

SCHEME OF EXAMINATION
&
SYLLABI
OF
5-YEAR INTEGRATED
MASTER OF BUSINESS ADMINISTRATION
PROGRAMME

**(Based on Curriculum and Credit Framework and formative assessment
guidelines for PG Programs under NEP 2020)**



MAHARSHI DAYANAND UNIVERSITY
ROHTAK (HARYANA)

**To be applicable on the students w.e.f. session 2024-25 (3rd Semester onwards) and on the
students w.e.f. session 2025-26 (1st semester onwards)**

PROGRAMME SPECIFIC OUTCOMES

The programme-specific learning outcomes of the Five-Year (Ten Semesters) integrated MBA programme are as follows:

- PSO1:** Practice lifelong learning in advanced areas of business management and related fields;
- PSO2:** Adapt to rapidly changing economic, social, political, technological, and cultural environments affecting business organizations and society in general;
- PSO3:** Equip for gainful employment in their specialized domain areas;
- PSO4:** Disseminate knowledge on critical functions of managing international business, finance, human resources, operations, marketing, and systems to earn a competitive advantage in a globalized world;
- PSO5:** Exhibit skills in the tools and techniques used for business decision-making;
- PSO6:** Utilize knowledge in strategic management of the business;
- PSO7:** Pursue research insights that will aid in facing complex business scenarios; and
- PSO8:** Effectively handle current organizational challenges and possess team spirit.

**SCHEME OF EXAMINATION OF
FIVE-YEAR INTEGRATED
MASTER OF BUSINESS ADMINISTRATION
PROGRAMME**

**(Based on National Education Policy (NEP) - 2020)
WITH EFFECT FROM THE ACADEMIC SESSION 2023-24**

First Year: First Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses (DSC) – Major						
23IMS501DS01	Business Organization	70	30	-	100	3-1-0
23IMS501DS02	Basics of Accounting	70	30	-	100	3-1-0
Discipline Relevant/Allied - Minor						
Students may opt for one course @ four credits from the pool of Minor Courses designed at the central level by the University.						
Multidisciplinary Courses						
Students may opt for one course @ three credits from the pool of Multidisciplinary Courses by selecting out of any of the broad fields (Life Sciences, Physical Sciences, Commerce and Management, Arts, Humanities and Social Sciences, and Interdisciplinary Studies) designed at the central level by the University which they have not studied at the 12th-level or the opted course is not related to their major and minor stream under this category.						
Ability Enhancement Course						
Students may opt for one course @ two credits from the pool of Ability/Language Enhancement Courses designed at the central level by the University.						
Skill Enhancement Course						
23IMS501SE01	Computer Fundamentals and Office Automation Tools	25	-	50	75	1-0-2
Value Added Course						
Students may opt for one course @ two credits from the pool of Value Added Courses designed at the central level by the University.						
Total Credits						22
Note:						
1. The duration of all the end-term theory examinations shall be 3 hours.						
2. The Criteria for awarding the formative assessment of 30 marks throughout the Programme shall be as under:						
a) Sessional Examination : 20 marks.						
b) Assignments/Presentations/Seminars and Class Participation : 5 marks						
c) Attendance : 5 marks						
Less than 65% : 0 marks						
Upto 70% : 2 marks						
Upto 75% : 3 marks						
Upto 80% : 4 marks						
Above 80% : 5 marks						
3. The Criteria for awarding the formative assessment of 15 marks for a practicum examination of (15+35=50) fifty marks throughout the Programme shall be as under:						
a) Practicum Assignments/Practicum File : 10 marks						
b) Attendance (Criteria as mentioned above in 2(c)) : 5 marks						
4. The panel of examiners for theory examinations shall be prepared and approved by the PG BOS of IMSAR of the internal/external examiners having a minimum of five years of teaching experience at the PG level and based on their expertise/specialization/area of interest.						
5. The panel of examiners based on the examiners' expertise/specialization/area of interest for practicum/viva-voce examination other than assessment of the Project reports/Dissertation/Research Project shall be proposed/recommended by the Director of IMSAR. In case of unavailability of external examiners due to unavoidable circumstances, the Controller of Examinations may allow the conduct of practicum examinations by the Internal examiners.						
6. The panel of examiners (ordinarily not below the rank of Associate Professor) based on examiners' expertise/specialization for assessment of the Summer Internship Reports/Dissertation/Research Project shall be proposed/recommended by the Director, IMSAR/Dean, Faculty of Management Sciences and Commerce, and approved						

by the Vice Chancellor/Vice Chancellor's nominee.
7. The minor courses offered in I, II, III, VII, and VIII semesters shall be opted for by students from the University Teaching Departments (UTDs) other than IMSAR and students of IMSAR will opt from the other UTDs.
8. A student while selecting the minor discipline has to ensure that the courses of the opted minor discipline do not match with the major courses of his/her opted programme.

First Year: Second Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses (DSC) – Major						
23IMS502DS01	Foundations of Management and Organizational Behaviour	70	30	-	100	3-1-0
23IMS502DS02	Essentials of Economics	70	30	-	100	3-1-0
Discipline Relevant/Allied - Minor						
Students may opt for one course @ four credits from the pool of Minor Courses designed at the central level by the University.						
Multidisciplinary Courses						
Students may opt for one course @ three credits from the pool of Multidisciplinary Courses by selecting out of any of the broad fields (Life Sciences, Physical Sciences, Commerce and Management, Arts, Humanities and Social Sciences, and Interdisciplinary Studies) designed at the central level by the University which they have not studied at the 12th-level or the opted course is not related to their major and minor stream under this category.						
Ability Enhancement Course						
Students may opt for one course @ two credits from the pool of Ability/Language Enhancement Courses designed at the central level by the University.						
Skill Enhancement Course						
23IMS502SE01	Business Communication Skills	25	-	50	75	1-0-2
Value Added Course						
Students may opt for one course @ two credits from the pool of Value Added Courses designed at the central level by the University.						
Total Credits						22
Note: Students exiting the programme after the second semester shall be awarded a UG Certificate in Business Administration upon securing 48 credits provided they secure 4 credits in the summer internship in addition to 6 credits from skill-based courses earned during the first and second semesters.						
Total Credits (22+22=44+4) for UG Certificate (Business Administration)						48

Second Year: Third Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses (DSC) – Major						
24IMS503DS01	Cost and Management Accounting	70	30	-	100	3-1-0
24IMS503DS02	Economic and Business Legislation	70	30	-	100	3-1-0
24IMS503DS03	Business Mathematics	70	30	-	100	3-1-0
Discipline Relevant/Allied - Minor						
Students may opt for one course @ four credits from the pool of Minor Courses designed at the						

central level by the University.						
Multidisciplinary Courses						
Students may opt for one course @ three credits from the pool of Multidisciplinary Courses by selecting out of any of the broad fields (Life Sciences, Physical Sciences, Commerce and Management, Arts, Humanities and Social Sciences, and Interdisciplinary Studies) designed at the central level by the University which they have not studied at the 12th-level or the opted course is not related to their major and minor stream under this category.						
Ability Enhancement Course						
Students may opt for one course @ two credits from the pool of Ability/Language Enhancement Courses designed at the central level by the University.						
Skill Enhancement Course						
24IMS503SE01	Personality and Soft Skills Development	25	-	50	75	1-0-2
Total Credits						24

Second Year: Fourth Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses (DSC) – Major						
24IMS504DS01	Business Environment	70	30	-	100	3-1-0
24IMS504DS02	Indian Financial System	70	30	-	100	3-1-0
24IMS504DS03	Business Statistics	70	30	-	100	3-1-0
24IMS504DS04	Corporate Leadership	70	30	-	100	3-1-0
Major Discipline Relevant (Vocational) - Minor						
24IMS504MV01	Database Management System	50	-	50	100	3-0-1
Ability Enhancement Course						
Students may opt for one course @ two credits from the pool of Ability/Language Enhancement Courses designed at the central level by the University.						
Value Added Course						
Students may opt for one course @ two credits from the pool of Value Added Courses designed at the central level by the University.						
Total Credits						24
Note: - Students exiting the programme after the fourth semester shall be awarded a UG Diploma in Business Administration upon securing 96 credits provided they secure an additional 4 credits in the summer internship offered during the first-year or second-year summer term. - Immediately after completing the fourth semester, the students shall proceed to their Summer Internship (SI) of eight weeks. The Summer Internship Report (SIR) prepared after SI completion shall be assessed in the fifth Semester as a compulsory course. The candidates will submit the SIR in the manner specified in the Ordinance. The SIR will be evaluated by an external examiner.						
Total Credits (22+22+24+24=92+4) for UG Diploma (Business Administration)						96

Third Year: Fifth Semester (Revised in 2025-26)

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses (DSC) – Major						
25IMS505DS01	Financial Management	70	30	-	100	3-1-0
25IMS505DS02	International Business	70	30	-	100	3-1-0
25IMS505DS03	Managerial Economics	70	30	-	100	3-1-0
25IMS505DS04	Entrepreneurship Development	50	-	50	100	3-0-1
Major Discipline Relevant (Vocational) - Minor						
25IMS505MV01	E-Business	70	30	-	100	3-1-0
Internship						
25IMS505IN01	Summer Internship Report	--	--	100	100	4
Note: 1. Each student in the course of Entrepreneurship Development will present a business idea developed during the semester and the same will be evaluated by a panel of external examiner(s) comprising at least one from industry and the other from academia along with one internal examiner. 2. The criteria for <i>Internship Evaluation</i> will be as follows: After completion of internship, students need to prepare a comprehensive report highlighting their learning and takeaways during the internship period as per MDUR Internship Regulations 2025. The report shall be signed by the Internship Supervisor from respective UTD/ Centre/ College and Mentor from internship providing organisations. Evaluation of internship report and viva-voce will be jointly conducted by Internship Supervisor and Mentor on the time and date notified by the concerned HoDs/ Directors/ Principals. The mentor from host organization may participate in the evaluation through online/ offline mode. In case of non-availability of respective mentor, the available relevant mentor as decided by the concerned HoD/ Director/ Principal may be utilized for the purpose of evaluation. Suggested distribution of marks will be as below: <i>Assessment by Mentor</i> - 30 Marks (<i>Skills learned- 15 Marks; Regularity- 10 Marks; Conduct- 5 Marks</i>) <i>Internship Report</i> - 40 Marks <i>Viva-Voce</i> - 30 Marks						
Total Credits						24

Third Year: Sixth Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses (DSC) – Major						
25IMS506DS01	Business Research Methods	70	30	-	100	3-1-0
25IMS506DS02	Marketing Management	50	-	50	100	3-0-1
25IMS506DS03	Human Resource Management	70	30	-	100	3-1-0
25IMS506DS04	Operations and Supply Chain Management	70	30	-	100	3-1-0
Major Discipline Relevant (Vocational) - Minor						
25IMS506MV01	Computer Networks and Web Development	50	-	50	100	3-0-1
Total Credits						20
Note: Students exiting the programme shall be awarded a 3-year UG Degree in Business Administration upon securing 136 credits.						
Total Credits (22+22+24+24+24+20) for 3-Year UG Degree in Business Administration						136

Fourth Year: Seventh Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses (DSC) – Major						
26IMS507DS01	Strategic Management	70	30	-	100	3-1-0
Marketing						
26IMS507DS01MK	Sales & Distribution Management	70	30	-	100	3-1-0
26IMS507DS02MK	Digital Marketing	70	30	-	100	3-1-0
Finance						
26IMS507DS01FM	Management of Financial Services and Institutions	70	30	-	100	3-1-0
26IMS507DS02FM	Taxation Laws and Planning	70	30	-	100	3-1-0
Human Resource Management						
26IMS507DS01HR	Training and Development	70	30	-	100	3-1-0
26IMS507DS02HR	Performance Management	70	30	-	100	3-1-0
Information Technology						
26IMS507DS01IT	Enterprise Resource Planning	70	30	-	100	3-1-0
26IMS507DS02IT	Object Oriented Analysis & Design	50	-	50	100	3-0-1
International Business						
26IMS507DS01IB	International Trade Theory and Practices	70	30	-	100	3-1-0
26IMS507DS02IB	Foreign Exchange Management	70	30	-	100	3-1-0
Minor						
Students may opt for one course @ four credits from the pool of Minor Courses designed at the central level by the University.						
Note: - Students are required to choose any two specialization areas offered under a dual specialization scheme. The specialization area opted for in the 7th Semester would remain the same in the 8th, 9th, and 10th semesters. - Only the following combinations of specializations shall be offered to the students of the Five-Year MBA Programme: - Finance and Marketing - Finance and Human Resource Management - Human Resource Management and Marketing - Finance and Information Technology - Finance and International Business - Marketing and International Business - Human Resource Management and International Business - Marketing and Information Technology - While opting for minor courses meant for students from departments other than IMSAR, they are required to select only one course out of the three by choosing one specialization area. Option for minor courses in the next semester shall be from the same specialization.						
Total Credits						24

