012). *International Financial Management*.11th Ed, South Western Publishing Company,Cincinnati.
3. Seth A.K (2013). *International Financial management* , 2nd Ed, Galgotia Publishing, New Delhi.
4. Shapiro, Allen C. (2010). *Multinational Financial Management*,9th Ed, John Wiley & Sons, New York
5. Sharpe J (2012). *Foreign Exchange: The Complete Deal: A Comprehensive Guide to the Theory and Practice of the Forex Market*,1st Ed, Harriman House, Hampshire.
6. Garg R (2011).Foreign Exchange Management, 1st Ed, Vrinda Publication, New Delhi.

IMBA 807: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (4 CREDITS)

UNIT –1

Introduction to Security Analysis Investments - Investment Vs. speculation - Investment Process - Investment categories - Risk and return - Factors Influencing Risk - Measuring Risk and Return, Principles of Valuation. Dividend Models, Price/Earnings Approach . Markets for Securities and Taxes Economic Analysis. Industry Analysis.

UNIT – 2

Primary Market and Secondary Market. Function of primary market, Parties involved in new issues _ Managers, Registrars, underwriters. Bankers, statutory agencies. Private placement bought out deals. Book building. Function of stock exchanges. Over the counter exchange of India (OITCEI). Regulatory Framework-Securities and Exchange Board of India_ Origin, function, organization and activities. Dematerialization process and re-materialization process. National securities depository Ltd (NSDL) AND Central depository services Ltd. (CDSL). Stock market indices-BSE sensex , NSE 50 (NIFTY). S& P CNX 500.

UNIT - 2

Equity stock Analysis: Company Analysis: Analyzing the Financial Statements, The Chemistry of Earnings, Forecasting via the Earnings Model, Market Share/Profit Margin Approach, Independent Forecast of Revenue and Expenses. Bond analysis - Returns and Risk - Returns and Systematic Risk. Unsystematic Risk Valuation of Bonds - Bond Management Strategies: Duration.

UNIT – 4

Technical Analysis: Market Indicators, Forecasting Individual Stock Performance. Efficient Market Theory - Random Walk - The Efficient Market Hypothesis. Portfolio Analysis: Effects of combining securities - Markowitz's Mean-Variance model. Portfolio selection: Risk and investor Preferences - Constructing the portfolio - Significance of beta in the Portfolio.

UNIT – 5

Capital market Theory: CAPM - Arbitrage Pricing Theory. Management Portfolios and performance evaluation: Sharpe Index. Treynor Index, Jensen's Model.

(IMBA 807)	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	<p style="text-align: center;">SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (IMBA 807)</p> <p>CO1 To analyze and value various types of securities, including stocks, bonds, and derivatives, using fundamental, technical, and quantitative analysis techniques.</p> <p>CO2 To develop the skills to create and manage investment portfolios that maximize returns while minimizing risk, considering factors such as asset allocation and diversification.</p> <p>CO3 To be proficient in assessing and managing different types of investment risks, including market risk, credit risk, and liquidity risk. They will be able to</p>
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		<p>develop strategies to mitigate these risks within a portfolio.</p> <p>CO4 To understand and be able to implement various investment strategies, such as value investing, growth investing, and active versus passive portfolio management, and evaluate their effectiveness in achieving investment objectives.</p> <p>CO5 To be aware of ethical considerations and regulatory requirements in the field of investment management, including codes of ethics, disclosure, and compliance with relevant laws and regulations.</p>
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SUGGESTED READINGS:

1. Fischer D E & Jordan R J.(2011). *Security Analysis and Portfolio Management*, 6th Ed, Prentice Hall of India. New Delhi.
2. Prasanna C (2012). *Investment Analysis and Portfolio Management*, 4th Ed, Tata McGraw Hill, New Delhi.
3. Elton E J, Gruber M J, Brown S J, Goetzmann W N (2010). *Modern Portfolio Theory and Investment Analysis*, 8th Ed, Wiley India. New Delhi.
4. Reilly (2012). *Analysis of Investment and Management of Portfolio*, 10th Ed, Cengage Learning, New Delhi

MBA INTEGRATED NINTH SEMESTER

IMBA901: CORPORATE TAX PLANNING (4CREDITS)

UNIT-1

Nature and Scope of Tax Planning: Nature, Objectives of Tax Management, Tax Planning, Tax Avoidance & Tax Evasion, Assessment Year, Previous Year, Assessee – types, Residential status, Non-resident Indians.

