



Department of Business Management

Assam Women's University

Manoj

Master of Business Administration CBCS
4years BBA, BBA+MBA 5yrs integrated,
1 year MBA syllabus and regulations as Per
NEP 2020

SALIENT FEATURES OF THE BBA+MBA 5YRS INTEGRATED PROGRAMME

About the programme

The UG Programme will be of Three-Year (Bachelor's Degree) or Four-Year (Bachelor's Degree with Research) OR 5 YR Integrated MBA duration and the curriculum will be flexible by allowing creative combination of subjects where skill based vocational education will be an integral part. The students will have opportunity for multiple entry and exit with appropriate certification viz. Undergraduate Certificate after one year (two semesters), Undergraduate Diploma after two years (four semesters), Bachelor's Degree after three years (six semesters), Bachelor's Degree with Research after 4 years (eight semesters) and Masters Degree with Research or Coursework & Research after 5yrs (10 semester). This will allow them to continue or leave a course as per their academic orientation.

Programme Objectives for 5-year Integrated BBA and MBA Programme

1. **Knowledge Acquisition:**
 - PO 1: Equip students with comprehensive knowledge of business management principles, theories, and practices.
 - PO 2: Develop a deep understanding of the socio-economic environment and its impact on businesses.
2. **Skill Development:**
 - PO 3: Foster critical thinking, problem-solving, and decision-making skills.
 - PO 4: Enhance communication, teamwork, and leadership abilities.
 - PO 5: Promote technological proficiency and data-driven decision-making.
3. **Ethical and Social Responsibility:**
 - PO 6: Instill ethical values and social responsibility in business practices.
 - PO 7: Encourage sustainable business practices and an understanding of global citizenship.
4. **Innovation and Entrepreneurship:**
 - PO 8: Cultivate an entrepreneurial mindset and innovation capabilities.
 - PO 9: Provide knowledge and skills for starting and managing new ventures.
5. **Professional Preparedness:**
 - PO 10: Prepare students for successful careers in diverse business sectors.
 - PO 11: Develop adaptability and lifelong learning habits to keep pace with dynamic business environments.

Programme Outcomes for 5-year Integrated BBA and MBA Programme

1. **Knowledge and Understanding (Remembering, Understanding):**
 - PO 1: Demonstrate comprehensive knowledge of core business disciplines such as marketing, finance, operations, and human resource management.
 - PO 2: Understand the impact of global, economic, and cultural factors on business operations.
2. **Application (Applying):**
 - PO 3: Apply theoretical knowledge to solve real-world business problems.
 - PO 4: Utilize quantitative and qualitative tools to analyze business situations and make informed decisions.
3. **Critical Thinking and Analysis (Analyzing):**
 - PO 5: Critically evaluate business issues and construct well-reasoned arguments.
 - PO 6: Analyze complex business scenarios and identify viable solutions.

4. **Synthesis and Creativity (Evaluating, Creating):**
 - PO 7: Integrate knowledge from various business domains to develop innovative solutions.
 - PO 8: Create strategic plans and business models that reflect entrepreneurial thinking.
5. **Communication and Leadership (Applying, Creating):**
 - PO 9: Communicate effectively in professional settings through various media.
 - PO 10: Demonstrate leadership skills by managing teams and projects efficiently.
6. **Ethics and Social Responsibility (Understanding, Evaluating):**
 - PO 11: Recognize and analyze ethical dilemmas in business contexts.
 - PO 12: Advocate for and practice ethical behavior and social responsibility in professional activities.
7. **Lifelong Learning and Adaptability (Remembering, Creating):**
 - PO 13: Exhibit a commitment to continuous learning and self-improvement.
 - PO 14: Adapt to changing business environments and emerging trends.
8. **Technological Proficiency (Applying, Creating):**
 - PO 15: Utilize modern technological tools and platforms for business operations.
 - PO 16: Leverage data analytics and information systems for strategic decision-making.

Teaching methodology

To make the stated objectives a reality, and in order to ensure that there aren't any gaps in learning, a wide variety of teaching methodologies are used in the programme which include lecture, case study, group discussion, management games, presentation, audio visuals, and seminars to just name a few.

Programme requirements

The entire 4 yr BBA programme comprises of 174 credits and 5yr integrated MBA programme comprises of 222.

Condition of Admission in Lateral Entry for one year Master's programme.

Lateral Entry (Second Year) in Post-Graduation course i.e. MBA is permissible to students holding BBA (with any prefix or suffix), B.Com. (H) and BBA-LLB of at least four years. This will lead to award the degree in MBA with any specialization offered by the department.

Scope of courses

The core courses are offered in a variety of domains which include, but are not restricted to:

- General Management
- Finance
- Marketing
- Human Resource Management.
- Production and Operations Management
- Organisational Behaviour
- Computer applications
- Strategic Management
- Research Methodology
- Economics

- Ethics and Law

Specializations offered

Students are also required to choose any two specialization for their second year from the list given below.

1. Finance
2. Marketing
3. Human Resource

The university is providing three specialisations at present although the list is liable to be expanded in the future. The details of the core and elective courses provided in the subsequent sections of the booklet and are also subject to change from time to time.

Course Matrix

4YR BBA+1 YR MBA WITH COURSE WORK & RESEARCH

Year	Semester	Major	credit	Total credit	Minor	Credit	Total credit	MDC	Credit	Total credit	AEC	credit	Total credit	SEC	credit	Total credit	Internship	credit	Total credit	VAC	credit	Total credit	RESEARCH PROJECT/ DISSERTATION	
1	I	1	4	4	1	4	4	1	4	4	1	3	3	1	3	3			0	1	3	3		
	II	1	4	4	1	4	4	1	4	4	1	3	3	1	3	3			0	1	3	3		
2	III	2	4	8	1	4	4	1	4	4	1	3	3	1	3	3			0			0		
	IV	4	4	16	1	4	4			0			0			0			0	1	3	3		
3	V	4	4	16	1	4	4			0			0			0	1	3	3			0		
	VI	4	4	16	1	4	4			0			0			0			0			0		
Total credits				0			0			0			0			0			0			0		
4	VII	3	4	12	1	4	4			0			0			0	1	4	4			0		
	VIII	3	4	12	1	4	4			0			0			0			0			0		8
Total credits																								
1 yr PG with Course Work																								
Year	Semester	Core	credit	Total credit	Minor	Credit	Total credit	IDC	Credit	Total credit	AEC	credit	Total credit	SEC	credit	Total credit	Internship	credit	Total credit	VAC	credit	Total credit	RESEARCH PROJECT/ DISSERTATION	
1	I	2	4	8																				8
	II	2	4	8																				8
Total credits																								
Grand Total credits (4yr BBA+1 yr MBA with Course work & research)																								