Fourth Year: Eighth Semester (4-Year BBA Honours) (Revised in 2025-26)

Course Code	Title of the Course(s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses (DSC) – Major						
26IMS508DS01	Management Information System	70	30	-	100	3-1-0
Marketing						
26IMS508DS01MK	Customer Relationship Management	70	30	-	100	3-1-0
26IMS508DS02MK	Retail Management	70	30	-	100	3-1-0
Finance						
26IMS508DS01FM	Behavioural Finance	70	30	-	100	3-1-0
26IMS508DS02FM	Project Management	70	30	-	100	3-1-0
Human Resource Management						
26IMS508DS01HR	Compensation Management	70	30	-	100	3-1-0
26IMS508DS02HR	Industrial Relations	70	30	-	100	3-1-0
Information Technology						
26IMS508DS01IT	Strategic Management of IT	50	-	50	100	3-0-1
26IMS508DS02IT	Multimedia & Web Engineering	70	30	-	100	3-1-0
International Business						
26IMS508DS01IB	Import Management	70	30	-	100	3-1-0
26IMS508DS02IB	Export Management	70	30	-	100	3-1-0
Minor						
Students may opt for one course @ four credits from the pool of Minor Courses designed at the central level by the University.						
Total Credits						24
Note:						
1. Students exiting the programme shall be awarded a 4-year UG Degree (Honours) in Business Administration upon securing 184 credits. 2. While opting for minor courses meant for students from departments other than IMSAR, they are required to select only one course out of the three by choosing one specialization area. Option for minor courses shall be from the same specialization opted in the previous semester. 3. The students who wish to continue shall proceed immediately after completing the eighth semester to their Summer Internship (SI) of eight weeks. The Summer Internship Report (SIR) prepared after SI completion shall be assessed in the ninth Semester as a compulsory course. The candidates will submit the SIR in the manner specified in the Ordinance.						
Total Credits (22+22+24+24+24+20+24+24) for 4-Year BBA (Honours)						184

Fourth Year: Eighth Semester (4-Year BBA Honours with Research) (Revised in 2025-26)

Course Code	Title of the Course(s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses (DSC) – Major (Select any two courses*)						
Marketing						
26IMS508DS01MK	Customer Relationship Management	70	30	-	100	3-1-0
26IMS508DS02MK	Retail Management	70	30	-	100	3-1-0
Finance						
26IMS508DS01FM	Behavioural Finance	70	30	-	100	3-1-0
26IMS508DS02FM	Project Management	70	30	-	100	3-1-0
Human Resource Management						
26IMS508DS01HR	Compensation Management	70	30	-	100	3-1-0
26IMS508DS02HR	Industrial Relations	70	30	-	100	3-1-0
Information Technology						
26IMS508DS01IT	Strategic Management of IT	50	-	50	100	3-0-1
26IMS508DS02IT	Multimedia & Web Engineering	70	30	-	100	3-1-0
International Business						
26IMS508DS01IB	Import Management	70	30	-	100	3-1-0
26IMS508DS02IB	Export Management	70	30	-	100	3-1-0
Minor						
26IMS508MI01MK	Social Media Marketing	70	30	-	100	3-1-0
26IMS508MI01FM	Security analysis and Portfolio Management	70	30	-	100	3-1-0
26IMS508MI01HR	Industrial Relations	70	30	-	100	3-1-0
Research Project						
26IMS508PD01	Research Project	-	--	300	300	12
Total Credits						24
Note:						
*Students are required to choose any two courses by selecting at least one from each of the specialization areas already selected in the 7th Semester under Discipline-Specific Courses (DSC). - In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst						

the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by PG BOS of IMSAR.
3. Students exiting the programme shall be awarded a 4-year UG Degree (Honours with Research) in Business Administration upon securing 184 credits.
4. The students who wish to continue shall proceed immediately after completing the eighth semester to their Summer Internship (SI) of eight weeks. The Summer Internship Report (SIR) prepared after SI completion shall be assessed in the ninth Semester as a compulsory course. The candidates will submit the SIR in the manner specified in the Ordinance.
Total Credits (22+22+24+24+24+20+24+24) for 4-Year BBA (Honours with Research)
184

Fifth Year: Ninth Semester (Five Year MBA) (Revised in 2025-26)

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses (DSC) – Major						
Marketing						
27IMS509DS01MK	Social Media Marketing	70	30	-	100	3-1-0
27IMS509DS02MK	Consumer Behaviour Analysis	70	30	-	100	3-1-0
Finance						
27IMS509DS01FM	Security Analysis and Portfolio Management	70	30	-	100	3-1-0
27IMS509DS02FM	Multinational Financial Management	70	30	-	100	3-1-0
Human Resource Management						
27IMS509DS01HR	Strategic HRM	70	30	-	100	3-1-0
27IMS509DS02HR	Talent Management	70	30	-	100	3-1-0
Information Technology						
27IMS509DS01IT	Software Engineering	70	30	-	100	3-1-0
27IMS509DS02IT	Programming in Oracle	50	-	50	100	3-0-1
International Business						
27IMS509DS01IB	Export-Import Procedures and Documentation	70	30	-	100	3-1-0
27IMS509DS02IB	International Logistics	70	30	-	100	3-1-0
Internship						
27IMS509IN01	Summer Internship Report	-	--	100	100	4
Total Credits						20

Note:

1. The topic of the Research Project to be submitted for evaluation in the tenth Semester shall be submitted by the student along with a brief synopsis after finalization in the 9th Semester in consultation with the faculty member allotted as Research Supervisor by the Director.
2. Any student opting for a dissertation has to submit a synopsis to the Institute/College prepared in consultation with his/her Research Supervisor and appear before a Research Advisory Committee (RAC) constituted by the Director/Principal of the concerned Department/College.
3. Students undertaking the research projects may have their research findings patentable, presented at conferences or seminars, or published in peer-reviewed journals.
4. The criteria for **Internship Evaluation** will be as follows:
After completion of internship, students need to prepare a comprehensive report highlighting their

learning and takeaways during the internship period as per MDUR Internship Regulations 2025. The report shall be signed by the Internship Supervisor from respective UTD/ Centre/ College and Mentor from internship providing organisations. Evaluation of internship report and viva-voce will be jointly conducted by Internship Supervisor and Mentor on the time and date notified by the concerned HoDs/ Directors/ Principals. The mentor from host organization may participate in the evaluation through online/ offline mode. In case of non-availability of respective mentor, the available relevant mentor as decided by the concerned HoD/ Director/ Principal may be utilized for the purpose of evaluation. Suggested distribution of marks will be as below: <i>Assessment by Mentor- 30 Marks (Skills learned- 15 Marks; Regularity- 10 Marks; Conduct- 5 Marks)</i> <i>Internship Report - 40 Marks</i> <i>Viva-Voce - 30 Marks</i>	
Total Credits (22+22+24+24+24+20+24+24+20)	204

Fifth Year: Tenth Semester (Five Year MBA – for UG (Honours) students only) (Revised in 2025-26)

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses (DSC) – Major						
Marketing						
27IMS510DS01MK	Strategic Brand Management	70	30	-	100	3-1-0
Finance						
27IMS510DS01FM	Financial Derivatives	70	30	-	100	3-1-0
Human Resource Management						
27IMS510DS01HR	Organizational Development	70	30	-	100	3-1-0
Information Technology						
27IMS510DS01IT	Programming in Visual Basic	70	30	-	100	3-1-0
International Business						
27IMS510DS01IB	International Investment Management	70	30	-	100	3-1-0
Research Project/ Dissertation (select one out of the two courses)						
27IMS510PD01	Research Project	-	--	300	300	12
27IMS510PD02	Dissertation	-	--	300	300	12
Total Credits						20
Note: - Students completing the programme successfully shall be awarded a 5-year PG Degree in Business Administration upon securing 224 credits. - Students may select one course out of the Research Project and Dissertation as per their interest. - In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by PG BOS of IMSAR.						
Total Credits (22+22+24+24+24+20+24+24+20+20) for Five Year MBA						224

Fifth Year: Tenth Semester (Five Year MBA – for UG (Honours with Research) students only) (Revised in 2025-26)

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses (DSC) – Major						
Marketing						
27IMS510DS01MK	Strategic Brand Management	70	30	-	100	3-1-0
Finance						
27IMS510DS01FM	Financial Derivatives	70	30	-	100	3-1-0
Human Resource Management						
27IMS510DS01HR	Organizational Development	70	30	-	100	3-1-0
Information Technology						
27IMS510DS01IT	Programming in Visual Basic	70	30	-	100	3-1-0
International Business						
27IMS510DS01IB	International Investment Management	70	30	-	100	3-1-0
Dissertation						
27IMS510PD01	Dissertation	-	--	300	300	12
Total Credits						20
Note: - Students completing the programme successfully shall be awarded a 5-year PG Degree in Business Administration upon securing 224 credits. - In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by PG BOS of IMSAR.						
Total Credits (22+22+24+24+24+20+24+24+20+20) for Five Year MBA						224

List of Discipline Relevant/Allied - Minor Courses

Following are the Minor Courses offered out of the broad fields on the part of IMSAR to be included in the Pool of Courses of the University.

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Minor Courses (to be offered to other departments)						
First Semester						
23IMS501MI01	Managerial Skills	70	30	-	100	3-1-0
Second Semester						
23IMS502MI01	Corporate Leadership	70	30	-	100	3-1-0
Third Semester						
24IMS503MI01	Business Policy and Strategy	70	30	-	100	3-1-0
Seventh Semester – Select one course and one discipline out of MK, FM and HR						
26IMS507MI01MK	Marketing Skills	70	30	-	100	3-1-0
26IMS507MI01FM	Management of Financial Services and Institutions	70	30	-	100	3-1-0
26IMS507MI01HR	Strategic HRM	70	30	-	100	3-1-0
Eighth Semester – Select one course from the already opted discipline out of MK, FM and HR						
26IMS508MI01MK	Social Media Marketing	70	30	-	100	3-1-0
26IMS508MI01FM	Security Analysis and Portfolio Management	70	30	-	100	3-1-0
26IMS508MI01HR	Industrial Relations	70	30	-	100	3-1-0
Note: 1. The minor courses offered in I, II, III, VII, and VIII semesters shall be opted for by students from the University Teaching Departments (UTDs) other than IMSAR and students of IMSAR will opt from the other UTDs. 2. A student while selecting the minor discipline has to ensure that the courses of the opted minor discipline do not match with the major courses of his/her opted programme.						

List of Multidisciplinary Courses

Following are the Multidisciplinary Courses offered out of the broad fields on the part of IMSAR to be included in the Pool of Courses of the University.

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
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Multidisciplinary Courses (to be offered to other departments)						
23IMSX01MD01	Foundations of Management	50	25	-	75	3-0-0
23IMSX02MD01	Marketing Management	50	25	-	75	3-0-0
24IMSX03MD01	Entrepreneurship and SMEs	50	25	-	75	3-0-0

Instructions for the conduct of Practicum and Viva-Voce of the Five-Year Master of Business Administration Programme (Revised in 2025-26)

A Board of Examiners shall conduct computer Practicum and Viva Voce, wherever applicable, on an invitation of the concerned Principal/Director of the affiliated College/Institute of the University. The Practicum/viva voce examination(s) of the courses (relating to IT/Computer or wherever specified) other than assessment of the Project reports/Dissertation/Research Project shall be conducted by a Board of Examiners, consisting of one internal faculty member to be appointed by the Principal/Director of the concerned College/Institute and one external examiner out of the panel recommended by the Director of IMSAR. In case of unavailability of external examiners due to unavoidable circumstances, the Controller of Examinations may allow the conduct of practicum examinations by the Internal examiners.

In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by PG BOS of IMSAR.

The concerned Principal/Director of the College/Institute shall request the examiner(s) at his level and make necessary arrangements for the smooth conduct of the examinations as stipulated in the Ordinances. The Principal/Director shall ensure to upload the marks awarded by the examiner(s) on the University website and also submit the hard copy of the award list along with the attendance of the candidates and eligibility proof of examiner duly signed by both the examiner(s) and Principal/Director to the office of the Controller of Examinations within 15 days of the conduct of examinations.

The concerned Principal/Director is also required to make payment of TA/DA, and examination remuneration to the examiner on the spot as per University norms, and the same will be reimbursed by the University after submitting the bills to the Controller of Examinations duly verified by the concerned Principal/Director of the College/Institute. The Colleges/Institutes are also advised to invite the examiners from nearby stations only. In case the examiner(s) is/are invited beyond 100 km distance (one way), the permission of the Controller of Examination, Maharshi Dayanand University, may be sought.

Syllabi of

FIVE-YEAR MASTER OF BUSINESS ADMINISTRATION (INTEGRATED) PROGRAMME (Based on National Education Policy (NEP) - 2020) WITH EFFECT FROM THE ACADEMIC SESSION 2023-24

MBA 5 Year 1st Year- First Semester

BUSINESS ORGANIZATION

Course Code: 23IMS501DS01

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objective:

1. The course is designed to help students gain a conceptual understanding of business and entrepreneurial activities as well as functional aspects of the business.