UNIT-2

Tax on Individual Income – Computation of tax under the heads of Salaries, Income from House Property, Profits & Gains of Business, Capital Gains & Income from Other Sources. Tax deductible at source

UNIT-3

Corporate Income Tax: Tax concessions and incentives for corporate decisions. Tax planning for depreciation; Treatment of losses & unabsorbed items; Carry forward and set off losses.

UNIT-4

Central Excise Act 1944 and Basic Concepts; Customs Act and Customs Duties Planning (Working Knowledge required); Service Tax Rules 1994 (Basic Concepts & Working Knowledge)

UNIT-5

Tax appeals, Revision & Review. Wealth tax on closely held companies; Valuation of assets; Filing of returns; Assessment; Appeals; Review; Revision and Rectification.

(IMBA 901)	CORPORATE TAX PLANNING	<p>CO1 To gain a comprehensive understanding of the tax laws and regulations that apply to corporations, including federal, state, and local tax codes. They should be able to interpret and apply these laws to various business scenarios.</p> <p>CO2 To identify tax-saving opportunities for corporations by exploring various tax planning strategies, deductions, credits, and incentives. This includes understanding how to structure business transactions to minimize tax liability.</p> <p>CO3 To be proficient in preparing and filing corporate tax returns accurately and on time. This includes an understanding of the various tax forms and schedules used in corporate tax reporting.</p> <p>CO4 To be aware of the ethical implications of corporate tax planning and understand the ethical guidelines and responsibilities related to tax compliance and planning. They should be able to make sound ethical decisions in tax planning.</p> <p>CO5 To identify potential areas of tax risk and develop strategies to mitigate those risks. They should also be prepared to handle tax audits and inquiries from tax authorities effectively.</p>
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SUGGESTED READINGS:

1. Singhanian, V. K., & Singhanian K., (2015). *Direct Taxes- Law and Practice*. 53rd Edition. Taxman Publications.
2. Ahuja, G., & Gupta, R., (2013). *Income Tax Rules*. 2nd Edition. Jain Book Agency.
3. Bhagwati, P., (1994). *Income Tax Law & Practice*. 23rd Edition. Wishwa Prakashan.
4. Rafi, (2014). *Indirect Tax Management & Practice*, Taxmann, 11th Edition. Bharat Law House.
5. Datey, V.S., (2015). *Indirect Taxes – Law & Practice*. 34th Edition. Taxmann.

IMBA-902: TRAINING AND DEVELOPMENT (4CREDITS)

UNIT-1

Training in Organizations: Overview of Training, Training and Development, Rationale for training Changing organizations and training, Opportunities and challenges in Training, The Trainer: Roles and competencies of Trainer.

UNIT-2

Assessment of Training Needs & Design: The TNA model, Level of organizational need, Organizational analysis, Task analysis, Individual training needs analysis. Training Design constraints–Training Design Process–Key Factors in Designing–Training Design Theories.

UNIT-3

Designing training & Training Methods: Developing the training modules, Course contents, Training schedule, Time table, Training budget. Simulation methods, Case discussions, Group discussions, Role play, Management games, In basket exercises, Choosing a training method—Training of special groups like sales and retail staff.

UNIT-4

Evaluation of Training: Evaluation of the programme, Rationale for Evaluation–Training outcomes–Types of Evaluation Techniques & KirkPatrick model of evaluation – CIRO model – ROI of training Instruments–Costing Training Programmes–Measuring ROI of training programmes.

UNIT-5

Technology in training: CBT – Multimedia training – e-learning/online learning- distance learning.

(IMBA 902)	TRAINING AND DEVELOPMENT	<p>CO1 To be able to design training programs and implement performance appraisal systems, set performance goals and standards, and provide feedback to employees. This outcome includes the ability to assess employee performance and link it to rewards, promotions, or developmental plans.</p> <p>CO2 To understand the principles of compensation and benefits, including designing competitive compensation packages, understanding legal and ethical considerations, and managing various forms of employee benefits.</p> <p>CO3 To manage employee relations effectively, handle conflicts and grievances, and navigate labor laws and regulations. They should also be knowledgeable about ethical and legal considerations in training and development.</p>
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SUGGESTED READINGS:

1. Blanchard, P.N. and Thacker, J.W (2007): *Effective Training: Systems, Strategies and Practices*. (8th ed.) New Delhi: Prentice Hall
2. Reid, M.A. and Barrington, H (2007). *Training Interventions*. (5th ed.) Mumbai : Jaico Publishing House
3. O' Connor; Bronner and Delaney (2009). *Training for Organizations*. (2nd ed.) Singapore: Thomson Learning
4. Laird, D (2003). *Approaches to Training and Development*. (5th ed). New Delhi: Rawat Publications.
5. Joseph Prokopenko (2002): *Management Development* . (2nd ed) ILO Publications
6. Lyton, R and Pareek, U (2001): *Training for development*. (2nd ed) Vistar Publications.
7. Rao, P.L.(2000), *HRD through In-House Training*. Indian Society for Training and Development.