4YR BBA+1 YR MBA WITH COURSE WORK

Year	Semester	Major	credit	Total credit	Minor	Credit	Total credit	MDC	Credit	Total credit	AEC	credit	Total credit	SEC	credit	Total credit	Internship	credit	Total credit	VAC	credit	Total credit	RESEARCH PROJECT/ DISSERTATION
1	I	1	4	4	1	4	4	1	4	4	1	3	3	1	3	3			0	1	3	3	
	II	1	4	4	1	4	4	1	4	4	1	3	3	1	3	3			0	1	3	3	
2	III	2	4	8	1	4	4	1	4	4	1	3	3	1	3	3			0			0	
	IV	4	4	16	1	4	4			0			0			0			0	1	3	3	
3	V	4	4	16	1	4	4			0			0			0	1	3	3			0	
	VI	4	4	16	1	4	4			0			0			0			0			0	
Total credits				0			0			0			0			0			0			0	
4	VII	3	4	12	1	4	4			0			0			0	1	4	4			0	
	VIII	3	4	12	1	4	4			0			0			0			0			0	8
Total credits																							
1 yr PG with Course Work																							
Year	Semester	Core	credit	Total credit	Minor	Credit	Total credit	IDC	Credit	Total credit	AEC	credit	Total credit	SEC	credit	Total credit	Internship	credit	Total credit	VAC	credit	Total credit	RESEARCH PROJECT/ DISSERTATION
1	I	3	4	12													1	4	4				
	II	4	4	16																			
Total credits																							
Grand Total credits (4yr BBA+1 yr MBA with Course work & research)																							

COURSE TYPE	ABBREVIATION USED
MAJOR	MJ
MINOR	MN
DEPARTMENT SPECIFIC ELECTIVE	DSE
INTER DISCIPLINE SPECIFIC COURSE	MDC
ABILITY ENHANCEMENT COURSE	AEC
SKILL ENHANCEMENT COURSE	SEC
VALUE ADDED COURSE	VAC

LIST OF COURSES

First Semester

SL	Course Name	Course Type	Credit	Course code
1	Management Fundamentals	MJ	4-0-0	IPBMJ1402
2	Managerial Economics	MN	4-0-0	IPBMN1402
3	Generic Elective- I	MDC	4-0-0	Will be provided by the concerned department
4	Language -I(MIL/Regional)	AEC	3-0-0	
5	Spreadsheet for Business	SEC	3-0-0	IPBMSE1301
6	Environmental studies	VAC	3-0-0	
		Total	21	

Second Semester

SL	Course Name	Course Type	Credit	Course code
1	Organizational Behaviour	MJ	4-0-0	IPBMJ2401
2	Business Environment	MN	4-0-0	IPBMN2402
3	Generic Elective-II	MDC	4-0-0	Will be provided by the concerned department
4	Language-II	AEC	3-0-0	Will be provided by the concerned department
5	Managing Personal Finance	SEC	3-0-0	IPBMSE2302
6	Business Ethics	VAC	3-0-0	IPVAC2303
		Total	21	

Exit policy: Students who wish to exit the AWU FYIPGP at the end of 1 year (two semesters) will be awarded a UG Certificate Programme in the chosen fields of study after securing the requisite Credits on completion of two Semester, if in addition, they complete ONE vocational course or internship of 3 credits within one year from the completion of 2nd semester examination.

Third Semester

SL	Course Name	Course Type	Credit	Course code
1	Marketing Management	MJ	4-0-0	IPBMJ3401
2	Financial Accounting	MJ	4-0-0	IPBMJ3402
3	Industrial Relations	MN	4-0-0	IPBMN3403
4	Generic Elective-III	MDC	4-0-0	Will be provided by the concerned department
5	Language-III	AEC	3-0-0	Will be provided by the concerned department
6	Business Communication	SEC	3-0-0	IPBMSE3303
		Total	22	

Fourth Semester

SL	Course Name	Course Type	Credit	Course code
1	Human Resource Management	MJ	4-0-0	IPBMJ4401
2	Project Management	MJ	4-0-0	IPBMJ4402
3	Business Law	MJ	4-0-0	IPBMJ4403
4	Consumer Behaviour	MJ	4-0-0	IPBMJ4404
5	Behavioural finance	MN	4-0-0	IPBMN4405
6		VAC	3-0-0	Will be provided by the concerned department
		Total	23	

Exit policy: Students who wish to exit the AWU FYIPGP programme at the end of 2-year (4 semesters) shall be awarded a UG Diploma (in field of major discipline) subject to satisfying the requisite credits requirements, if in addition, they complete ONE vocational course or Internship of 3 credits within one year from the completion of 4th semester examination.

Fifth Semester

SL	Course Name	Course Type	Credit	Course code
1	Strategic Management	MJ	4-0-0	IPBMJ5401
2	Entrepreneurship Development	MJ	4-0-0	IPBMJ5402
3	Cost Accounting	MJ	4-0-0	IPBMJ5403
4	Computer Applications of Managers	MJ	4-0-0	IPBMJ5404
5	Quantitative Techniques	MN	4-0-0	IPBMN5401
6	Internship	Internship	3	IPBAIN5301
		Total	23	

Sixth Semester

SL	Course Name	Course Type	Credit	Course code
1.	Supply Chain Management	MJ	4-0-0	IPBMJ6401
2.	International Business	MJ	4-0-0	IPBMJ6402
3.	Financial Management	MJ	4-0-0	IPBMJ6403
4.	Advertising Management	MJ	4-0-0	IPBMJ6404
5.	Compensation Management	MN	4-0-0	IPBMN6401
		Total	20	

Exit policy: Students who wish to opt out of the AWU FYIPGP programme at the end of a 3-year (6 semesters) shall be awarded a degree in 3-Year UG programme in the respective Major discipline, subject to satisfying the requisite credit requirements, if in addition, they complete ONE vocational course or Internship of 3 credits during their 3rd year of study.

However, the above mentioned Vocational course or Internship is mandatory requirement even for those students choosing to continue into the 4th and 5th year of the Programme

Seventh Semester

SL	Course Name	Course Type	Credit	Course code
1.	Core Concepts of Business	MJ	4-0-0	IPBMJ7401
2.	Performance Management	MJ	4-0-0	IPBMJ7402
3.	Digital Marketing	MJ	4-0-0	IPBMJ7403
4.	Internship	I	4	IPBIN7402
5.	Soft Skills For employability	MN	4-0-0	IPBMN7405
		Total	20	

Eighth Semester

SL	Course Name	Course Type	Credit	Course code
1	Leadership	MJ	4-0-0	IPBMJ8401
2	Sales Management	MJ	4-0-0	IPBMJ8402
3	Banking and financial management	MJ	4-0-0	IPBMJ8403
4	Management Information System	MN	4-0-0	IPBMN8401
5	Research-I	Research Project / Dissertation	0-0-8	IPBMD8801
		Total	24	

Note: A Students who wishes to exit the AWU FYIPGP at the end of a 4-year (8 semesters) UG programme, but forego the dissertation component during 7th and 8th semester, shall be awarded UG Honours degree in the Major discipline after successful completion of four years, subject to satisfying the requisite credits requirements. Such a Student shall undertake courses comprising of

internship/Fieldwork/Project work/ Course work (as determined by the concerned department) in lieu of Dissertation work during 7th and 8th semester.