Course Outcomes:

On successful completion of the course, the students will be able to:

1. Demonstrate domain knowledge in each of the functional areas of business;
2. Demonstrate the ability to evaluate the business environment, then choose opportunities for business;
3. Understanding of the business operations, finance and marketing related issues; and
4. Have knowledge of a glossary of economic terms widely used in the analysis and discussion of behavior in organizations.

UNIT-I

Business – concept, nature and spectrum of business activities, business system, business environment interface, business objectives

UNIT-II

Entrepreneurship – concept and nature; entrepreneurial opportunities in the contemporary business environment; the process of setting up a business enterprise; choice of a suitable form of business organization

UNIT-III

Functional aspects of the business – (a) operations – business size and location decisions, plant layout, mass production and mass customization, productivity, quality control (b) Finance – money and banking, financial management and securities markets, risk management and insurance

UNIT-IV

Functional aspects of the business (c) Marketing – marketing and consumer behavior, product planning and development, pricing decisions, channel and promotional decisions; network marketing, franchising, e-commerce and m-commerce

Suggested Readings:

1. Vasishth, Neeru, Business Organisation, Taxmann, New Delhi
2. Talloo, Thelma J., Business Organisational and Management, TMH, New Delhi

Instructions for External Examiner: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BASICS OF ACCOUNTING
Course Code: 23IMS01DS02

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objective:

1. To assist students in gaining conceptual knowledge of financial accounting as well as skills for recording various types of business transactions and preparing financial accounts.
2. To acquire conceptual knowledge of corporate accounting systems and to learn the techniques of preparing the financial accounts of companies.

Course Outcomes:

On successful completion of the course, the students will be able to:

1. Record transactions and prepare financial statements;
2. Show the accounting procedure using a computerized accounting system;
3. Recording of issue and redemption of shares and debentures; and
4. Evaluate the financial position of a company to facilitate decision-making.

UNIT-I

Meaning, advantages and limitations of accounting, Branches of accounting, users of financial accounting information, recording of business transaction (including GST transactions), Ledger, Trial balance

UNIT-II

Preparation of Financial accounts with adjustments; Depreciation Accounting: Concept and methods (SLM AND WDM only)

UNIT-III

Accounting for share capital transaction: Issue of share, forfeiture and surrender of shares; Debentures: Issue of debentures, methods of redemption of debentures.

UNIT-IV

Statutory provision regarding preparation of final accounts of company, preparation of profit and loss account and balance sheet of company as per the requirement of Schedule V1 of the Company Act 2013; Basics of Tally Software.

Suggested Readings:

1. Anthony, R. N., Hawkins, D., & Merchant, K. A. (2019) "Accounting: Text and Cases" McGraw-Hill Education India.
2. Narayanaswamy, R. (2020) Financial Accounting: A Managerial Perspective, 7th ed. PHI learning
3. Goyal, B. K., & Tiwari, H. N. (2021). Financial Accounting. Taxmann Publication, New Delhi.
4. Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. (2018). Financial Accounting. Vikas Publishing House Pvt. Ltd., New Delhi.
5. Mukherjee & Hanif, Corporate Accounting, Tata McGraw Hill, New Delhi
6. Monga, J.R., Corporate Accounting, Margin Paper Bank, New Delhi
7. Maheshwari, S.N., Advanced Accounting, Vikas Publications

Additional Resources:

1. Accounting Standards at the Website of the Institute of Chartered Accountants of India
2. Indian Accounting Standards at the Website of the Ministry of Corporate Affairs

Instructions for External Examiner: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

COMPUTER FUNDAMENTALS AND OFFICE AUTOMATION TOOLS

Course Code: 23IMS501SE01

L-T-P

1-0-2

External Marks: 25

Practicum Marks: 50

Time: 3 Hours

Course Objectives:

1. The course is designed to introduce the fundamentals of computing devices and reinforce computer vocabulary among the students.
2. Also to familiarize the students with the fundamentals of MS Office and enable them to apply that knowledge for office automation.

Course Outcomes:

On successful completion of the course, the students will be able to:

1. Explain the basics of hardware and software and identify different components of hardware systems, cables & assemblies;
2. Discuss the file management, word processing and demonstrate working with Graphics and DTP, Document Commands, Mail Merge, Spreadsheets;
3. Demonstrate the ease to work with MS Excel and explain the fundamentals of MS Excel and manipulate various functions and commands; and
4. Elucidate the need for MS PowerPoint, design & templates, and manipulate records, creating records and web designing using PPT.

Unit-I

Introduction – definition, characteristics, and limitations of a computer, Digital and analog computers, major components of a digital computer, hardware, software, firmware, middleware, and freeware

Unit-II

Decimal number system, hexadecimal number system, octal number system, binary number system, number system conversions, binary number addition and subtraction

Uses of computers in offices and banks, Computer applications in business, education, and healthcare field

Unit-III

Documentation using MS-Word – Creating and Editing a Document, Formatting Document, Auto-text, Autocorrect, Spelling and Grammar Tool, Document Dictionary, Page Formatting, Bookmark, Advance Features of MS-Word, Mail Merge, Printing

Unit-IV

Electronic Spread Sheet using MS-Excel - Introduction to MS-Excel, Creating and Editing Worksheet, Formatting and Essential Operations, Formulas and Functions, Charts

Presentation using MS-PowerPoint: Presentations, Creating Manipulating and Enhancing Slides, Organizational Charts, Excel Charts, Word Art, Layering Art Objects, Animations and Sounds

Suggested Readings:

1. *Microsoft office complete reference*. BPB Publication.
2. Rajaraman V. (Feb. 2010). *Fundamentals of computers*. PHI.
3. Sinha P.K. (2004). *Computer fundamentals*. BPB Publication
4. Stultz, Russell A. *Learn microsoft office*. BPB Publication.
5. Taxali, Ravi Kant. (2014). *Computer course windows 7 and office 2010*. India: McGraw Hill Education.
6. Saxena, Computer Applications in Management, Vikas Publication, New Delhi
7. B. Ram, Computer Fundamentals, New Age Publications, New Delhi 4. Rajaraman, V., Computer Fundamentals, PHI, New Delhi

Instructions for External Examiner: The question paper shall be divided into two sections. **Section 'A'** shall comprise five short answer type questions from the whole of the syllabus carrying one mark each, which shall be compulsory. The answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

MBA 5 Year 1st Year- Second Semester

FOUNDATIONS OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

Course Code: 23IMS502DS01

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives:

1. The course is designed to help the students develop fundamental and transferable skills in order to become effective managers.
2. The students will understand how individuals, groups, and structures have impacts on organizational effectiveness and efficiency.

Course Outcomes:

On successful completion of the course, the students will be able to:

1. Provide a strong foundation to the students on fundamentals of management;
2. Enrich their knowledge of functional areas of management and organizational behaviour;
3. Understand individuals as well as group behavior decision-making;
4. Analyze organizational behavioral issues in the context of organizational behavior concepts.

UNIT-I

Overview of management: Concept, nature, process, managerial levels, skills, functions and role of managers

Planning: Nature and purpose of planning, planning process, types of plans

UNIT-II

Organizing: Nature and purpose of organizing, organization structure, Delegation of authority and responsibility

Controlling: Nature and scope of control, types of control, control process and techniques, effective control system

UNIT-III

Organizational behavior: Concept and nature of OB, importance, challenges and opportunities

Individual behavior: Personality - determinants and traits, perception – process and errors. Attitude – formation, theories

UNIT-IV

Decision-making – types of decision, decision-making process, individual and group decision-making, rational decision-making

Team and Social Processes – Foundations of team dynamics, developing high-performance teams, power and influence in the workplace

Suggested Readings:

1. Management Theory and Practice by C. B Gupta (Sultan Chand and Sons)
2. Essentials of Management by Koontz and Wehrich (Tata McGraw-Hill)
3. Chandan. J. S. Management: Concepts and Strategies, (Vikas Publishing House), New Delhi
4. Robbins and Coulter, Management, Prentice Hall of India, New Delhi
5. Mohan, Krishna and Banerji, Meera, Developing Communication Skills, Macmillan India Ltd, New Delhi
6. Krietner, Robert and Angelo Kinicki, Organizational Behaviour, Tata McGraw Hill, New Delhi
7. McShane, Steven, Mary Glinow and Radha R Sharma, Organizational Behaviour, Tata McGraw Hill, New Delhi
8. Robbins, Stephen, Timothy A Judge and Seema Sanghi, Organizational Behaviour, Pearson Education, New Delhi

Instructions for External Examiner: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

ESSENTIALS OF ECONOMICS

Course Code: 23IMS502DS02

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives:

1. To provide a basic understanding of how different activities of an economy work and interact, and its implications for society.
2. To make students aware of the contemporary issues of emerging economies.

Course Outcomes:

On successful completion of the course, the students will be able to:

1. Distinguish between nominal and real economic measures;
2. To understand behaviour of economic agents and their inter-dependence;
3. Explain the important measures of the aggregate performance of an economy;
4. Develop a critical ability to analyse public policy; and
5. Understand the challenges in meeting macroeconomic performance targets.

UNIT-I

Nature of Economics, positive and normative economics, diverse fields of economics, economic theory, economic models, economic policy and economic systems (command economies, laissez-faire, mixed systems), scarcity and choice, fundamental problems of economy, demand, supply and markets

UNIT-II

National Income, economic growth and development, productivity and capital formation, saving and Investment, working of a multiplier, government spending and outcomes

UNIT-III

The Economics of Central Banking, creation of credit, determination of exchange rate, international trade and economic integration, trade openness and growth

UNIT-IV

Macroeconomic Challenges (with special reference to India): inflation, income inequality, poverty, unemployment, corruption, human development, and global warming

Suggested Readings:

1. Mankiw, N. G. (2020). *Principles of economics*. Cengage Learning.
2. Fair, R. C., & Oster, S. M. (2007). *Principles of economics*. Prentice Hall.
3. Dwivedi, D. N. (2009). *Principles of economics*. Vikas Publishing House.
4. Puri, V. K., & Misra, S. K. (2017). *Indian economy* (pp. 236-238). Mumbai: Himalaya Publishing House.
5. Economic Surveys (2001 onwards). Ministry of Finance, Government of India.

Instructions for External Examiner: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BUSINESS COMMUNICATION SKILLS

Course Code: 23IMS502SE01

L-T-P

1-0-2

External Marks: 25

Practicum Marks: 50

Time: 3 Hours

Course Objectives:

1. The course is designed to provide students with the skills and knowledge of communication in the business environment.
2. Familiarize the basic writing skills that lay a strong foundation for writing business documents.

Course Outcomes:

On successful completion of the course, the students will be able to:

1. Describe the basics of communication and its process, elements, and importance;
2. Familiar with the various barriers in communication;
3. Outline the listening skills and the characteristics of good and poor listeners;
4. Identify the various types of listening, their approaches, and barriers; and
5. Present themselves in front of the people and organizers.

UNIT-I

Introduction: Basics of communication, seven Cs of effective communication, barriers to communication, the ethical context of communication

UNIT-II

Business communication at the workplace: Letter writing – component, layout and process, e-mail communication, bad news messages, persuasive written communication, memos, notice, agenda and minutes of meeting

UNIT-III

Report writing: Types of business reports, the structure of reports, short reports, long reports, abstracts and summaries, proposals

UNIT-IV

Communication skills: Reading skills, listening skills, note making, persuasive speaking, body language, gestures

Suggested Readings:

1. Murphy, Herta A., Herbert W. Hildebrandt & Jane P Thomas, Effective Business Communication, Tata McGraw Hill, New Delhi
2. Konera, Arun, Professional Communication, Tata McGraw Hill, New Delhi
3. McGrath, E.H., Basic Managerial Skills for All, PHI, New Delhi
4. Meenakshi Raman & Prakash Singh, Business Communication, Oxford University Press, New Delhi

Instructions for External Examiner: The question paper shall be divided into two sections. **Section ‘A’** shall comprise five short answer type questions from the whole of the syllabus carrying one mark each, which shall be compulsory. The answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

MBA 5 Year 2nd Year- Third Semester

COST AND MANAGEMENT ACCOUNTING

Course Code: 24IMS503DS01

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives:

The course aims to enable students to acquire knowledge of concepts, methods and techniques of cost and management accounting for the purpose of managerial planning, control and decision making.

Course Outcomes:

On successful completion of the course, the students will be able to:

CO1: Describe various cost accounting concepts, principles, techniques.

CO2: Analyze various material and labor costing concepts.

CO3: Examine the conceptual framework of Management Accounting.

CO4: Analyze budgetary control system and financial statement analysis as a tool of managerial planning.