IMBA 903: ADVERTISING AND MARKETING MANAGEMENT (4 CREDITS)

UNIT 1

Advertising Role in the Marketing Process: Legal Ethical and social Aspects of Advertising. Functions and types of advertising, major players in advertising. Integrated Marketing communication—concept, Brand management ,Brand Image, Brand Equity and Brand Building.

UNIT 2

Objective Setting and market Positioning; Dagmar Approach . Determination of Target Audience and understanding them. Building of Advertising Programme-Message, Headlines, Copy, Logo, Illustration, Appeal, layout Campaign Planning. Creative Strategies.

UNIT 3

Media Planning and buying, Budgeting., Emerging media and trends. Advertising Research. Effectiveness of advertising- methods of measurement.

UNIT 4 :

Nature and importance of Personal Selling and Salesmanship. Where Personal Selling is more effective than Advertising. Cost of Advertising Vs. Cost of Personal Selling AIDAS model of selling, Types of Sales Persons and Selling situations. Buying Motives. Consumer Behavior: Fundamentals of Consumer Behavior; Factors Influencing Consumer Behavior – Learning, Motivation Personality, Attitudes, Social Cultural and Situational Factors; Consumer Decision – making process

UNIT 5 :

Qualities of successful salesman with reference to consumer Services. Types of markets: Consumer and Industries markets. Process of effective selling: Prospecting, Pre-approach, Approach Presentation & demonstration, handling objectives, Closing the sale & post-sale activities. 9. Selling as career: advantages & difficulties in this career, Measures for making selling an attractive career. Distribution network relationship Reports and documents (Sales Manual, Order Book, Cash Memo, Tour Diary, Periodical Reports) Marketing Correspondence: Letters related to order, enquiry, tender, Payment etc

(IMBA 903)	ADVERTISING AND MARKETING MANAGEMENT	<p>CO1 To create comprehensive marketing strategies for products or services, including defining target markets, positioning, and selecting appropriate marketing channels. They should understand how to conduct market research to inform their strategies.</p> <p>CO2 To plan, create, and execute advertising campaigns. This includes understanding various advertising mediums, such as digital, print, television, and social media, and how to allocate budgets effectively.</p> <p>CO3 To be proficient in analyzing consumer behavior and decision-making processes. They should be able to identify factors that influence consumer choices and use this knowledge to develop effective marketing campaigns.</p> <p>CO4 To measure the effectiveness of marketing and advertising campaigns through key performance indicators (KPIs) and analytics. They should be able to interpret data and make data-driven decisions to optimize future strategies.</p> <p>CO5 To be aware of ethical considerations in advertising and marketing, including issues related to consumer privacy, transparency, and responsible marketing practices. They should be able to develop marketing campaigns that align with ethical standards and legal requirements.</p>
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SUGGESTED READINGS:

1. Aaker, David A (1985). *Advertising Management 4th ed.* New Delhi, Prentice Hall of India.
2. Belch, George E and Belch, Michael,(1995) *A Introduction to Advertising and Promotion 3rd ed.* Chicaago, Irwin.
3. Borden, William H. (1981).*Advertising.* New York, John Wiley.
4. Hard, Norman.(1995) *The Practice of Advertising.* Oxford, Butterworth Heinemann.
5. Kleppner, Otto.(1986) *Advertising Procedure.* Englewood Cliffs New Jersey, Prentice Hall Inc.
6. Sengupta, Subroto,(1990). *Brand Positioning, Strategies for Competitive Advantages.*Tata McGraw Hill. New Delhi.

MBA INTEGRATED TENTH SEMESTER

IMBA 1001: FINANCIAL DERIVATIVES (4 CREDITS)

UNIT-1

Derivative-Introduction to derivatives, meaning, Classification, type, and uses. The need for derivative market, characteristics of forward transaction, characteristics of derivative market instrument, right and obligations of buyers and sellers. Hedging and risk sharing, Effects of derivatives markets on the financial system.