Ninth Semester (Course work + Research)

SL	Course Name	Course Type	Credit	Course code
1	Research Methodology in Business	MJ	4-0-0	IPBMJ9401
2	Specialization A1	MJ	4-0-0	
3	Specialization B1	DSE	4-0-0	
4	Specialization B2	DSE	4-0-0	
5	Research-II	Research Project / Dissertation	8-0-0	
		Total	24	

or

Ninth Semester (Course work)

SL	Course Name	Course Type	Credit	Course code
1	Research Methodology in Business	MJ	4	IPBMJ9401
2	Specialization A1	MJ	4-0-0	
3	Specialization B1	DSE	4-0-0	
4	Specialization A2	MJ	4-0-0	
5	Specialization B2	DSE	4-0-0	
6	SUMMER INTERNSHIP -II	Internship	4	IPBIN9403
		Total	24	

Tenth Semester (Course work + Research)

SL	Course Name	Course Type	Credit	Course code
1	Specialization A2	MJ	4-0-0	
2	Specialization B3	DSE	4-0-0	
3	Specialization A3	MJ	4-0-0	
4	Specialization B4	DSE	4-0-0	
5	Research	Research Project / Dissertation	8-0-0	
		Total	24	

or

Tenth Semester (Course work)

SL	Course Name	Course Type	Credit	Course code
1	Specialization A4	MJ	4-0-0	
3	Specialization B3	DSE	4-0-0	

4	Specialization A5	MJ	4-0-0	
4	Specialization B4	DSE	4-0-0	
5	Comprehensive Viva	MJ	4	
6	Intellectual Property Rights	MJ	4-0-0	IPBMJX401
		Total	24	

1. Total credits (4YR BBA+1 YR MBA WITH COURSE WORK & RESEARCH): 222

2. Total credits (4YR BBA+1 YR MBA WITH COURSE WORK): 222

Note: Students who wish to successfully complete all curricular requirements and exit at the end of the Five Year long Integrated Post Graduate Programme shall be awarded an Integrated Master's degree in the Major discipline, subject to securing the minimum number of requisite credits.

The students who have already completed Dissertation OR research projects during the 7th and 8th semester of the 4th Year, need not undergo Dissertation work again during the 9th and 10th semester. Such a student can select internship/fieldwork /project work/DSE Courses or such other relevant course as recommended by the concerned Department in lieu of Dissertation work.

Alternatively, students who have not completed any Dissertation or Research projects during the 7th and 8th semester of their 4th year are required to complete it in the 5th year of the Integrated PG programme.

Note:

- 1. AEC, SEC, VAC courses may be opted from the basket of VAC, SEC, AEC provided by the university as a whole or MOOCS (Massive Online Open Courses) approved by the university.**
- 2. *Students will take IDC from the basket of IDC courses (other discipline unrelated course) provided by the university.**

MOOCS (Massive Online Open Courses): The University Grant Commission by clause (f) and (g) of sub-section (1) of 26 of the UGC Act 1956 (No. 3 of 1956), has in its 515 Meeting on 25th May 2016, approved the "Credit Framework for online learning courses through SWAYAM" regulation 2016. It states: The parent Institution shall give the equivalent credit Weightage to the students for the credit earned through online learning courses through SWAYAM platform in the credit plan of the program.

Note: Students are to take any two specializations from the areas mentioned below. Students can choose the credit requirements out of the basket of papers offered within a specialization in a particular semester.

Area 1: Finance

SL	Course code	Subject Name	L-T-P	Credit Hours	Credits
1.	IPBMEX401	Security Analysis and Portfolio Management	4-0-0	4	4
2.	IPBMEX402	Financial Markets and Services	3-1-0	4	4

3.	IPBMEX403	Direct Taxes and GST	3-1-0	4	4
4.	IPBMEX405	Derivatives and Risk Management	4-0-0	4	4
5.	IPBMEX406	Financial Engineering	4-0-0	4	4
6.	IPBMEX407	Advanced Financial Management	4-0-0	4	4

Area 2: Marketing

SL	Course code	Subject Name	L-T-P	Credits	Credit Hours
1.	IPBMEX411	Product and Brand Management	3-1-0	4	4
2.	IPBMEX415	Services Marketing	3-1-0	4	4
3.	IPBMEX416	Rural Marketing	3-1-0	4	4
4.	IPBMEX418	Social Media Marketing	3-1-0	4	4
5.	IPBMEX419	Contemporary Retailing	3-1-0	4	4
6.	IPBMEX412	Relationship Marketing	3-1-0	4	4

Area 3: Human Resource

SL	Course code	Subject Name	L-T-P	Credits	Credit Hours
1.	IPBMEX421	Human Resource Development	3-1-0	4	4
2.	IPBMEX425	Organisational Change and Development	3-1-0	4	4
3.	IPBMEX426	International Human Resource Management	3-1-0	4	4
4.	IPBMEX427	Labour Laws	3-1-0	4	4
5.	IPBMEX428	Talent Acquisition and Management	3-1-0	4	4

6.	IPBMEX429	Social and Industrial Psychology	3-1-0	4	4
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Evaluation Committee for Multiple Entry and Exit

With the provision of multiple entry and exit, students from other HEIs will be allowed entry to appropriate Level. Evaluation Committee will be set up to see the eligibility of such students who desire to join the University from other HEIs with a lateral entry.

1. Management Fundamentals (Course Code: IPBMJ1402) Course Objectives:

- CO 1: Introduce the basic principles and functions of management (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to apply management principles in real-world scenarios (PO 3, PO 4) (Applying).
- CO 3: Promote understanding of effective leadership and decision-making (PO 4, PO 5) (Evaluating).

Course Outcomes:

- CO 1: Describe the fundamental principles of management and their application (PO 1, PO 2) (Understanding).
- CO 2: Apply management principles to solve organizational problems (PO 3, PO 4) (Applying).
- CO 3: Demonstrate effective leadership and decision-making skills (PO 4, PO 5) (Evaluating).

3. Managerial Economics (Course Code: IPBMN1402) Course Objectives:

- CO 1: Provide a solid foundation in economic theories and their application to managerial decision-making (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to analyze market structures and business strategies (PO 3, PO 5) (Analyzing).
- CO 3: Foster critical thinking in evaluating economic policies and their impact on businesses (PO 5, PO 6) (Evaluating).

Course Outcomes:

- CO 1: Explain key economic concepts and their relevance to business decisions (PO 1, PO 2) (Understanding).
- CO 2: Analyze market structures and business strategies using economic principles (PO 3, PO 5) (Analyzing).
- CO 3: Evaluate the impact of economic policies on business operations (PO 5, PO 6) (Evaluating).

3. Generic Elective - I (Course Code: To be provided) Course Objectives:

- CO 1: Introduce students to interdisciplinary knowledge and skills (PO 1, PO 2) (Understanding).
- CO 2: Enhance critical thinking and problem-solving abilities (PO 3, PO 5) (Analyzing).
- CO 3: Foster a broad understanding of societal and global issues (PO 2, PO 6) (Understanding).

Course Outcomes:

- CO 1: Demonstrate interdisciplinary knowledge and its application (PO 1, PO 2) (Understanding).
- CO 2: Apply critical thinking to solve interdisciplinary problems (PO 3, PO 5) (Analyzing).
- CO 3: Understand and analyze societal and global issues (PO 2, PO 6) (Understanding, Analyzing).

4. Language - I (MIL/Regional) (Course Code: IBBA1204) Course Objectives:

- CO 1: Develop proficiency in the chosen language for effective communication (PO 1, PO 4) (Applying).
- CO 2: Enhance understanding of cultural contexts and expressions (PO 2, PO 6) (Understanding).
- CO 3: Improve written and verbal communication skills (PO 4, PO 9) (Applying).

Course Outcomes:

- CO 1: Demonstrate proficiency in the chosen language (PO 1, PO 4) (Applying).
- CO 2: Understand cultural contexts and effectively communicate within them (PO 2, PO 6) (Understanding).
- CO 3: Exhibit strong written and verbal communication skills (PO 4, PO 9) (Applying).

5. Spreadsheet for Business (Course Code: IPBMSE1301) Course Objectives:

- CO 1: Introduce the basics of spreadsheet software and its business applications (PO 5, PO 8) (Understanding).
- CO 2: Develop skills to perform data analysis and visualization using spreadsheets (PO 5, PO 8) (Applying).
- CO 3: Enhance problem-solving abilities using spreadsheet tools (PO 3, PO 8) (Applying).