UNIT-I

Cost Accounting—meaning, importance methods, techniques; classification of costs and cost sheet; inventory valuation; an elementary knowledge of activity-based costing

UNIT-II

CVP analysis—determination of break-even point, profit volume ratio, profit volume graph, margin of safety, CVP analysis in multiproduct firm, utility and limitation; marginal costing and its application in managerial decision makes; elementary knowledge of target costing.

UNIT-III

Budgetary control meaning, need, objectives, essentials of budgeting, different types of budgets; standard costing and variance analysis (materials, labour)

UNIT-IV

Management accounting— concept, need, importance and scope; analysis and interpretation of financial statements—meaning, importance and techniques, ratio analysis; fund flow analysis; cash flow analysis

SUGGESTED READINGS:

1. Thukaram Rao, M.E., Cost and Management Accounting, New Age Publishers.
2. Singhal, A.K. and Ghosh Roy, H.J., Accounting for Managers, JBC Publishers and Distributors, New Delhi.
3. Pandey, I.M., Management Accounting, Vikas Publishing House, New Delhi.
4. Horngren, Sundem and Stratton, Introduction to Management Accounting, Pearson Education, New Delhi.
5. Hansen & Mowen, Cost Management, Thomson Learning.
6. Mittal, S.N., Management Accounting and Financial Management, Shree Mahavir Book.

Instructions for External Examiner: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

ECONOMIC AND BUSINESS LEGISLATION
Course Code: 24IMS503DS02

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

To provide the student with knowledge of the Indian legal environment in businesses. To orient learners about the legal aspects of business.

Course Outcomes

CO1. On completion of this course, learners will be able to appreciate the relevance of business law to individuals and businesses and the role of law in an economic, political and social context.

Co2. Identify the fundamental legal principles behind contractual agreements and acquire problem solving techniques to present coherent and concise legal argument.

UNIT-I

Indian Contracts Act, 1872: Elementary knowledge of essentials of a valid contract, Performance of Contract, Mode of Discharge of Contract, Remedies for breach of contract, Indemnity and Guarantee, Bailment and Pledge; Contract of Agency: Definition of agent and agency, Creation of agency, Duties and rights of agent and principal, Principal's duties towards agents and third parties; Termination of agency, E-contract.

UNIT-II

Sale of Goods Act, 1930: Definition and Essential of a Contract of sale, Sale Distinguished from Agreement to sell, Conditions and Warrantee, Passing of property in goods; Performance of contract – Rights of unpaid seller, Remedies for breach of contract, Doctrine of Caveat Emptor.

UNIT-III

Partnership Act, 1932: Nature of a Partnership firm, Duties and Rights of Partners, Registration of firms, Relations of partners to third parties, Minor to Benefit of Partnership, Reconstitution of a Partnership Firm, Dissolution of a firm; Information Technology Act, 2005: Meaning and Scope of Information Technology Act, Digital Signature, Electronic Governance, Regulation of certifying authority, Digital Signature Certificates, Duties of Subscribers, Penalties Adjudication and Offences.

UNIT-IV

Competition Act, 2002: Definitions, Prohibition of Certain Agreements, Abuse of Dominant Position, Regulation of Combinations, Duties, Powers & Functions of Competition Commission of India, Competition Advocacy, Appellate Tribunal; SEBI: Objectives, Establishment and Management, Functions & Powers; RTI Act 2005: Purpose, Right to Information and Obligation of Public Authorities, Exemption from Disclosure of Information.

SUGGESTED READINGS:

1. Datey, V.S. (2013). Business and Corporate Laws, 6th Edition, Taxmann Publications.
2. Bansal, C.L. (2007). Business and Corporate Laws, Excel Books.
3. Kuchhal, M.C. (2013). Mercantile Law, Vikas Publishing Pvt. Ltd.
4. Chopra, R.K. Business Laws, Himalaya Publishing House.
5. Economic Laws, Taxmann Publications.
6. Saha, R.G., Rao, K.S., Minhajuddin, Md., Yadav, S.P., Sagar, J.V. and Deepa, C. (2018). A. Information Technology, Himalaya Publishing House.
7. Sheth, T. (2012). Business Law, Pearson.

Instructions for External Examiner: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BUSINESS MATHEMATICS
Course Code: 24IMS503DS03

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives:

The course aims to enable students to acquire knowledge of concepts, methods and techniques of Business Mathematics for the purpose of managerial planning, control and decision making.

Course Outcomes

After completing the course students would be able to:

CO1: perform estimation techniques to capture information from data and into their analysis.

CO2: use MOM, MLE, MVUE to do parameter estimation and inference.

CO3: use Chi-squared test to evaluate the homogeneity of populations.

CO4: use Chi-squared test to evaluate the independence of categorical variables.

CO5: use Chi-squared test to evaluate the goodness-of-fit of data to a specified distribution.

UNIT-I

Probability and Measure: Sigma fields and measures; measurable functions and distributions, integration of Borel function. Random Variables and Distributions: General properties – Distribution and probability densities, moments, moment generating and characteristic functions.

UNIT-II

Probability Distribution: Discrete random variables and their distributors- Binomial probability distribution, Geometric probability distribution and Poisson probability distribution and, their moments and moments generating functions; Continuous random variables and their probability distributors- Uniform probability distribution, Normal probability distribution, Gamma probability distribution, Beta probability distribution; Basic idea about multivariate probability distributors; sampling distributors and Central limit theorem.

UNIT-III

Estimation and Hypothesis Testing: Point estimators, confidence intervals, properties of point estimators; Hypothesis testing, elements of statistical test large sample test, small sample hypothesis testing for μ and $\mu_1 - \mu_2$, Power of test, Likelihood ratio tests

UNIT-IV

Statistical Analysis: Analysis of variance ; Analysis of Categorical Data-Chi-square test, Non-parametric statistic-Sign test, Wilcoxon, Signed Rank test, Mann – Whitney U test, Kruskal-Wallis test.

Recommended Readings:

1. Robert V. Hogg, Introduction to Mathematical Statistics, Pearson Education.
2. 2 Wackerly, Mendenhall and Scheaffer, Mathematical Statistics with Applications, Duxbury, Thomson Learning.
3. Ross, S.M. Introduction to Probability Models, Pearson Education.
4. Kyburg Henry, Probability Theory, Prentice Hall.
5. Mittelhammer, R.C. Mathematical Statistics for Economics and Business. Springer.
6. Shao Jun, Mathematical Statistics, Springer.
7. Capinski M. and KOPP E., Measure Integral and Probability, Springer.

Instructions for External Examiner: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

PERSONALITY AND SOFT SKILLS DEVELOPMENT

Paper code: 24IMS503SE01

L-T-P
1-0-2

External Marks: 50
Internal Marks: 25
Time: 3 Hours

Course Objectives

Development of Interpersonal Skills of Students. Enhancement of Communication Skills of Students. Personal and Professional Growth of Students.

Course Outcomes

- CO1. Student will get Effective Communication Skills.
- CO2. Develop good Interpersonal Skills and Teamwork in students.
- CO3. Personal and Professional Development.

UNIT-I

Understanding Soft Skills and their importance in personal and professional life. Communication Skills: Verbal and non-verbal communication, active listening, and effective speaking. Interpersonal Skills: Time Management: Goal setting, prioritization, and effective time utilization.

UNIT-II

Public Speaking: Overcoming stage fright, structuring speeches, and engaging an audience. Presentation Skills: Designing visually appealing slides, delivering impactful presentations. Storytelling: Using narratives to convey messages and ideas effectively. Non-verbal Communication: Body language, facial expressions, and gestures.

UNIT-III

Understanding Emotional Intelligence: Managing emotions, empathy, and self-regulation. Developing Self-Confidence: Overcoming self-doubt, positive self-talk, and body language. Stress Management: Techniques to handle stress and maintain emotional well-being.

UNIT-IV

Teamwork and Collaboration: Effective participation in teams, conflict resolution, and cooperation. Networking Skills: Building and maintaining professional relationships. Business Etiquette: Proper behavior in a professional setting, dressing appropriately.

Recommended Readings:

1. "Personality Development and Soft Skills" by Barun K. Mitra, Oxford University Press.
2. "Soft Skills and Professional Communication" by Peter S. J., Francis, Tata McGraw-Hill Education, 2011.
3. Communication and soft skill development "by Ashwini Deshpande, Career Publications.
4. Communication Skills and Soft Skills: An Integrated Approach, by Suresh Kumar, Sreehari and Savithri, Pearson India.
5. Business Communication From Principles To Practice , by Matthukutty m. Monippally, McGraw Hill

Instructions for External Examiner: The question paper shall be divided into two sections. **Section 'A'** shall comprise five short answer type questions from the whole of the syllabus carrying one mark each, which shall be compulsory. The answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BUSINESS ENVIRONMENT
Course Code: 24IMS504DS01

L-T-P
3-1-0
Time: 3 Hours

External Marks: 70
Internal Marks: 30

Course Objectives

1. To impart knowledge on the concept of business environment & its significance
2. To know the various environment factors and its impact on business.

Course Outcomes

CO1: Describe the effects of government policy on the economic environment and understands business environment influencing factors;

CO2: Ability to analyze market and business environment situation and use it for identifying business development opportunities and decision-making;

CO3: In-depth analysis of a specific operational components of the business environment and relate it to your own organization;

CO4: Explain the legal and regulatory framework that regulates the international trade.

UNIT-I

Business Environment – Nature, structure and components of business environment; country risk; political risk and corporate adjustment; international impact on business environment; nature of Indian economy

UNIT-II

Economic reforms; Liberalization, privatization and globalization, current monetary and fiscal policy environment; competitive environment and the Competition Act 2002; Consumer and Investor's protection; corporate governance

UNIT-III

Industrial policy of 1991; public sector reforms; public private partnership; SMEs – threats and challenges; industrial sickness; industrial relations; Public private partnership, introduction to FEMA and SEBI

UNIT-IV

Balance of Payments scenario; foreign trade pattern and policy; globalization trends; environment for international direct investment; Foreign Exchange Management Act, WTO, IMF, World Bank

SUGGESTED READINGS:

1. Mishra S.K. and Puri V.K., Economic Environment of Business, Himalaya Publishing, New Delhi
2. Bedi, Suresh, Business Environment
3. Datt Ruddar and Sundaram, Indian Economy
4. Govt. of India, Economic Survey (latest year), Govt. of India, New Delhi
5. Sengupta N.K., Government and Business, Vikas Publication, New Delhi

Instructions for External Examiner: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

INDIAN FINANCIAL SYSTEM
Course Code: 24IMS504DS02

L-T-P
3-1-0
Time: 3 Hours

External Marks: 70
Internal Marks: 30

Course Objectives:

The objective of this course is to discuss the Indian financial system, financial markets including a detailed study of the working of the leading financial institutions in India.

Course Outcomes

On successful completion of the course, the students will be able to:

- CO1: Understand the working of financial system.
- CO2: Understand the structure and role of financial markets, need for regulations and implications of the same on society.
- CO3: Critically analyze the pivotal role of banking, mutual funds and insurance industry in the financial system.
- CO4 Interpret the role of financial regulators for efficient financial system.

UNIT-I

Financial System Meaning, components and functions; reforms in the Indian Financial System; money market and its segments

UNIT-II

Primary market; stock exchange and its function, trading in stock exchange, NSE, BSE, depositories and custodian, new financial instruments, role and functions of SEBI

UNIT-III

Commercial banks, RRBs, risk management in banks, merchant banking and its services, NBFCs

UNIT-IV

Mutual funds, Insurance- meaning, type and principles; Role as a financial intermediary- IRDA, its role and functions.

SUGGESTED READINGS:

1. Pathak, Bharati V (2008), The Indian Financial System, Second Edition, Pearson Education
2. Khan, MY, Indian Financial System, Fourth Edition, Tata Mc Graw Hill
3. Machiraju, HR, Indian Financial System, Third Edition, Vikas Publications
4. Desai, Vasant, The Indian Financial System and Development, Himalaya Publishing House

Instructions for External Examiner: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BUSINESS STATISTICS
Course Code: 24IMS504DS03

L-T-P
3-1-0
Time: 3 Hours

External Marks: 70
Internal Marks: 30

Course Objective

1. To expose students to basic Statistical concepts.
2. To inculcate an analytical approach to the subject matter.
3. To stimulate the students' interest by showing the relevance and use of statistical knowledge.
4. To study and critically analyze statistical reasoning to problems of business.

Course Outcomes

After completing the course students would be able to:

CO1: gain knowledge of basic concept / fundamentals of business statistic.

CO2: develop practical understanding of various statistical concepts.

CO3: compute various measures of central tendency, measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance.

CO4: understand basic concepts of probability and judge probability theoretical distributions

CO5: take managerial decision and applying the Concept of Business Analytics.