UNIT- 2

Futures and Forwards-Futures market, future prices, future contracts and characteristic of future contract, forward prices, characteristic of forward contract, interest rate of standardization.

UNIT-3

Options and Swaps -Evolution of swaps, its economic Rationale, types of swaps, the basic structure of swaps. Basic uses of swaps, interest rate swaps, option markets, characteristic of option, factors affecting option prices, option trading strategies.

UNIT- 4

Derivative pricing methodologies-Objective of risk management, spectrum of risk management strategies, risk in credit derivatives, credit market, credit derivative, characteristic and its types, uses of pricing derivatives disasters. The black-scholes analysis: options on stock indexes; currencies and future contracts: general approach to pricing derivative, market risk management.

UNIT- 5

Derivative in India-Prospects and policies. Commodity trading in India. Reasons for slow growth of derivative in India, uses and its misuses of derivatives.

(IMBA 1001)	FINANCIAL DERIVATIVES	<p>CO1 To develop a thorough understanding of various types of derivative instruments, including futures, options, swaps, and forwards. They should be able to explain the basic characteristics, payoffs, and pricing mechanisms of these derivatives.</p> <p>CO2 To assess and manage financial risk using derivatives. This includes using derivatives to hedge against price fluctuations, mitigate exposure to market risks, and reduce potential losses in financial portfolios.</p> <p>CO3 To be able to calculate the fair value of derivatives using models like the Black-Scholes model and understand factors that affect option pricing.</p> <p>CO4 To be able to design and implement trading and investment strategies using derivatives. They should understand how to construct portfolios that incorporate derivatives to achieve specific risk-return objectives.</p> <p>CO5 To be aware of the regulatory framework governing derivative markets and understand the ethical considerations involved in trading and using derivatives. They should be able to navigate compliance and regulatory requirements when dealing with derivatives.</p>
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SUGGESTED READINGS:

1. Gupta S. L.(2005). *Financial Derivatives: Theory, Concepts And Problems, 1st Ed*, Phi Learning, Delhi.
2. Parasuraman N. R.(2011). *Fundamentals Of Financial Derivatives, 2nd Ed*, Wiley India, New Delhi.
3. Baz, Jamil, Chacko, George (2009). *Financial Derivatives, 1st Ed*, Cambridge University Press, Delhi.
4. Ruttiens Alain (2013). *Mathematics of the Financial Markets Financial Instruments and Derivative: "Modelling , Valuation and Risk Issues"* ,Wiley publication, New York.

IMBA 1002: INTERNATIONAL MARKETING (4 CREDITS)

Unit 1

Marketing Strategies in global environment. Issues in cross-border (international, global) Marketing International market opportunity analysis, Country/Market selection and Market Entry Modes., The Scope and Challenge of International Marketing, The Dynamic Environment of International Trade, The Foundations of Culture / Cultural Dynamics in Assessing global markets. Business cases and examples

Unit 11

Management of Standardization vs. Adaptation Approaches • International Marketing Strategy and Effective Cross-cultural Communications. Conceptual Framework. Communication and organizational culture, Management Style, and Business Systems, The Political Environment; A critical concern, The International Legal Environment; Playing by the Rules/ Developing a Global Vision through Marketing Research

Unit 111

Cross-cultural Consumer Behavior as an input into localization of the marketing mix – Product development decisions; Product/Service Positioning & Marketing Communications, International Marketing Channels, Business cases and example.

Unit IV

Integrated Marketing Communication. Advertising and Promotional Strategies in cross-cultural markets, Personal Selling and Sales Management, Pricing for International Markets

Unit V

Navigating Competing Forces of Globalization and Localization in the future, Negotiating with International Customers, Partners and Regulators.

(IMBA 1002)	INTERNATIONAL MARKETING	CO1 To understand cultural differences and their impact on consumer behavior, marketing strategies, and international business practices. They should be able to identify cultural nuances and adapt marketing approaches accordingly. CO2 To analyze international market opportunities and develop market entry and expansion strategies. This includes selecting appropriate market entry modes (e.g., exporting, franchising, joint ventures)
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		<p>and understanding the challenges and opportunities associated with each.</p> <p>CO3 To master the elements of the global marketing mix (product, price, promotion, and distribution) and learn how to tailor these components to meet the needs and preferences of international target markets.</p> <p>CO4 To be proficient in conducting international market research, including gathering market data, assessing competition, and identifying market trends. They should be able to use this research to make informed marketing decisions.</p> <p>CO5 To be aware of the legal and ethical considerations in international marketing, including international trade regulations, intellectual property rights, and cultural sensitivities. They should be able to develop marketing strategies that adhere to global ethical standards and legal requirements.</p>
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SUGGESTED READINGS:

1. Baines, Paul, Fill, Chris and Page, Kelly (2011) *Marketing*. 2nd ed. Oxford: Oxford University Press.
2. Baker, Michael John (2007) *Marketing strategy and management*. 4th ed. Basingstoke: Palgrave Macmillan.
3. Brassington, Frances and Pettitt, Stephen (2006) *Principles of marketing*. 4th ed. Harlow: Prentice Hall.
4. Kotler, Philip *et al.* (2008) *Principles of marketing*. 12th ed. Upper Saddle River, N.J.: Pearson Prentice Hall.
5. Kotler, Philip and Keller, Kevin Lane (2011) *Marketing management*. 14th ed., Global ed. Harlow: Pearson Education.
6. Lee, Kiefer and Carter, S. (2009) *Global marketing management: changes, new challenges, and strategies*. 2nd ed. Oxford: Oxford University Press.
7. West, Douglas C., Ford, John B. and Ibrahim, Essam (2006) *Strategic marketing: creating competitive advantage*. Oxford: Oxford University Press.
8. Winer and Dhar (2010) *Marketing Management*. Prentice Hall.

IMBA 1003: INDUSTRIAL AND LABOUR LEGISLATION (4 CREDITS)

UNIT-1

The Factories Act, 1948: Approval, Licensing and Registration- Inspecting Staff – Health – Welfare Working Hours – Annual Leave with wages – Periodical Returns- Registers and Records.

UNIT-2

The Minimum Wages Act, 1948: Fixing of Minimum Rates of Wages –Minimum Rates of Wages – Procedure for Fixing and Revising Minimum Wages – Advisory Boards and Committees – Wages in

Kind –Wages for worker who works for less than normal working day – Wages for two or more classes of work – Minimum time rate wages for piece rate work – Maintenance of Registers and Records.

UNIT-3

The Payment of Wages Act, 1936: Fixation of Wage Periods – Time of Payment of Wages – Deductions which may be made from wages –Maintenance of Registers and Records.

UNIT-4

The Payment of Bonus Act, 1965: Computation of Gross Profit and Available Surplus – Eligibility and Disqualification for Bonus – Payment of Minimum and Maximum Bonus – Calculation of Bonus with respect to certain employees – Proportionate deduction in bonus in certain cases – Computation of number of working days – Set on and Set off of allocable surplus – Special provisions with respect to certain establishments – Deduction of certain amounts from bonus payable – Time limit for payment of bonus – Presumption about accuracy of balance sheet and profit and loss account – Maintenance of Registers and Records.

UNIT-5

Workmen's Compensation Act, The Payment of Gratuity Act, 1972, Payment of Provident Fund Act.

(IMBA 1003)	INDUSTRIAL AND LABOUR LEGISLATION	<p>CO1 To develop a comprehensive understanding of labor laws and industrial regulations, including both national and international labor standards. They should be able to explain the key legal provisions that apply to employment relationships.</p> <p>CO2 To be able to identify legal obligations for employers and employees, including wage and hour laws, workplace safety regulations, and equal employment opportunity requirements. They should understand the consequences of non-compliance.</p> <p>CO3 To be proficient in drafting employment contracts and collective bargaining agreements. They should understand the negotiation process, contract administration, and dispute resolution mechanisms.</p> <p>CO4 To have a deep knowledge of employee rights and protections, such as the right to fair wages, safe working conditions, freedom of association, and protection from discrimination and harassment.</p> <p>CO5 To learn about various dispute resolution mechanisms, including arbitration, mediation, and labor courts. They should understand the role of labor unions and employer associations in industrial relations and be able to analyze and resolve labor disputes effectively.</p>
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SUGGESTED READINGS:

1. Padhi, P. K. (2012). *Labour and Industrial Laws*. 2nd Edition. PHI.
2. Monappa. *Industrial Relations and Labour Laws*. 2nd Edition. Tata McGraw Hill.
3. Seth, T. & Thakkar, J., (2014). *Industrial Labour & General Laws*. Taxmann.
4. Sinha, P. R. N., (2012). *Industrial relations Trade Unions & Legislation*. 2nd Edition. Pearson.