Course Outcomes:

- CO 1: Demonstrate proficiency in using spreadsheet software for business tasks (PO 5, PO 8) (Applying).
- CO 2: Perform data analysis and create visualizations using spreadsheets (PO 5, PO 8) (Applying).
- CO 3: Apply spreadsheet tools to solve business problems (PO 3, PO 8) (Applying).

6. Environmental Studies (Course Code: To be provided) Course Objectives:

- CO 1: Provide an understanding of environmental issues and their impact on business (PO 6, PO 7) (Understanding).
- CO 2: Develop knowledge of sustainable business practices (PO 6, PO 7) (Understanding).
- CO 3: Foster awareness of global environmental challenges (PO 6, PO 7) (Understanding).

Course Outcomes:

- CO 1: Explain the impact of environmental issues on business operations (PO 6, PO 7) (Understanding).
- CO 2: Demonstrate knowledge of sustainable business practices (PO 6, PO 7) (Understanding).
- CO 3: Analyze global environmental challenges and propose solutions (PO 6, PO 7) (Analyzing).

Mapping Programme Objectives with Course Objectives and Course Outcomes

First Semester

Course Name	Course Objectives	Programme Objectives	Bloom's Taxonomy Aspect
Management Fundamentals	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 4, PO 5	Understanding, Applying, Evaluating

Course Name	Course Objectives	Programme Objectives	Bloom's Taxonomy Aspect
Managerial Economics	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 6	Understanding, Analyzing, Evaluating
Generic Elective - I	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 6	Understanding, Analyzing
Language - I (MIL/Regional)	CO 1, CO 2, CO 3	PO 1, PO 2, PO 4, PO 6, PO 9	Applying, Understanding
Spreadsheet for Business	CO 1, CO 2, CO 3	PO 3, PO 5, PO 8	Understanding, Applying
Environmental Studies	CO 1, CO 2, CO 3	PO 6, PO 7	Understanding, Analyzing

Course Name	Course Outcomes	Programme Outcomes	Bloom's Taxonomy Aspect
Management Fundamentals	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 4, PO 5	Understanding, Applying, Evaluating
Managerial Economics	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 6	Understanding, Analyzing, Evaluating
Generic Elective - I	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 6	Understanding, Analyzing
Language - I (MIL/Regional)	CO 1, CO 2, CO 3	PO 1, PO 2, PO 4, PO 6, PO 9	Applying, Understanding
Spreadsheet for Business	CO 1, CO 2, CO 3	PO 3, PO 5, PO 8	Applying
Environmental Studies	CO 1, CO 2, CO 3	PO 6, PO 7	Understanding, Analyzing

Second Semester

1. Organizational Behaviour (Course Code: IPBMJ2401) Course Objectives:

- CO 1: Introduce key concepts and theories of organizational behavior (PO 1, PO 2) (Understanding).
- CO 2: Develop an understanding of human behavior in organizational settings (PO 1, PO 4) (Understanding).
- CO 3: Foster skills to manage and lead individuals and teams effectively (PO 4, PO 5) (Applying).

Course Outcomes:

- CO 1: Explain key concepts and theories of organizational behavior (PO 1, PO 2) (Understanding).
- CO 2: Analyze human behavior in organizational contexts (PO 1, PO 4) (Analyzing).
- CO 3: Demonstrate effective management and leadership of individuals and teams (PO 4, PO 5) (Applying).

2. Business Environment (Course Code: IPBMN2402) Course Objectives:

- CO 1: Provide an understanding of the business environment and its components (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to analyze the external and internal environment of businesses (PO 3, PO 5) (Analyzing).
- CO 3: Foster awareness of global business issues and trends (PO 2, PO 6) (Understanding).

Course Outcomes:

- CO 1: Explain the components of the business environment (PO 1, PO 2) (Understanding).
- CO 2: Analyze the external and internal environment of businesses (PO 3, PO 5) (Analyzing).
- CO 3: Demonstrate awareness of global business issues and trends (PO 2, PO 6) (Understanding).

3. Generic Elective - II (Course Code: To be provided) Course Objectives:

- CO 1: Introduce students to advanced interdisciplinary knowledge and skills (PO 1, PO 2) (Understanding).
- CO 2: Enhance critical thinking and problem-solving abilities (PO 3, PO 5) (Analyzing).
- CO 3: Foster a broad understanding of advanced societal and global issues (PO 2, PO 6) (Understanding).

Course Outcomes:

- CO 1: Demonstrate advanced interdisciplinary knowledge and its application (PO 1, PO 2) (Understanding).
- CO 2: Apply critical thinking to solve advanced interdisciplinary problems (PO 3, PO 5) (Analyzing).
- CO 3: Understand and analyze advanced societal and global issues (PO 2, PO 6) (Understanding).

4. Language - II (Course Code: To be provided) Course Objectives:

- CO 1: Develop advanced proficiency in the chosen language for effective communication (PO 1, PO 4) (Applying).
- CO 2: Enhance understanding of advanced cultural contexts and expressions (PO 2, PO 6) (Understanding).
- CO 3: Improve advanced written and verbal communication skills (PO 4, PO 9) (Applying).

Course Outcomes:

- CO 1: Demonstrate advanced proficiency in the chosen language (PO 1, PO 4) (Applying).
- CO 2: Understand advanced cultural contexts and effectively communicate within them (PO 2, PO 6) (Understanding).
- CO 3: Exhibit advanced written and verbal communication skills (PO 4, PO 9) (Applying).

Mapping Programme Objectives with Course Objectives and Course Outcomes

Second Semester

Course Name	Course Objectives	Programme Objectives	Bloom's Taxonomy Aspect
Organizational Behaviour	CO 1, CO 2, CO 3	PO 1, PO 2, PO 4, PO 5	Understanding, Applying
Business Environment	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 6	Understanding, Analyzing
Generic Elective - II	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 6	Understanding, Analyzing
Language - II	CO 1, CO 2, CO 3	PO 1, PO 2, PO 4, PO 6, PO 9	Applying, Understanding
Course Name	Course Outcomes	Programme Outcomes	Bloom's Taxonomy Aspect
Organizational Behaviour	CO 1, CO 2, CO 3	PO 1, PO 2, PO 4, PO 5	Understanding, Applying
Business Environment	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 6	Understanding, Analyzing
Generic Elective - II	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 6	Understanding, Analyzing
Language - II	CO 1, CO 2, CO 3	PO 1, PO 2, PO 4, PO 6, PO 9	Applying, Understanding

Third Semester

1. Marketing Management (Course Code: IPBMJ3401) Course Objectives:

- CO 1: Provide an understanding of marketing principles and strategies (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to analyze market opportunities and consumer behavior (PO 3, PO 5) (Analyzing).
- CO 3: Foster the ability to create effective marketing plans (PO 3, PO 8) (Creating).

Course Outcomes:

- CO 1: Explain core marketing principles and strategies (PO 1, PO 2) (Understanding).
- CO 2: Analyze market opportunities and consumer behavior (PO 3, PO 5) (Analyzing).
- CO 3: Develop comprehensive marketing plans (PO 3, PO 8) (Creating).

2. Financial Accounting (Course Code: IPBMJ3402) Course Objectives:

- CO 1: Introduce the principles and practices of financial accounting (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to prepare and interpret financial statements (PO 3, PO 5) (Applying).
- CO 3: Foster analytical skills to evaluate financial performance (PO 5, PO 6) (Analyzing).