UNIT- I

Statistics: Meaning, evolution, scope, limitations and applications; data classification; tabulation and presentation: meaning, objectives and types of classification, formation of frequency distribution, role of tabulation, parts, types and construction of tables, significance, types and construction of diagrams and graphs

UNIT- II

Measures of Central Tendency and Dispersion: Meaning and objectives of measures of central tendency, different measure viz. arithmetic mean, median, mode, geometric mean and harmonic mean, characteristics, applications and limitations of these measures; measure of variation viz. range, quartile deviation mean deviation and standard deviation, co-efficient of variation and skewness.

UNIT- III

Correlation and Regression: Meaning of correlation, types of correlation – positive and negative correlation, simple, partial and multiple correlation, methods of studying correlation; scatter diagram, graphic and direct method; properties of correlation coefficient, rank correlation, coefficient of determination, lines of regression, co-efficient of regression, standard error of estimate.

UNIT- IV

Index numbers and time series: Index number and their uses in business; construction of simple and weighed price, quantity and value index numbers; test for an ideal index number, components of time series viz. secular trend, cyclical, seasonal and irregular variations, methods of estimating secular trend and seasonal indices; use of time series in business forecasting and its limitations, calculating growth rate in time series.

Recommended Readings:

1. Levin, R.I. and Rubin D.S., Statistics for Management, Pearson Education.
2. Gupta, S.P. and Gupta, M.P., Business Statistics, Sultan Chand and Sons.
3. Sharma, J.K., Business Statistics, Vikas Publication House Pvt. Ltd.
4. Bajpai, Naval, Business Statistics, Pearson Education.
5. Davis and Pecar: Business Statistics using Excel, Oxford University Press.

Instructions for External Examiner: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

CORPORATE LEADERSHIP
Course Code: 24IMS504DS04

L-T-P
3-1-0
Time: 3 Hours

External Marks: 70
Internal Marks: 30

Course Objectives

1. Introduce the range of skills and knowledge required of executive leaders.
2. Examine the interaction between personal characteristics and organizational culture.
3. Explore the function of various types of collaborations and sources of power and influence.
4. Review project management techniques and demonstrate application of these strategies to students' projects.
5. Describe the impact of organizational culture and context on service delivery

Course Outcomes

CO1: Analyze various concepts as to leadership and apply wide knowledge on various traits and behavior of leaders of the past, present and future;
CO2: Design the structuring of team patterns in organizations;
CO3: Predict the different leadership theories and analyze the role of leaders in transforming the organizations;
CO4: Identify the strengths in strategic leadership and demonstrate ethical leadership and its results;

UNIT-I

Introduction: Concept of leadership, trait and behavioural approaches, contingency approach, interactive framework for analysing leadership

UNIT-II

Focus on Leader: Leader as an individual, power and influence, leadership and values, emotional leadership and leadership, leadership behaviour, courage and moral leadership

UNIT-III

Leader as relationship builder: motivation and empowerment, leader as communication champion, leading teams, leadership diversity

UNIT-IV

Leader as social architect: Creating vision and strategic direction, shaping culture and values, designing and leading learning organization, leadership and change

SUGGESTED READINGS:

1. Daft, Richard L., Leadership, Cengage Learning India Pvt. Ltd., New Delhi
2. Hughes, Richard L, Robert C., Ginnett and Gordon J, Curphy, Leadership – Enhancing the Lessons of Experience, Tata McGraw Hill Co. Ltd, New Delhi

Instructions for External Examiner: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

DATABASE MANAGEMENT SYSTEM
Course Code: 24IMS504MV01

L-T-P
3-0-1
Time: 3 Hours

External Marks: 50
Internal Marks: 50

Course Objectives

1. To Understand the basic concepts and the applications of database systems
2. To Master the basics of SQL and construct queries using SQL
3. To understand the relational database design principles
4. To become familiar with the basic issues of transaction processing and concurrency control
5. To become familiar with database storage structures and access techniques

Course Outcomes

CO1. Design relational databases.

CO2. Understand normal forms and perform normalization.

CO3. Design and develop a relational database system with appropriate functionality to process the data and with constraints to maintain data integrity and avoid data redundancy.

CO4. Write SQL queries to retrieve and modify information from a database system.

CO5. Create queries to retrieve information from structured, semi-structured, and unstructured data.

UNIT-I

Introduction to DBMS – Concept of database, objectives, advantages, limitations, structure, functions of DBMS; entities, attributes; schemas, sub-schema, data and Database Administrator (DBA)

UNIT-II

RDBMS and SQL – Introduction, terminologies, database design goals, database modeling life-cycle, keys, normalization forms; SQL, Pitfalls in RDBMS; Object Oriented DBMS

UNIT-III

Data Modelling Architecture and Design – introduction to data models, classification of data model – hierarchical, network and relational model; queries in DBMS; Database security

UNIT-IV

Database System Architecture – centralized, client-server, parallel and distributed systems, recovery procedures in database system; remote backup systems

Lab: Working with Microsoft Access

SUGGESTED READINGS:

1. Navathe, Fundamental of Database System, Addison Wesley
2. Rob, Database System, Thomson Learning, Mumbai
3. Singh, C.S., Data Base System, New Age Publications, New Delhi
4. Saini, S.P.S., Anish Saini, Database Management System, Vayu Education of India, New Delhi

Instructions for External Examiner: The question paper shall be divided into two sections. **Section ‘A’** shall comprise five short answer type questions from the whole of the syllabus carrying one mark each, which shall be compulsory. The answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

MBA 5 Year 3rd Year- Fifth Semester

**Financial Management
Course Code: 25IMS505DS01**

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

To develop understanding of financial management principles, investment decisions, capital structure, and working capital management for effective financial decision-making in organizations.

Course Outcomes

After completing the course students would be able to:

- CO1: Describe about various financial management concepts.
- CO2: Apply the concept of time value of money.
- CO3: Categorize and analyze different capital budgeting techniques.
- CO4: Appraise different project proposals for decision-making.
- CO5: Estimate cost of capital for long term source of finance.

UNIT-I

Financial management-scope finance functions and its organization, objectives of financial management; time value of money; sources of long-term finance.

UNIT-II

Investment decisions importance, difficulties, determining cash flows, methods of capital budgeting; risk analysis (risk adjusted discount rate method and certainty equivalent method); cost of different sources of raising capital; weighted average cost of capital.

UNIT-III

Capital structure decisions-financial and operating leverage; capital structure theories - NI, NOI, traditional and MM theories; determinants of dividend policy and dividend models -Walter, Gordon and MM models.

UNIT-IV

Working Capital- meaning, need, determinants; estimation of working capital need; management of cash, inventory and receivables.

Note: The topic of capital budgeting, management of cash, inventory management, and receivable management will cover theoretical concepts and simple numerical questions.

Recommended Readings:

1. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
2. Khan M.Y. and Jain P.K., Financial Management, Tata McGraw Hill, New Delhi
3. Berk, De Marzo, Harford, Fundamental of Corporate Finance, Pearson Education.
4. Chandra, Prasanna, Financial Management, TMH, New Delhi
5. Van Horne, James C., Financial Management and Policy, Pearson Education
6. Brigham and Houston, Fundamentals of Financial Management, Thomson Learning, Bombay.
7. Kishore, R., Financial Management, Taxman's Publishing House, New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

International Business
Course Code: 25IMS505DS02

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

To provide comprehensive understanding of international business operations, trade theories, global market entry strategies, and international marketing practices in a dynamic global environment.

Course Outcomes

CO1: Able to explain how international factors affect domestic concerns;

CO2: Able to explain regional economic integration and economic and political integration;

CO3: Enhance their cognitive knowledge of global issues; interpersonal skills with individuals from various cultures, and social responsibility awareness on global issues.

UNIT-I

International Business: An overview; Domestic versus International Business; Major risks and challenges of International Business; International Business Environment – Components and determinants; stages of internationalization of business; international business approaches, concept of globalisation

UNIT-II

Modes of entering into international business; nature of multinational enterprise and international direct investment; motives and determinants of Foreign Direct Investment; Foreign Exchange Market; determination of exchange rate; Balance of Payments

UNIT-III

Theories of International Trade – Absolute advantage theory; comparative advantage theory; factor proportions theory; Product Life Cycle theory of trade; governmental influence on trade, rationale for government intervention, instruments of trade control; role of WTO, IMF and World Bank in international trade

UNIT-IV

Assessing international markets; designing products for foreign markets; branding decisions, international promotions policy; international pricing, international logistics and distribution

SUGGESTED READINGS:

1. Rugman Alen M and Hodgetts Richard D, International Business, A Strategic Management Approach, McGraw Hill
2. Dunning John H, The Globalisation of Business, Rontledge London
3. Omkvisil and Shaw, International Marketing
4. Daniels John D and Radebangh Lee H, International Business, Pearson Education
5. Rao P Subba, International Business, Himalaya Publishing House

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Managerial Economics
Course Code: 25IMS505DS03

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

To develop analytical skills for business decision-making using economic principles, market analysis, pricing strategies, and macroeconomic policies impacting managerial practices.

Course Outcomes

After completing the course students would be able to:

CO1: define the basic elements of managerial economic aspects of firm.

CO2: forecast demand for a product.

CO3: know what to produce, where to, when to, how to, for whom to produce.

CO4: frame policy for production to minimize the cost and maximum the profit.

CO5: construct the cost function.

UNIT-I

Nature and scope of managerial economics; nature of marginal analysis; alternative objectives of business firms; cardinal utility theory; indifference curve technique and the theory of consumer choice; consumer surplus; price, income and substitution effects; demand elasticity; demand estimation and forecasting; relationship between price elasticity and marginal revenue.

UNIT-II

Law of variable proportions; laws of return; optimal input combination; output-cost relations; engineering cost curves; technological change and production decisions; revenue curves of a firm; price-output decisions under alternative market structures; shut-down points; Baumol's sales maximization model; advertising and price-output decisions.

UNIT-III

Product differentiation; price-output decision in multi-plant and multi-product firms; general pricing strategies; special pricing techniques – limit pricing, peak load pricing and transfer pricing; dumping analysis; pricing of public utilities.

UNIT-IV

Risk analysis; investment and capital replacement decisions; locational choice of a firm; measures of national income; business cycles; operative aspects of macroeconomic policies; inflation analysis; tariff analysis.

Recommended Readings:

1. Hirschey, Mark, Managerial Economics, Thomson Learning, Bangalore
2. V. Agarwal, Managerial Economics, Pearson Education.
3. Monroe, Kent B., Pricing-Making Profitable Decisions, McGraw-Hill, New York
4. Keat, Paul B., and Philip K.Y. Young, Managerial Economics– Economic Tools for Today's Decision Makers, Pearson Education
5. Salvatore, Dominick, Managerial Economics in a Global Economy, Thomson Learning, Hyderabad

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Entrepreneurship Development
Course Code: 25IMS505DS04

L-T-P
3-0-1

External Marks: 50
Practicum Marks: 50
Time: 3 Hours

Course Objectives

To develop entrepreneurial mindset and skills for opportunity identification, business planning, venture creation, financial sourcing, and managing intellectual property effectively.

Course Outcomes

After completing the course students would be able to:

CO1: develop entrepreneurship as a field of study and as a profession.

CO2: understand the creative process of opportunity identification and screening.

CO3: understand the importance of innovation in the creation of sustainable competitive advantage.

CO4: understand techniques to test a business model to ensure its viability.

UNIT-I

Entrepreneurship: Concept, theories, process, factors impacting emergence of entrepreneurship, Growth of entrepreneurship environment in India, Role of entrepreneurship in economic development, Traits of successful entrepreneurs; Managerial vs. entrepreneurial approach, Entrepreneurial promotion in India.

UNIT-II

Starting the venture: Creative thinking, Business idea generation (Business cases on entrepreneurship), Environmental scanning pertaining to business idea: Feasibility study: Market feasibility, Technical/ Feasibility operations, financial feasibility, Project Report.

UNIT-III

Functional Plans: Drawing a business plan, selecting organization type for business, Organization structure and Job designs, Designing financial plan: Investment, Incomes and Expenditure, Banking and Accounts, understanding profitability.

UNIT-IV

Sources of Finance: understanding Financial Framework: Debt Equity Financing, Commercial banks, Venture Capital, Financial institutions supporting entrepreneurs, Angel investors.

Understanding IPR: Patents, Trademarks, Copy rights, Trade secrets, Licensing, Franchising.

Note: Each student in the course of Entrepreneurship Development will present a business idea developed during the semester and the same will be evaluated by a panel of external examiner(s) comprising at least one from industry and the other from academia along with one internal examiner.

Recommended Readings:

1. Charantimath, Poornima, Entrepreneurship Development & Small Business Enterprises, Pearson Education.
2. Hisrich, Robert D., Michael Peters and Dean Shepherd, Entrepreneurship, Tata McGraw Hill, New Delhi
3. Barringer, Brace R., and R. Duane Ireland, Entrepreneurship, Pearson Education.
4. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Books, New Delhi.
5. Kuratko, Donand and Richard Hodgetts, Entrepreneurship, Cengage Learning India Pvt. Ltd., New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of five short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

E-Business
Course Code: 25IMS505MV01

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

To provide understanding of e-business concepts, operations, technologies, security issues, and strategic frameworks essential for managing digital enterprises in a dynamic environment.