Course Outcomes:

- CO 1: Explain the principles of financial accounting (PO 1, PO 2) (Understanding).
- CO 2: Prepare and interpret financial statements (PO 3, PO 5) (Applying).
- CO 3: Evaluate financial performance using financial statements (PO 5, PO 6) (Analyzing).

3. Industrial Relations (Course Code: IPBMN3403) Course Objectives:

- CO 1: Provide an understanding of industrial relations concepts and practices (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to manage employer-employee relationships effectively (PO 4, PO 5) (Applying).
- CO 3: Foster the ability to handle industrial disputes and negotiations (PO 4, PO 5) (Evaluating).

Course Outcomes:

- CO 1: Explain concepts and practices in industrial relations (PO 1, PO 2) (Understanding).
- CO 2: Manage employer-employee relationships effectively (PO 4, PO 5) (Applying).
- CO 3: Handle industrial disputes and negotiations successfully (PO 4, PO 5) (Evaluating).

4. Generic Elective - III (Course Code: To be provided) Course Objectives:

- CO 1: Introduce students to advanced interdisciplinary knowledge and skills (PO 1, PO 2) (Understanding).
- CO 2: Enhance critical thinking and problem-solving abilities (PO 3, PO 5) (Analyzing).
- CO 3: Foster a broad understanding of advanced societal and global issues (PO 2, PO 6) (Understanding).

Course Outcomes:

- CO 1: Demonstrate advanced interdisciplinary knowledge and its application (PO 1, PO 2) (Understanding).
- CO 2: Apply critical thinking to solve advanced interdisciplinary problems (PO 3, PO 5) (Analyzing).
- CO 3: Understand and analyze advanced societal and global issues (PO 2, PO 6) (Understanding).

5. Language - III (Course Code: To be provided) Course Objectives:

- CO 1: Develop advanced proficiency in the chosen language for effective communication (PO 1, PO 4) (Applying).
- CO 2: Enhance understanding of advanced cultural contexts and expressions (PO 2, PO 6) (Understanding).
- CO 3: Improve advanced written and verbal communication skills (PO 4, PO 9) (Applying).

Course Outcomes:

- CO 1: Demonstrate advanced proficiency in the chosen language (PO 1, PO 4) (Applying).
- CO 2: Understand advanced cultural contexts and effectively communicate within them (PO 2, PO 6) (Understanding).

- CO 3: Exhibit advanced written and verbal communication skills (PO 4, PO 9) (Applying).

6. Business Communication (Course Code: IPBMSE3303) Course Objectives:

- CO 1: Introduce effective business communication techniques (PO 1, PO 4) (Understanding).
- CO 2: Develop skills for clear and concise communication in business contexts (PO 4, PO 9) (Applying).
- CO 3: Foster the ability to create professional business documents and presentations (PO 4, PO 9) (Creating).

Course Outcomes:

- CO 1: Explain effective business communication techniques (PO 1, PO 4) (Understanding).
- CO 2: Communicate clearly and concisely in business contexts (PO 4, PO 9) (Applying).
- CO 3: Create professional business documents and presentations (PO 4, PO 9) (Creating).

Mapping Programme Objectives with Course Objectives and Course Outcomes

Third Semester

Course Name	Course Objectives	Programme Objectives	Bloom's Taxonomy Aspect
Marketing Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Analyzing, Creating
Financial Accounting	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 6	Understanding, Applying, Analyzing
Industrial Relations	CO 1, CO 2, CO 3	PO 1, PO 2, PO 4, PO 5	Understanding, Applying, Evaluating
Generic Elective - III	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 6	Understanding, Analyzing
Language - III	CO 1, CO 2, CO 3	PO 1, PO 2, PO 4, PO 6, PO 9	Applying, Understanding
Business Communication	CO 1, CO 2, CO 3	PO 1, PO 4, PO 9	Understanding, Applying, Creating

Course Name	Course Outcomes	Programme Outcomes	Bloom's Taxonomy Aspect
Marketing Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Analyzing, Creating
Financial Accounting	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 6	Understanding, Applying, Analyzing
Industrial Relations	CO 1, CO 2, CO 3	PO 1, PO 2, PO 4, PO 5	Understanding, Applying, Evaluating

Course Name	Course Outcomes	Programme Outcomes	Bloom's Taxonomy Aspect
Generic Elective - III	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 6	Understanding, Analyzing
Language - III	CO 1, CO 2, CO 3	PO 1, PO 2, PO 4, PO 6, PO 9	Applying, Understanding
Business Communication	CO 1, CO 2, CO 3	PO 1, PO 4, PO 9	Understanding, Applying, Creating

Fourth Semester

1. Human Resource Management (Course Code: IPBMJ4401) Course Objectives:

- CO 1: Provide an understanding of human resource management principles and practices (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to manage human resources effectively (PO 4, PO 5) (Applying).
- CO 3: Foster the ability to design HR strategies that align with organizational goals (PO 3, PO 4) (Creating).

Course Outcomes:

- CO 1: Explain human resource management principles and practices (PO 1, PO 2) (Understanding).
- CO 2: Manage human resources effectively (PO 4, PO 5) (Applying).
- CO 3: Design HR strategies that align with organizational goals (PO 3, PO 4) (Creating).

2. Project Management (Course Code: IPBMJ4402) Course Objectives:

- CO 1: Introduce the concepts and techniques of project management (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to plan, execute, and monitor projects (PO 3, PO 5) (Applying).
- CO 3: Foster the ability to manage project risks and resources (PO 3, PO 5) (Evaluating).

Course Outcomes:

- CO 1: Explain the concepts and techniques of project management (PO 1, PO 2) (Understanding).
- CO 2: Plan, execute, and monitor projects effectively (PO 3, PO 5) (Applying).
- CO 3: Manage project risks and resources (PO 3, PO 5) (Evaluating).

3. Business Law (Course Code: IPBMJ4403) Course Objectives:

- CO 1: Provide an understanding of the legal environment of business (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to apply legal principles in business situations (PO 3, PO 5) (Applying).
- CO 3: Foster the ability to analyze legal issues and make informed decisions (PO 3, PO 5) (Analyzing).

Course Outcomes:

- CO 1: Explain the legal environment of business (PO 1, PO 2) (Understanding).

- CO 2: Apply legal principles in business situations (PO 3, PO 5) (Applying).
- CO 3: Analyze legal issues and make informed decisions (PO 3, PO 5) (Analyzing).

4. Consumer Behaviour (Course Code: IPBMJ4404) Course Objectives:

- CO 1: Provide an understanding of consumer behavior theories and concepts (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to analyze consumer behavior and its impact on marketing strategies (PO 3, PO 5) (Analyzing).
- CO 3: Foster the ability to create marketing strategies based on consumer insights (PO 3, PO 8) (Creating).

Course Outcomes:

- CO 1: Explain consumer behavior theories and concepts (PO 1, PO 2) (Understanding).
- CO 2: Analyze consumer behavior and its impact on marketing strategies (PO 3, PO 5) (Analyzing).
- CO 3: Create marketing strategies based on consumer insights (PO 3, PO 8) (Creating).

5. Behavioural Finance (Course Code: IPBMN4405) Course Objectives:

- CO 1: Introduce the principles of behavioral finance and its impact on financial decision-making (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to analyze behavioral biases in financial markets (PO 3, PO 5) (Analyzing).
- CO 3: Foster the ability to apply behavioral finance concepts in investment strategies (PO 3, PO 8) (Applying).