Course Outcomes

CO1: Outline the foundations and importance of E-Business.

CO2: Demonstrate an understanding of retailing in E- Business

CO3: Analyze the impact of E-business on business models and strategy

CO4: Describe the infrastructure needed for E-business.

CO5: Explain the key features of internet, intranets and extranets and how they are related to each other.

UNIT-I

Introduction to E-Business: Basics of E-Business – history of internet, evolution of e-business, traditional business vs. e- business, organizational culture for e-business; e-business framework – from markets to communities, components of an e-enabled sell site, commerce platforms, e-enabled customer service, e-procurement; e-business development- e-business strategy (planning to action); e-business design

UNIT-II

E-Business Operations: e-marketplaces; e-procurement; supply chain management and e-business; enterprise resource planning; knowledge management and e-business

UNIT-III

E-Business technologies and Trends: e-business infrastructure; e-business technologies; e-banking; e-governance; mobile business

UNIT-IV

Issues and Challenges in E-Business: E-business applications; e-security; cyber crimes and cyber laws; computer fraud and abuse act; software piracy; computer viruses and harmful software; challenges in e-business; future of e-business

SUGGESTED READINGS:

1. Bozarth, Cecil C & Handfield, Rober B, Introduction to Operations and Supply Chain Management; Pearson Education, New Delhi
2. Wisner, Joel D, Leong, G Keong & Tan, Keah-Phoon, Principles of Supply Chain Management – A Balanced Approach, Thomson Learning, New Delhi
3. Gaither, Norman & Frazier, Greg, Operations Management, Thomson Learning, New Delhi
4. Mahadevan, B, Operations Management – Theory and Practice, Pearson Education, New Delhi
5. Krajewsk, Lee J & Ritzman, Larry P, Operations Management – Processes and Value Chains, Pearson Education, New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

MBA 5 Year 3rd Year- Sixth Semester

**Business Research Methods
Course Code: 25IMS506DS01**

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

To equip students with knowledge and skills for conducting business research, including design, data analysis, interpretation, and effective report writing for decision-making.

Course Outcomes

After completing the course students would be able to:

1. Acquire knowledge on various kinds of research questions and research designs.
2. Distinguish between qualitative, quantitative and mixed methods of research
3. Relate ethical and philosophical considerations
4. Design a good quantitative purpose statement and good quantitative research
5. Understand good practices in conducting a qualitative interview and observation.

UNIT-I

Business research; its concept, nature, scope, need and managerial value of business research; components of theory – definitions, concepts, constructs, variables, hypothesis, process of research and structure of research proposal

UNIT-II

Research design- concept and types- exploratory, descriptive, diagnostic and experimental; sampling design; techniques, factors influencing sample size, measurement- concept, measurement scales- types and construction of scales and reliability and validity aspects in measurement

UNIT-III

Methods of data collection – questionnaire/ schedule; questionnaire designing, interview and observational methods; data analysis and interpretation, editing, coding, content analysis and tabulation; hypothesis testing- an overview of parametric and non-parametric tests (Analysis of Variance, X test, Wilcoxon Matched- pair signed-rank test, Mann- Whitney test, Kruskal- Wallis H-test)

UNIT-IV

An overview of dependent and interdependent methods (multiple regression, discriminant analysis, conjoint analysis, factor analysis, cluster analysis); ingredients and constructions of research report; procedure of preparation of reference and bibliography

Recommended Readings:

1. Naval Bajpai, Business Research Methods, Pearson Education
2. Zikmund, Millian G., Business Research Methods, Thomson Learning, Bombay
3. Cooper, Donald R- and Pamela Schindler, Business Research Methods, Tata McGraw Hills, New Delhi
4. Geode, Millian J. and Paul K. Hatl, Methods in Research, McGraw Hills, New Delhi
5. Sekran, Uma, Business Research Method, Miley Education, Singapore
6. Kothari, C.R., Research Methodology

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Marketing Management
Course Code: 25IMS506DS02

L-T-P
3-0-1

External Marks: 50
Practicum Marks: 50
Time: 3 Hours

Course Objectives

To develop understanding of marketing concepts, strategies, and tools for analyzing markets, designing products, pricing, promotion, distribution, and responding to contemporary challenges.

Course Outcomes

After completing the course students would be able to:

1. Understand the marketing concepts and its evolution
2. Analyze the market based on segmentation, targeting and positioning
3. Know the consumer behavior and their decision making process
4. Make decisions on product, price, promotion mix and distribution
5. Understand the rural markets and the contemporary issues in marketing

UNIT -I

Introduction to marketing: Nature, scope, core concepts, tasks of marketing management, and corporate orientation towards marketplace; marketing environment; marketing research and information system; developing marketing strategy and plan; ethical issues in marketing.

UNIT -II

Understanding consumer and business markets: Consumer buying decision process in consumer and business markets; building customer value, satisfaction and loyalty; managing customer relations; Market segmentation, targeting and positioning approaches to deal with market competition; tools of product differentiation.

UNIT -III

Product and pricing decisions: Product life cycle, product mix and product line decisions, new product development process; branding, packaging and labelling decisions; pricing objectives, determinants of price, pricing methods and strategies.

UNIT -IV

Promotion and distribution decisions: Promotion mix - Advertising and sales promotion; public relations; personal selling; Channels of distribution: functions of intermediaries, channel design decisions, selecting channel members, channel management; wholesaling and retailing. Contemporary marketing trends and issues: Globalization, consumerism, green marketing, digital marketing; evaluation and control of marketing effort; reasons for and benefits of going international; entry strategies in international marketing.

Recommended Readings:

1. Kotler Philip and Keller; Marketing Management, Pearson Education, New Delhi
2. Kotler, Philip, Kevin Keller, A. Koshy and M. Jha, Marketing Management in South Asian Perspective, Pearson Education, New Delhi
3. Kerin, Hartley, Berkowitz and Rudelius, Marketing, TMH, New Delhi
4. Etzel, Michael J, Marketing: Concepts and Cases, TMH, New Delhi
5. Dhunna, Mukesh, Marketing Management – Text and Cases, Wisdom Publications, New Delhi
6. Capon, Noel and Singh Siddharth; Managing Marketing-An Applied Approach, Wiley Publications, New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of five short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Human Resource Management
Course Code: 25IMS506DS03

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

To impart knowledge of HRM strategies, functions, and practices essential for managing people effectively in dynamic, global, and technology-driven business environments.

Course Outcomes

After completing the course students would be able to:

1. Discuss the history and evolution of HRM.
2. Explain the importance of HRM in the organizations through their roles & responsibilities, challenges etc.
3. Assess the major HRM functions and processes of HRM planning, job analysis and design, recruitment, selection, training and development, compensation and benefits, and performance appraisal
4. Identify strategic HR planning and the HRM process to the organization's strategic management and decision making process.
5. Explain how training helps to improve the employee performance.

UNIT-I

Strategic importance of HRM; objectives of HRM; challenges to HR professionals; role, responsibilities and competencies of HR professionals; HR department operations; human resource planning– objectives and process; human resource information system, contemporary issues in human resource management

UNIT-II

Talent acquisition: recruitment and selection strategies, career planning and management, succession planning, socialization and induction of new employees; training and development, investment in training, training need assessment, designing and administering training programme; executive development programme, evaluation of T&D programme

UNIT-III

Appraising performance: developing and instituting performance appraisal system, assessment and development centers, potential appraisal; rewarding performance: linking rewards to organizational objectives, determine compensation structure, pay for performance and incentive plans, ESOP, executive compensation, designing and administering benefits and services

UNIT-IV

HR in Knowledge Era: HR in knowledge industry, HR in virtual organizations, HR in mergers and acquisitions, outplacement, outsourcing HR functions, employee leasing, HR audit, international HRM

Recommended Readings:

1. Dessler, Gary, Human Resource Management, Pearson Education
2. Ivancevich, John M., Human Resource Management, Tata McGraw Hill, New Delhi
3. Gomez. Megia, Luis, David Balkin, and Roberty Cardy, Managing Human Resources, Pearson Education
4. Mathis, Robert, and John Jackson, Human Resource Management, Thomson Learning Inc.
5. Shell, Scott and George Bohlander, Human Resource Management, Thomson Learning Inc.
6. Pattanayak, Biswajert, Human Resource Management, PHI, New Delhi
7. Jyothi P. and D.N.Venkatesh, Human Resource Management, Oxford University Press, New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Operations and Supply Chain Management
Course Code: 25IMS506DS04

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

To develop understanding of operations and supply chain management strategies for improving organizational efficiency, responsiveness, quality, and customer value across business functions.

Course Outcomes

After completing the course students would be able to:

CO1: Acquire knowledge on Supply chain based on the participants.

CO2: Implement the Supply chain based on the drivers.

CO3: Acquire knowledge on the various methods of sourcing.

CO4: Evaluate the selection of vendor for supply chain management.

CO5: Illustrate the facility location methods.

UNIT -I

Introduction to operations Management; Factors affecting operation management, Decision making in operation Management; Operation strategies; Demand Forecasting, Qualitative & Quantitative Forecasting methods; Designing of processes and types of Process.

UNIT-II

Facility Capacity; Capacity Strategies; evaluation of capacity alternatives; analyzing capacity planning decisions; facility location; Factors, types and location planning methods, facility layout; Operation facility layout; types and layout decision models, Material Handling Managing Quality, JIT and Lean production in operations management.

UNIT-III

Introduction to supply chain management; future trends in supply chain management; increasing supply chain responsiveness, Logistics; logistical operation in supply chain management, Supply chain synchronization, model and data validation, Decision Models, Logistic design and operational planning, managing operation across the supply chain.

UNIT-IV

Procurement Process and sourcing decision; procurement process perspective, strategies & trends in procurement, The sourcing decision and strategies, E- Procurement, risk and benefits of outsourcing. Inventory, role and importance of inventory in supply chain Management. Customer value and supply chain Management, performance measure measurement along supply chain, Social issues & Relationship development in S. C. M.

Suggested Readings:

1. Bozarth, Cecil C. & Handfield, Robert B.; Introduction to Operations and Supply Chain Management; Pearson Education; New Delhi
2. Wisner, Joel D., Leong, G. Keong & Tan, Keah-Choon; Principles of Supply Chain Management – A balanced approach; Thomson Learning; New Delhi
3. Gaither, Norman & Frazier, Greg; Operations Management; Thomson Learning; New Delhi
4. Mahadevan, B.; Operations Management – Theory and Practice; Pearson Education; New Delhi
5. Krajewski, Lee J. & Ritzman, Larry P.; Operations Management – Processes and Value Chains; Pearson Education; New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Computer Networks and Web Development
Course Code: 25IMS506MV01

L-T-P
3-0-1

External Marks: 50
Practicum Marks: 50
Time: 3 Hours

Course Objectives

To equip students with knowledge of computer networks, data communication, web design, HTML, and network security for efficient online operations and security management.

Course Outcomes

- CO1: Review the current topics in Web & Internet technologies;
- CO2: Describe the basic concepts for network implementation;
- CO3: Learn the basic working scheme of the Internet and World Wide Web;
- CO4: Understand fundamental tools and technologies for web design;
- CO5: Specify design rules in constructing web pages and sites.

UNIT-I

Understanding Computer Networks: Uses, benefits and limitations of computer networks; Types of computer networks; Network devices; Network topologies for LANS, Ethernet (IEEE 802.3), Tokenring (IEEE 802.5); Introduction to OSI, TCP/IP reference models.

UNIT-II

Data Communication System: Communication modes; Communication media; Analog and digital signals; Serial and parallel transmission, synchronous and asynchronous transmission; Concept and types of modulation; Switching techniques; Multiplexing.

UNIT-III

Web Design and Technology: Requirements of intelligent websites; Website planning process; Website organization; Useful and attractive web pages; Website and page development tools; Testing and maintaining a website; Evaluating web site performance.

UNIT-IV

HTML & Web Page Design: Structure of HTML Document; HTML tags, inserting images, creating links, tables, forms and frames. Network Security: Cryptography; Digital signature; Firewall; User identification and authentication.

Lab: Practice in Microsoft FrontPage & HTML for web development, working with Web

Suggested Readings:

1. Forouzan , Data Communication & Networking, TMH, Delhi.
2. Comer, E. Douglas, Computer Networks and Internet 4e, Pearson Education, Delhi.
3. Napier Albert H. et al. (2009).Creating a winning E-Business. Cengage Learning, 2nd ed., New Delhi.
4. Miller, Data and Network Communication, Vikas Publishing House, New Delhi.
5. Tannenbaum, Computer Networks, PHI, Delhi.
6. Hagg, Baltzan & Philips, Business Driven Technology, TMH, N. Delhi.
7. Molly, Using HTML 4, PHI, Delhi.
8. Joseph P.T.(2006). E-Pommerce: An Indian Perspective. Prentice Hall of India, 2nd ed., New Delhi.

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of five short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Discipline Relevant/Allied - Minor Courses

Managerial Skills

Course Code: 23IMS501MI01

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives:

1. To acquaint the students with the basics of managerial skills and their application in managing the business more effectively and more efficiently.
2. To offer exposure to students of the importance of social psychological setup in becoming a dynamic manager.

Course Outcomes:

On successful completion of the course, the students will be able to:

1. Understand the essential managerial skills and the applications;
2. Learn how to solve an analytical problem, and why employee empowerment and delegation of work are crucial;
3. Know the importance of team building and group behavior in an organization;
4. Analyze the importance of communication and motivation skills in developing effective and efficient managers.

UNIT-I

Introduction to managerial skills: Meaning and concept of managerial skills, Need and its importance, Techniques of skill development for effective management, Application of management skills. Coordination and Interpersonal roles.

UNIT-II

Problem-solving: Problem-solving, creativity, innovation, steps of analytical problem solving, limitations of analytical problem solving, impediments of creativity, multiple approaches to creativity

Empowering and delegating: Meaning of empowerment, dimensions of empowerment, how to develop empowerment, inhibitors of empowerment, delegating works.

UNIT-III

Teams and Groups: Team Building, developing teams and teamwork, advantages of a team, leading a team, team membership, Group Dynamics, Group Behaviour, Cohesion, Importance of Brain Storming, Sensitivity Training, Nominal Group techniques, Leadership and competence development.

UNIT-IV

Communication: Process of communication, Need and Importance of communication skills, Types of communication, conduct of meetings, Interviews, reporting of projects, reporting of case analysis, Building self-confidence, Role of motivation skills in developing managers

Suggested Readings:

1. Essentials of Management by Herald Koontz, Weihrich and Cannice, Tata-McGraw Hill Publishing House.
2. Management by James A.E. Stoner, Freeman, Gilberth, Pearson Publishing House.
3. Management by Robbins, Coulter, Fernandez Pearson Publishing House.
4. Richard L. Daft: Principles of Management, Cengage Learning India.
5. V.S.P. Rao Managerial Skills Excel Books, 2010, New Delhi
6. David A Whetten, Cameron Developing Management skills, PHI 2008
7. Ramnik Kapoor Managerial Skills Path Makers, Bangalore
8. Kevin Gallagher, Skills development for Business and Management Students, Oxford, 2010
9. Monipally, Mutthukutty Business Communication Strategies Tata McGraw Hill.
10. Robbins Stephen P: Organisational Behaviour, Pearson.

Instructions for External Examiner: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Corporate Leadership
Course Code: 23IMS502MI01

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives:

1. To acquaint the students with the basics of leadership, qualities and behavioural approaches for managing the corporate employees more effectively and efficiently.
2. To offer exposure to students of the importance of a leader as relationship builder and as a social architect in bringing out change in business firms.

Course Outcomes:

On successful completion of the course, the students will be able to:

1. Know the different approaches of leadership and the leadership traits;
2. Comprehend the power of influencing individuals and its significance in creating high values, courage and moral of employees;
3. Learn how to motivate and empower employees through relationship building; and
4. Know the importance of a leader as social architect in bringing any corporate or social change.

UNIT-I

Introduction: Concept of leadership, trait and behavioural approaches, contingency approach, interactive framework for analyzing leadership

UNIT-II

Focus on Leader: Leader as an individual, power and influence, leadership and values, emotional leadership and leadership, leadership behaviour, courage and moral leadership

UNIT-III

Leader as relationship builder: motivation and empowerment, leader as communication champion, leading teams, leadership diversity

UNIT-IV

Leader as social architect: Creating vision and strategic direction, shaping culture and values, designing and leading learning organization, leadership and change

Suggested Readings:

11. Daft, Richard L., Leadership, Cengage Learning India Pvt. Ltd., New Delhi
12. Hughes, Richard L, Robert C., Ginnett and Gordon J, Curphy, Leadership – Enhancing the Lessons of Experience, Tata McGraw Hill Co. Ltd, New Delhi

Instructions for External Examiner: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Business Policy and Strategy
Course Code: 24IMS503MI01

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives:

1. To familiarize the students with the concepts, theories and models of Strategy that are being followed by the organizations.
2. To enable students to determine and analyse the factors contributing to the strategic development and survival or failure of industry operation, and on the basis of such analysis evaluate long-term strategies which enable the operation to achieve its corporate objectives.

Course Outcomes:

On successful completion of the course, the students will be able to:

1. Understand the strategic issues and policy decisions facing businesses and how current management concepts address these issues;
2. Understand and describe the strategic management process and the difference between strategic analysis, strategy formulation and strategy implementation;
3. Analyze new knowledge and use existing knowledge to conduct strategic and competitive analysis using various tools (e.g., SWOT analysis) in a variety of industries; and
4. Evaluate the formulation of business and corporate level strategies, the different business and corporate strategic types, alternative actions, and make sound strategic decisions.

UNIT-I

Business policy as a field of study; nature and objectives of business policy; strategic management process, vision and mission, establishment of organizational direction, corporate strategy and strategic activation; strategic business units.

UNIT-II

Top management constituents board of directors, sub-committees, chief executive officer; task, responsibilities and skills of top management; corporate governance.

UNIT-III

Formation of strategy: nature of company's environment and its analysis: SWOT analysis; evaluating multinational environment; identifying corporate competence and resources; principles and rules of corporate strategy; strategic excellence positions

UNIT-IV

Strategic analysis and choice; BCG matrix; GE-Cell Nine matrix; stop light strategic model; directional policy matrix model; grand strategy selection matrix; model of grand strategy clusters; behavioural considerations affecting strategic choice; contingency approach to strategic choice

Suggested Readings:

1. Johnson and Scholes, Exploring Corporate Strategy, Prentice Hall, New Delhi.
2. Thomson, S., Strategic Management, Tata McGraw Hill, New Delhi.
3. Sukul, Compash, Strategic Management, Vikas Publishing, New Delhi.
4. Kazmi, A., Business Policy and Strategic Management, TMH, New Delhi.
5. Wheelen, T. and J.D. Hunger, Strategic Management and Business Policy, Pearson Education, New Delhi.

Instructions for External Examiner: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Marketing Skills
Course Code: 26IMS507MI01MK

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives:

1. To provide the students basic knowledge of the concepts, tools and techniques of marketing and consumer behaviour.
2. To acquaint the students with the marketing skills required for dealing with competitive and technological marketing environment.

Course Outcomes:

On successful completion of the course, the students will be able to:

1. Have conceptual understanding of marketing and basic STP approaches.
2. Familiar with the marketing mix decisions and SEO techniques
3. Know the importance of consumer buying behaviour and how family members influence the decision-making process
4. Learn personal selling skills and retail business planning and management

UNIT-I

Basics of Marketing: Nature and scope of marketing, core concepts of marketing; corporate orientation towards marketplace; marketing environment

STP as Diagnosing Skills: Market segmentation, targeting and positioning approaches; product differentiation tools to deal with market competition

UNIT-II

Understanding Digital Marketing: Concept and applications, evolution of digital marketing; digital marketing mix decisions- product, price, distribution and promotion; career in digital marketing

Search Engine Optimization Skills: Search Engine Optimization (SEO), How search engine works, Googlebot (Google Crawler), types of SEO techniques; Keywords

UNIT-III

Understanding Consumer Behaviour: Importance of consumer behaviour; consumer buying decision process; building and delivering customer value and satisfaction; retaining customers; methods of studying consumer behaviour; importance of families and households on consumer behaviour; role behaviour and its influence on the decision process; family life cycles; changing roles of women; children and household consumer behaviour

UNIT-IV

Personal selling Skills: Nature and importance of personal selling, myths of selling, difference between personal selling, salesmanship and sales management, characteristics of a good salesman, personal selling process; social and ethical responsibilities of a sales personnel; evaluating and controlling the sales personnel; career opportunities in selling

Retail Management and Marketing Skills: Nature and functions of retailing; retail formats; retail business planning; merchandising operations and strategy; store design and layout; development of organized retailing in India; major international retail chains

Suggested Readings:

1. Kotler, Philip, Kevin Keller, A. Koshy and M. Jha, Marketing Management in South Asian Perspective, Pearson Education, New Delhi
2. Blackwell, Roger, Miniard, Paul & Engel, James; Consumer Behaviour; Thomson Learning; New Delhi
3. Schiffman, Leon G. & Kanuk, Leslie Lazar; Consumer Behaviour; Pearson Education; New Delhi
4. Havaladar, Krishna K. & Cavale, Vasant M.; **Sales and Distribution Management**; Tata McGraw Hill, New Delhi
5. Still, Richard R., Cundiff, Edward W. & Govoni, Norman; **Sales Management – Decision, Strategies and Cases** ; Pearson Education/Prentice Hall of India; New Delhi
6. Newman, A.J. and Peter C., Retailing Environment and Operations, Thomson Learning, London.
7. Andersen, C.H., Retailing: Concepts, Strategy and Information, St.Paul MN: West Publishing.

Instructions for External Examiner: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Management of Financial Services and Institutions

Course Code: 26IMS507MI01FM

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives:

1. To understand role of Financial Services in Business organizations and to give an insight into the strategic, regulatory, operating and managerial issues concerning select financial services and institutions.
2. To develop an integrated knowledge of the functional areas of financial services & institutions in the real world situation.

Course Outcomes:

On successful completion of the course, the students will be able to:

1. Understand various types of financial services with respect to rules and regulations prescribed by the regulators;
2. Understand the operation policies of financial institutions;
3. Understanding the working of the money market and capital market in India; and
4. Evaluate and create strategies to promote financial services.

UNIT-I

Financial Services: salient features, scope and problems; mutual funds; venture capital financing; regulatory and theoretical framework of leasing; issue management activities/procedures of merchant banking

UNIT-II

Credit rating; factoring and forfeiting; housing finance; merger/amalgamation and acquisition/takeover; debt securitization

UNIT-III

Operational policies and practices of SIDBI; EXIM BANK; UTI; LIC; NABARD; Segment and instruments of money market and capital market

UNIT-IV

Mechanism of security trading, NSE, BSE, Scripless trading, depository system and custodial services; SEBI – its objectives, functions and powers

Suggested Readings:

1. Bhole, L. M., Financial Institutions and Markets, Tata McGraw Hills, New Delhi
2. Khan, M. Y., Financial Services, Tata McGraw Hill, New Delhi
3. Pathak, Indian Financial System, Pearson Education
4. Khan, M.Y., Indian Financial System, Tata McGraw Hill, New Delhi
5. Machiraju, H.R., Indian Financial System, Vikas Publishing House
6. Machiraju, H.R., Working of Stock Exchange in India, New Age Publication
7. Shrivastava, R.M., and Nigam, Divya, Management of Indian Financial Institutions, Himalaya Publishing House.

Instructions for External Examiner: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Strategic HRM
Course Code: 26IMS507MI01HR

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives:

1. To develop a theoretical and practical understanding of the role of HR professionals as a strategic partner in organizations.
2. To provide linkages of Business Strategy to HR Strategies – Policies & Systems.

Course Outcomes:

On successful completion of the course, the students will be able to:

1. Integrate HR with the business strategy;
2. Gain rational ability to manage performance strategically;
3. Develop competency to enhance employee development; and
4. Manage and motivate employees using the basic principles of strategic human resource management.

UNIT-I

HR environment; HRM in knowledge economy; concept of SHRM: investment perspective of SHRM, evolution of SHRM, strategic HR vs. traditional HR, barrier to strategic HR, role of HR in strategic planning

UNIT-II

Strategic fit frameworks: linking business strategy and HR strategy, HR bundles approach, best practice approach; business strategy and human resource planning; HRM and firm performance linkages – measures of HRM performance; sustained competitive advantages through inimitable HR practices

UNIT-III

HR Systems: staffing systems, reward and compensation systems, employee and career development systems, performance management systems

UNIT-IV

Strategic options and HR decisions – Downsizing and restructuring, domestic and international labour market, mergers and acquisitions, outsourcing and off shoring

Suggested Readings:

1. Mello, Jeffrey A., Strategic Human Resource Management, Thomson Learning Inc.
2. Agarwala, Tanuja, Strategic Human Resource Management, Oxford University Press, New Delhi
3. Dreher, George and Thomas Dougherty, Human Resource Strategy, Tata McGraw Hill
4. Greer, Charles, Strategic Human Resource Management, Pearson Education
5. Belcourt, Monica and Kenneth McBay, Strategic Human Resource Planning, Thomson Learning Inc.

Instructions for External Examiner: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Social Media Marketing
Course Code: 26IMS508MI01MK

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives:

1. To acquaint the students with the basics of social media marketing and make the learner understand the behavior and engagement related issues of social media customers for their retention.
2. To offer exposure to students of the major social media platforms along with their functions and role in marketing for selecting the right media for the specific product marketing.