Course Outcomes:

- CO 1: Explain the principles of behavioral finance and its impact on financial decision-making (PO 1, PO 2) (Understanding).
- CO 2: Analyze behavioral biases in financial markets (PO 3, PO 5) (Analyzing).
- CO 3: Apply behavioral finance concepts in investment strategies (PO 3, PO 8) (Applying).

6. Language - IV (Course Code: To be provided) Course Objectives:

- CO 1: Develop advanced proficiency in the chosen language for effective communication (PO 1, PO 4) (Applying).
- CO 2: Enhance understanding of advanced cultural contexts and expressions (PO 2, PO 6) (Understanding).
- CO 3: Improve advanced written and verbal communication skills (PO 4, PO 9) (Applying).

Course Outcomes:

- CO 1: Demonstrate advanced proficiency in the chosen language (PO 1, PO 4) (Applying).
- CO 2: Understand advanced cultural contexts and effectively communicate within them (PO 2, PO 6) (Understanding).
- CO 3: Exhibit advanced written and verbal communication skills (PO 4, PO 9) (Applying).

Mapping Programme Objectives with Course Objectives and Course Outcomes

Fourth Semester

Course Name	Course Objectives	Programme Objectives	Bloom's Taxonomy Aspect
Human Resource Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 4, PO 5, PO 8	Understanding, Applying, Creating
Project Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5	Understanding, Applying, Evaluating
Business Law	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5	Understanding, Applying, Analyzing
Consumer Behaviour	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Analyzing, Creating
Behavioural Finance	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Analyzing, Applying
Language - IV	CO 1, CO 2, CO 3	PO 1, PO 2, PO 4, PO 6, PO 9	Applying, Understanding

Course Name	Course Outcomes	Programme Outcomes	Bloom's Taxonomy Aspect
Human Resource Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 4, PO 5, PO 8	Understanding, Applying, Creating
Project Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5	Understanding, Applying, Evaluating
Business Law	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5	Understanding, Applying, Analyzing
Consumer Behaviour	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Analyzing, Creating
Behavioural Finance	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Analyzing, Applying
Language - IV	CO 1, CO 2, CO 3	PO 1, PO 2, PO 4, PO 6, PO 9	Applying, Understanding

Fifth Semester

1. Strategic Management (Course Code: IPBMJ5401) Course Objectives:

- CO 1: Provide an understanding of strategic management concepts and frameworks (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to analyze competitive environments and strategic opportunities (PO 3, PO 5) (Analyzing).
- CO 3: Foster the ability to formulate and implement effective strategies (PO 3, PO 8) (Creating).

Course Outcomes:

- CO 1: Explain strategic management concepts and frameworks (PO 1, PO 2) (Understanding).
- CO 2: Analyze competitive environments and strategic opportunities (PO 3, PO 5) (Analyzing).
- CO 3: Formulate and implement effective strategies (PO 3, PO 8) (Creating).

2. Entrepreneurship Development (Course Code: IPBMJ5402) Course Objectives:

- CO 1: Introduce the principles and practices of entrepreneurship (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to identify and evaluate business opportunities (PO 3, PO 5) (Analyzing).
- CO 3: Foster the ability to create and manage new ventures (PO 3, PO 8) (Creating).

Course Outcomes:

- CO 1: Explain the principles and practices of entrepreneurship (PO 1, PO 2) (Understanding).
- CO 2: Identify and evaluate business opportunities (PO 3, PO 5) (Analyzing).
- CO 3: Create and manage new ventures (PO 3, PO 8) (Creating).

3. Cost Accounting (Course Code: IPBMJ5403) Course Objectives:

- CO 1: Provide an understanding of cost accounting principles and methods (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to prepare and analyze cost reports (PO 3, PO 5) (Applying).
- CO 3: Foster the ability to use cost information for decision-making (PO 3, PO 5) (Evaluating).

Course Outcomes:

- CO 1: Explain cost accounting principles and methods (PO 1, PO 2) (Understanding).
- CO 2: Prepare and analyze cost reports (PO 3, PO 5) (Applying).
- CO 3: Use cost information for decision-making (PO 3, PO 5) (Evaluating).

4. Computer Applications of Managers (Course Code: IPBMJ5404) Course Objectives:

- CO 1: Introduce the use of computer applications in business management (PO 5, PO 8) (Understanding).
- CO 2: Develop skills to utilize software tools for business analysis (PO 3, PO 8) (Applying).
- CO 3: Foster the ability to implement technology solutions for business problems (PO 3, PO 8) (Creating).

Course Outcomes:

- CO 1: Explain the use of computer applications in business management (PO 5, PO 8) (Understanding).
- CO 2: Utilize software tools for business analysis (PO 3, PO 8) (Applying).

- CO 3: Implement technology solutions for business problems (PO 3, PO 8) (Creating).

5. Quantitative Techniques (Course Code: IPBMN5401) Course Objectives:

- CO 1: Introduce quantitative methods for business decision-making (PO 1, PO 5) (Understanding).
- CO 2: Develop analytical and statistical skills (PO 3, PO 5) (Applying).
- CO 3: Enhance problem-solving abilities using quantitative techniques (PO 3, PO 5) (Applying).

Course Outcomes:

- CO 1: Demonstrate knowledge of quantitative methods in business (PO 1, PO 5) (Understanding).
- CO 2: Apply analytical and statistical techniques to business problems (PO 3, PO 5) (Applying).
- CO 3: Solve business problems using quantitative techniques (PO 3, PO 5) (Applying).

6. Internship (Course Code: IPBAIN540I) Course Objectives:

- CO 1: Provide practical exposure to business operations (PO 5, PO 8) (Applying).
- CO 2: Develop skills to apply theoretical knowledge in real-world settings (PO 3, PO 5) (Applying).
- CO 3: Foster professional development and career readiness (PO 4, PO 9) (Creating).

Course Outcomes:

- CO 1: Demonstrate practical knowledge of business operations (PO 5, PO 8) (Applying).
- CO 2: Apply theoretical knowledge in real-world settings (PO 3, PO 5) (Applying).
- CO 3: Exhibit professional development and career readiness (PO 4, PO 9) (Creating).

Mapping Programme Objectives with Course Objectives and Course Outcomes

Fifth Semester

Course Name	Course Objectives	Programme Objectives	Bloom's Taxonomy Aspect
Strategic Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Analyzing, Creating
Entrepreneurship Development	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Analyzing, Creating
Cost Accounting	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5	Understanding, Applying, Evaluating
Computer Applications of Managers	CO 1, CO 2, CO 3	PO 3, PO 5, PO 8	Understanding, Applying, Creating
Quantitative Techniques	CO 1, CO 2, CO 3	PO 1, PO 3, PO 5	Understanding, Applying

Course Name	Course Objectives	Programme Objectives	Bloom's Taxonomy Aspect
Internship	CO 1, CO 2, CO 3	PO 3, PO 4, PO 5, PO 8, PO 9	Applying, Creating
Course Name	Course Outcomes	Programme Outcomes	Bloom's Taxonomy Aspect
Strategic Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Analyzing, Creating
Entrepreneurship Development	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Analyzing, Creating
Cost Accounting	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5	Understanding, Applying, Evaluating
Computer Applications of Managers	CO 1, CO 2, CO 3	PO 3, PO 5, PO 8	Understanding, Applying, Creating
Quantitative Techniques	CO 1, CO 2, CO 3	PO 1, PO 3, PO 5	Understanding, Applying
Internship	CO 1, CO 2, CO 3	PO 3, PO 4, PO 5, PO 8, PO 9	Applying, Creating

Sixth Semester

1. Supply Chain Management (Course Code: IPBMJ6401) Course Objectives:

- CO 1: Provide an understanding of supply chain management principles and practices (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to design and optimize supply chains (PO 3, PO 5) (Applying).
- CO 3: Foster the ability to manage supply chain risks and logistics (PO 3, PO 5) (Evaluating).

Course Outcomes:

- CO 1: Explain supply chain management principles and practices (PO 1, PO 2) (Understanding).
- CO 2: Design and optimize supply chains (PO 3, PO 5) (Applying).
- CO 3: Manage supply chain risks and logistics (PO 3, PO 5) (Evaluating).

2. International Business (Course Code: IPBMJ6402) Course Objectives:

- CO 1: Introduce the concepts and dynamics of international business (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to analyze global markets and international trade (PO 3, PO 5) (Analyzing).
- CO 3: Foster the ability to formulate international business strategies (PO 3, PO 8) (Creating).

Course Outcomes:

- CO 1: Explain the concepts and dynamics of international business (PO 1, PO 2) (Understanding).
- CO 2: Analyze global markets and international trade (PO 3, PO 5) (Analyzing).
- CO 3: Formulate international business strategies (PO 3, PO 8) (Creating).

3. Financial Management (Course Code: IPBMJ6403) Course Objectives:

- CO 1: Provide an understanding of financial management principles and practices (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to make financial decisions and manage resources (PO 3, PO 5) (Applying).
- CO 3: Foster the ability to evaluate financial performance and strategies (PO 3, PO 5) (Evaluating).

Course Outcomes:

- CO 1: Explain financial management principles and practices (PO 1, PO 2) (Understanding).
- CO 2: Make financial decisions and manage resources effectively (PO 3, PO 5) (Applying).
- CO 3: Evaluate financial performance and strategies (PO 3, PO 5) (Evaluating).

4. Advertising Management (Course Code: IPBMJ6404) Course Objectives:

- CO 1: Introduce the principles and practices of advertising management (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to create and manage advertising campaigns (PO 3, PO 5) (Applying).
- CO 3: Foster the ability to evaluate advertising effectiveness (PO 3, PO 8) (Evaluating).

Course Outcomes:

- CO 1: Explain the principles and practices of advertising management (PO 1, PO 2) (Understanding).
- CO 2: Create and manage advertising campaigns (PO 3, PO 5) (Applying).
- CO 3: Evaluate advertising effectiveness (PO 3, PO 8) (Evaluating).

5. Compensation Management (Course Code: IPBMN6401) Course Objectives:

- CO 1: Provide an understanding of compensation management principles and practices (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to design and implement compensation systems (PO 3, PO 5) (Applying).
- CO 3: Foster the ability to evaluate and improve compensation strategies (PO 3, PO 8) (Evaluating).

Course Outcomes:

- CO 1: Explain compensation management principles and practices (PO 1, PO 2) (Understanding).
- CO 2: Design and implement effective compensation systems (PO 3, PO 5) (Applying).
- CO 3: Evaluate and improve compensation strategies (PO 3, PO 8) (Evaluating).

Mapping Programme Objectives with Course Objectives and Course Outcomes

Sixth Semester

Course Name	Course Objectives	Programme Objectives	Bloom's Taxonomy Aspect
Supply Chain Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5	Understanding, Applying, Evaluating
International Business	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Analyzing, Creating
Financial Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5	Understanding, Applying, Evaluating
Advertising Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Evaluating
Compensation Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Evaluating

Course Name	Course Outcomes	Programme Outcomes	Bloom's Taxonomy Aspect
Supply Chain Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5	Understanding, Applying, Evaluating
International Business	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Analyzing, Creating
Financial Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5	Understanding, Applying, Evaluating
Advertising Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Evaluating
Compensation Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Evaluating

Seventh Semester

1. Core Concepts of Business (Course Code: IPBMJ7401) Course Objectives:

- CO 1: Provide an overview of the business world, including various types of businesses and their functions (PO 1, PO 2) (Understanding).
- CO 2: Develop an understanding of the key concepts and terminology in business (PO 1, PO 2) (Remembering).
- CO 3: Foster analytical skills to assess business environments and opportunities (PO 3) (Analyzing).

Course Outcomes:

- CO 1: Explain the nature and types of businesses and their roles in society (PO 1, PO 2) (Understanding).

- CO 2: Identify and describe key business concepts and terminology (PO 1, PO 2) (Remembering).
- CO 3: Analyze business environments to identify opportunities and challenges (PO 3, PO 5) (Analyzing).

2. Performance Management (Course Code: IPBMJ7402) Course Objectives:

- CO 1: Provide an understanding of performance management principles and practices (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to design and implement performance management systems (PO 3, PO 5) (Applying).
- CO 3: Foster the ability to evaluate and improve employee performance (PO 3, PO 5) (Evaluating).

Course Outcomes:

- CO 1: Explain performance management principles and practices (PO 1, PO 2) (Understanding).
- CO 2: Design and implement performance management systems (PO 3, PO 5) (Applying).
- CO 3: Evaluate and improve employee performance (PO 3, PO 5) (Evaluating).

3. Digital Marketing (Course Code: IPBMJ7403) Course Objectives:

- CO 1: Introduce the principles and strategies of digital marketing (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to create and manage digital marketing campaigns (PO 3, PO 5) (Applying).
- CO 3: Foster the ability to analyze digital marketing metrics and ROI (PO 3, PO 8) (Analyzing).

Course Outcomes:

- CO 1: Explain the principles and strategies of digital marketing (PO 1, PO 2) (Understanding).
- CO 2: Create and manage digital marketing campaigns (PO 3, PO 5) (Applying).
- CO 3: Analyze digital marketing metrics and ROI (PO 3, PO 8) (Analyzing).

5. Soft Skills for Employability (Course Code: IPBMN7405) Course Objectives:

- CO 1: Develop soft skills essential for employability, including communication, teamwork, and leadership (PO 1, PO 4) (Applying).
- CO 2: Enhance problem-solving and decision-making skills (PO 3, PO 5) (Analyzing).
- CO 3: Foster professional behavior and workplace etiquette (PO 4, PO 9) (Applying).

Course Outcomes:

- CO 1: Demonstrate essential soft skills for employability (PO 1, PO 4) (Applying).
- CO 2: Apply problem-solving and decision-making skills in workplace scenarios (PO 3, PO 5) (Analyzing).
- CO 3: Exhibit professional behavior and workplace etiquette (PO 4, PO 9) (Applying).

Mapping Programme Objectives with Course Objectives and Course Outcomes

Seventh Semester

Course Name	Course Objectives	Programme Objectives	Bloom's Taxonomy Aspect
Core Concepts of Business	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3	Understanding, Remembering, Analyzing
Performance Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5	Understanding, Applying, Evaluating
Digital Marketing	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Analyzing
Soft Skills for Employability	CO 1, CO 2, CO 3	PO 1, PO 3, PO 4, PO 5, PO 9	Applying, Analyzing

Course Name	Course Outcomes	Programme Outcomes	Bloom's Taxonomy Aspect
Core Concepts of Business	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5	Understanding, Remembering, Analyzing
Research Methodology in Business	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5	Understanding, Applying, Analyzing
Performance Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5	Understanding, Applying, Evaluating
Digital Marketing	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Analyzing
Soft Skills for Employability	CO 1, CO 2, CO 3	PO 1, PO 3, PO 4, PO 5, PO 9	Applying, Analyzing

Eighth Semester

1. Leadership (Course Code: IPBMJ8401) Course Objectives:

- CO 1: Provide an understanding of leadership theories and practices (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to lead and manage teams effectively (PO 4, PO 5) (Applying).
- CO 3: Foster the ability to create and sustain a positive organizational culture (PO 4, PO 8) (Creating).