Course Outcomes:

On successful completion of the course, the students will be able to:

1. Utilize social media options professionally;
2. Comprehend the power of social media community and significance of social media entertainment in creating new trends of marketing;
3. Devise social media marketing strategies for business and non- business purposes; and
4. Able to integrate social media with digital and non- digital promotional programmes.

UNIT-I

Introduction to Social Media Marketing: Concept, Comparison and Implications, Social Media- Evolution, Characteristics, Social Media Marketing for Business and Non- Business Efforts, Career in Social Media Marketing

UNIT-II

Social Media Architecture and Marketing: Social Media Community- Networks and Audience, Social Media Publishing- Contents and Publishing, Social Media Entertainment- Gaming, Music, Videos and Celebrities, Social Media Commerce- Opportunities and Trends

UNIT-III

Social Media Customer: Profiles, Behavior and Engagement; Customer Data Management- Data Types, Data Retrieval and Data Processing for Customer Retention

UNIT-IV

Social Networks: Facebook, Instagram, X (previously Twitter), YouTube, WhatsApp - Design, Features, Mechanism, Metrics, Reach and Users, Social Network Marketing- Communication and Branding Strategy, Sales Strategy

Suggested Readings:

1. Dan Zarrella - The Social Media Marketing Book-O'Reilly Media (2009)
2. Dave Evans, Susan Bratton, Jake McKee - Social Media Marketing_ The Next Generation of Business Engagement-Sybex (2010)
3. Matthew Halloran, Crystal Thies(auth.) - The Social Media Handbook for Financial Advisors_ How to Use LinkedIn, Facebook, and Twitter to Build and Grow Your Business (2012)
4. Melissa Barker, Donald Barker, Nicholas Bormann, and Krista Neher. Social media marketing: A strategic approach. Nelson Education, 2012.
5. Puneet Bhatia, Fundamental of Digital Marketing, Pearson Education (2017)
6. Jason, McDonald. Social Media Marketing Workbook: 2018 Edition - How to Use Social Media for Business

Instructions for External Examiner: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Security Analysis and Portfolio Management
Course Code: 26IMS508MI01FM

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives:

1. To make the students aware about fundamental principles and techniques of Security Analysis and Portfolio Management.

Course Outcomes:

On successful completion of the course, the students will be able to:

1. Have a firm grasp on the basics of investment;
2. Have a general understanding of fundamental and technical analysis of investment;
3. Be knowledgeable on modern portfolio theories; and
4. Have an understanding on portfolio construction, revision and performance evaluation techniques.

UNIT-I

Investment-Meaning, nature, process and alternatives; return and risk; Concept and components of total risk; Measuring historical and expected return and risk; systematic and unsystematic risk. Measurement of systematic risk.

UNIT-II

Objectives and benefits of investment analysis and security valuation; theories of fixed and variable income securities; Efficient Market Theory; Fundamental Analysis - Economic, Industry and Company Analysis; Technical Analysis

UNIT-III

Portfolio – Meaning, advantages and selection; Selection Problems: Markowitz portfolio theory; expected return and standard deviation for portfolios; the efficient frontier; the efficient frontier and investor utility; the selection of the optimal portfolio; Sharpe single-index model; Capital Asset Pricing Model; Arbitrage Pricing Theory

UNIT-IV

Bond portfolio management strategies – passive portfolio strategies, active management strategies; Portfolio revision – meaning, need, constraints and strategies; formula plans - constant-dollar-value plan, constant ratio plan, variable ratio plan; Portfolio performance evaluation: risk adjusted measures of performance

Suggested Readings:

1. Reiley & Brown, Investment Analysis & Portfolio Management, Thomson Learning, Bombay.
2. Pandian, Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi
3. Sharpe, Alexander & Wiley, Investment. Prentice Hall of India, New Delhi.
4. Alexander, Gordon J. and Bailey, Jeffery V., Investment analysis and Portfolio Management, Dryden Press, Thomson Learning, Bombay.
5. Bodie ZVI, Kane Alex, Marcus, Alan J and Mohanty, Pitabas, Investments, TMH, New Delhi, 2006.
6. Elton, Edwin J. & Gruber, Martin J., Modern Portfolio Theory & Investment Analysis, John Wiley & Sons.
6. Haugen, Robert A., Modern Investment Theory, Pearson Education, New Delhi.

Instructions for External Examiner: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Industrial Relations
Course Code: 26IMS508MI01HR

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives:

1. To make students aware of the various actors as part of the industrial relations (which also includes the influence of the state, ILO and so on) and understand the labor laws, issues and implications..
2. To offer exposure to students of the Trade Unionism, Participative Management and emerging issues concerned with Industrial Relations.

Course Outcomes:

On successful completion of the course, the students will be able to:

1. Demonstrate descriptive knowledge of the field of industrial relations;
2. Apply the essential concepts of industrial relations and their interrelationship at the personal, organisational and national levels;
3. Discuss the causes of Grievance, need for discipline and punitive measures for Indiscipline; and
4. Examine the need for Collective bargaining, Workers Participation in Management and the process involved.

UNIT-I

Industrial Relations: Concept, Scope, Objectives, emerging socio-economic and techno economic profile; Impact of technological change on industrial relations; Role of State in managing industrial relations factors affecting industrial relations.

UNIT-II

ILO and 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; Role and objectives of ILO. Prevention and settlement of disputes

UNIT-III

Labor Legislations: Objectives, forms and significance; Grievance handling legislations: Social security legislations, Regulatory legislations and protective and employment legislations; Harmony and discipline

UNIT-IV

Co-ownership Management; Concept and significance; Involvement of workers with management processes; Strategic implementation of WPM; Collective bargaining and empowerment: role, methods and significance to quality management. Quality of work life

Suggested Readings:

1. Ramaswamy, E. **Managing Human Resources**, Oxford University Press, New Delhi
2. Venkataratnam, 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
5. Sinha, Sinha, Sakher, **Industrial Relations, Trade Unions and Labour Legislations**,
6. Pearson Education, New delhi
7. Venkataratnam, C.S., **Industrial Relations**, Oxford University Press, New Delhi
8. Dutta, S.K. **Guide to Disciplinary Action**, Tata McGraw Hill, New Delhi

Instructions for External Examiner: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Multidisciplinary Courses
Foundations of Management
Course Code: 23IMSX01MD01

L-T-P
3-0-0

External Marks: 50
Internal Marks: 25
Time: 3 Hours

Course Objectives:

1. The course is designed to help the students develop fundamental and transferable skills in order to become effective managers.
2. The students will understand how planning, organizing, and controlling have impacts on a manager's effectiveness and efficiency.

Course Outcomes:

After completing the course successfully, the students would be able to:

1. Provide a strong foundation to the students on fundamentals of management;
2. Enrich their knowledge of functional areas of management and provide an understanding of various management theories and their applications;
3. Various approaches to problem-solving & decision-making;
4. Will learn the control processes and their importance.

Unit-I

Overview of management: Concept, nature, process, managerial levels, skills, functions and role of managers

Unit-II

Planning: Nature and purpose of planning, planning process, types of plans, Management by Objectives (MBO), Strategies - types of strategies, Decision making – types of decision, decision-making process, rational decision making

Unit-III

Organizing: Nature and purpose of organizing, organization structure, Departmentation, Span of control, Centralization and Decentralization, Delegation of authority and responsibility

Unit-IV

Controlling: Nature and scope of control, types of control, control process, control techniques – traditional and modern, effective control system

Suggested Readings:

1. Management Theory and Practice by C. B Gupta (Sultan Chand and Sons)
2. Essentials of Management by Koontz and Wehrich (Tata McGraw-Hill)
3. Chandan. J. S. Management: Concepts and Strategies, (Vikas Publishing House), New Delhi
4. Robbins and Coulter, Management, Prentice Hall of India, New Delhi
5. Mohan, Krishna and Banerji, Meera, Developing Communication Skills, Macmillan India Ltd, New Delhi
6. Blaoisi, Wendy, Curtis W Cook and Phillip L, Hunsaker, Management and Organisational Behaviour, McGraw Hill
7. Mondy, R Wayne, Aruther Sharplin and Shane Premeaux, Management and Organizational Behaviour, Allyn and Bacon, USA
8. Mullins, Laurie, J. Management and Organisational Behaviour, Pearson Education, New Delhi

Instructions for External Examiner: The question paper shall be divided into two sections. **Section 'A'** shall comprise five short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Marketing Management
Course Code: 23IMSX02MD01

L-T-P
3-0-0

External Marks: 50
Internal Marks: 25
Time: 3 Hours

Course Objectives:

1. The course is designed to help the students analyze marketing activities within a firm and apply marketing concepts and theories to realistic marketing situations.
2. The students will develop a better appreciation and understanding of the role of marketing in a business organization specifically, and in our society at large.

Course Outcomes

After completing the course successfully, the students would be able to:

1. Relate the corporate function of marketing;
2. Outline the macro and microenvironment in molding a company's marketing function;
3. Differentiate the consumer and institutional buyer behavior;
4. Compare and contrast goods and services and define the target segments for the products; and
5. Select the right promotion and distribution channel for a product.

UNIT -I

Introduction to marketing: Nature, scope, core concepts, tasks of marketing management, and corporate orientation towards marketplace; marketing environment; and ethical issues in marketing

UNIT -II

Understanding consumer and business markets: Consumer buying decision process in consumer and business markets; building customer value, satisfaction and loyalty; Market segmentation, targeting and positioning approaches to deal with market competition; tools of product differentiation

UNIT -III

Product and pricing decisions: Product life cycle, product mix and product line decisions, new product development process; branding, packaging and labelling decisions; determinants of price, pricing methods and strategies

UNIT -IV

Promotion and distribution decisions: Promotion mix - Advertising and sales promotion; public relations; personal selling; Channels of distribution: functions of intermediaries, channel design decisions, selecting channel members, channel management; wholesaling and retailing

Recommended Readings:

1. Kotler Philip and Keller; Marketing Management, Pearson Education, New Delhi
2. Kotler, Philip, Kevin Keller, A. Koshy and M. Jha, Marketing Management in South Asian Perspective, Pearson Education, New Delhi
3. Kerin, Hartley, Berkowitz and Rudelius, Marketing, TMH, New Delhi
4. Etzel, Michael J, Marketing: Concepts and Cases, TMH, New Delhi
5. Dhunna, Mukesh, Marketing Management – Text and Cases, Wisdom Publications, New Delhi
6. Capon, Noel and Singh Siddharth; Managing Marketing-An Applied Approach, Wiley Publications, New Delhi

Instructions for External Examiner: The question paper shall be divided into two sections. **Section ‘A’** shall comprise of five short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Entrepreneurship and MSME
Paper code: 24IMSX03MD01

L-T-P
3-0-0

External Marks: 50
Internal Marks: 25
Time: 3 Hours

Course Objectives:

1. The course is designed to give the students an understanding of the various concepts and factors of entrepreneurship and MSME.
2. The students will be in a better position to analyze the entrepreneurial process, financial institutions supporting entrepreneurs, and the importance of MSME in the economic development of a society.

Course Outcomes

After completing the course successfully, the students would be able to:

1. Identify the requisite skills of a successful entrepreneur;
2. Scan the business environment to find the feasibility of a business plan;
3. Have knowledge of financial and legal aspects of forming an entrepreneurial venture; and
4. Finding out the role of promoting agencies in entrepreneurship development.

Unit-I

Entrepreneurship – Concept, knowledge and skills requirement, characteristics of successful entrepreneurs, the role of entrepreneurship in economic development, entrepreneurship process, factors impacting emergence of entrepreneurship, managerial vs. entrepreneurial approach, and emergence of entrepreneurship

Unit-II

Creating Entrepreneurial Venture – Environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility; drawing business plan; preparing project report; presenting business plan to investors

Unit-III

Sources of Finance – Debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs; legal issues – intellectual property rights patents, trademarks, copyrights, trade secrets, licensing, franchising

Unit-IV

Micro, Small and Medium-sized Enterprises (MSME) in India – Meaning and nature of MSME in India, Role of MSME in socio-economic development, problems faced by MSME, Role of innovation and entrepreneurship for MSME, Government initiatives for MSME sector

Suggested Readings:

1. Hisrich, Robert D., Michael Peters and Dean Shepherd, Entrepreneurship, Tata McGraw Hill, New Delhi.
2. Barringer, Brace R., and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersey (USA).
3. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi.
4. Kuratko, Donand and Richard Hodgetts, Entrepreneurship, Cengage Learning India Pvt. Ltd., New Delhi.
5. Scarborough, N. M., & Cornwall, J. R. (2014). Essentials of entrepreneurship and small business management. Essex, UK: Pearson.

Instructions for External Examiner: The question paper shall be divided into two sections. **Section ‘A’** shall comprise of five short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.