Course Outcomes:

- CO 1: Explain leadership theories and practices (PO 1, PO 2) (Understanding).
- CO 2: Lead and manage teams effectively (PO 4, PO 5) (Applying).
- CO 3: Create and sustain a positive organizational culture (PO 4, PO 8) (Creating).

2. Sales Management (Course Code: IPBMJ8402) Course Objectives:

- CO 1: Introduce the principles and practices of sales management (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to manage sales teams and processes (PO 3, PO 5) (Applying).
- CO 3: Foster the ability to develop and implement sales strategies (PO 3, PO 8) (Creating).

Course Outcomes:

- CO 1: Explain the principles and practices of sales management (PO 1, PO 2) (Understanding).
- CO 2: Manage sales teams and processes (PO 3, PO 5) (Applying).

CO 3: Develop and implement sales strategies (PO 3, PO 8) (Creating).

3. Banking and Financial Management (Course Code: IPBMJ8403) Course Objectives:

- CO 1: Provide an understanding of banking operations and financial management principles (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to manage banking and financial services (PO 3, PO 5) (Applying).
- CO 3: Foster the ability to evaluate financial performance and risk (PO 3, PO 5) (Evaluating).

Course Outcomes:

- CO 1: Explain banking operations and financial management principles (PO 1, PO 2) (Understanding).
- CO 2: Manage banking and financial services (PO 3, PO 5) (Applying).
- CO 3: Evaluate financial performance and risk (PO 3, PO 5) (Evaluating).

4. Management Information System (Course Code: IPBMN8401) Course Objectives:

- CO 1: Provide an understanding of management information systems and their role in organizations (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to design and implement information systems (PO 3, PO 8) (Applying).
- CO 3: Foster the ability to analyze and improve information system performance (PO 3, PO 5) (Analyzing).

Course Outcomes:

- CO 1: Explain the role of management information systems in organizations (PO 1, PO 2) (Understanding).
- CO 2: Design and implement information systems (PO 3, PO 8) (Applying).
- CO 3: Analyze and improve information system performance (PO 3, PO 5) (Analyzing).

5. Research-I (Course Code: IPBMD81201) Course Objectives:

- CO 1: Provide practical research experience in business (PO 5, PO 8) (Applying).
- CO 2: Develop skills to conduct independent research projects (PO 3, PO 5) (Applying).
- CO 3: Foster the ability to present research findings effectively (PO 4, PO 9) (Creating).

Course Outcomes:

- CO 1: Demonstrate practical research experience in business (PO 5, PO 8) (Applying).
- CO 2: Conduct independent research projects (PO 3, PO 5) (Applying).
- CO 3: Present research findings effectively (PO 4, PO 9) (Creating).

Mapping Programme Objectives with Course Objectives and Course Outcomes

Eighth Semester

Course Name	Course Objectives	Programme Objectives	Bloom's Taxonomy Aspect
Leadership	CO 1, CO 2, CO 3	PO 1, PO 2, PO 4, PO 5, PO 8	Understanding, Applying, Creating
Sales Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Creating
Banking and Financial Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5	Understanding, Applying, Evaluating
Management Information System	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Analyzing
Research-I	CO 1, CO 2, CO 3	PO 3, PO 4, PO 5, PO 8, PO 9	Applying, Creating

Course Name	Course Outcomes	Programme Outcomes	Bloom's Taxonomy Aspect
Leadership	CO 1, CO 2, CO 3	PO 1, PO 2, PO 4, PO 5, PO 8	Understanding, Applying, Creating
Sales Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Creating
Banking and Financial Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5	Understanding, Applying, Evaluating
Management Information System	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Analyzing
Research-I	CO 1, CO 2, CO 3	PO 3, PO 4, PO 5, PO 8, PO 9	Applying, Creating

Ninth Semester (Course work + Research)

1. Research Methodology in Business (Course Code: IPBMJ9401) Course Objectives:

- CO 1: Provide an understanding of research concepts and methodologies (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to design and conduct business research (PO 3, PO 5) (Applying).
- CO 3: Foster the ability to analyze and interpret research data (PO 3, PO 5) (Analyzing).

Course Outcomes:

- CO 1: Explain research concepts and methodologies (PO 1, PO 2) (Understanding).

- CO 2: Design and conduct business research (PO 3, PO 5) (Applying).
- CO 3: Analyze and interpret research data (PO 3, PO 5) (Analyzing).

2. Research-II (Research Project / Dissertation) Course Objectives:

- CO 1: Provide advanced research experience in business (PO 5, PO 8) (Applying).
- CO 2: Develop skills to conduct comprehensive research projects (PO 3, PO 5) (Applying).
- CO 3: Foster the ability to present detailed research findings effectively (PO 4, PO 9) (Creating).

Course Outcomes:

- CO 1: Demonstrate advanced research experience in business (PO 5, PO 8) (Applying).
- CO 2: Conduct comprehensive research projects (PO 3, PO 5) (Applying).
- CO 3: Present detailed research findings effectively (PO 4, PO 9) (Creating).

Ninth Semester (Course work)

2. Summer Internship - II Course Objectives:

- CO 1: Provide practical exposure to advanced business operations (PO 5, PO 8) (Applying).
- CO 2: Develop skills to apply advanced theoretical knowledge in real-world settings (PO 3, PO 5) (Applying).
- CO 3: Foster professional development and career readiness at an advanced level (PO 4, PO 9) (Creating).

Course Outcomes:

- CO 1: Demonstrate practical knowledge of advanced business operations (PO 5, PO 8) (Applying).
- CO 2: Apply advanced theoretical knowledge in real-world settings (PO 3, PO 5) (Applying).
- CO 3: Exhibit professional development and career readiness at an advanced level (PO 4, PO 9) (Creating).

Mapping Programme Objectives with Course Objectives and Course Outcomes

Ninth Semester

Course Name	Course Objectives	Programme Objectives	Bloom's Taxonomy Aspect
Research Methodology in Business	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5	Understanding, Applying, Analyzing
Summer Internship - II	CO 1, CO 2, CO 3	PO 3, PO 4, PO 5, PO 8, PO 9	Applying, Creating
Course Name	Course Outcomes	Programme Outcomes	Bloom's Taxonomy Aspect
Research-II (Research Project / Dissertation)	CO 1, CO 2, CO 3	PO 3, PO 4, PO 5, PO 8, PO 9	Applying, Creating

Course Name	Course Outcomes	Programme Outcomes	Bloom's Taxonomy Aspect
Summer Internship - II	CO 1, CO 2, CO 3	PO 3, PO 4, PO 5, PO 8, PO 9	Applying, Creating

Tenth Semester (Course work + Research)

1. Research (Research Project / Dissertation) Course Objectives:

- CO 1: Provide comprehensive research experience in business at an advanced level (PO 5, PO 8) (Applying).
- CO 2: Develop skills to conduct extensive research projects (PO 3, PO 5) (Applying).
- CO 3: Foster the ability to present comprehensive research findings effectively (PO 4, PO 9) (Creating).

Course Outcomes:

- CO 1: Demonstrate comprehensive research experience in business at an advanced level (PO 5, PO 8) (Applying).
- CO 2: Conduct extensive research projects (PO 3, PO 5) (Applying).
- CO 3: Present comprehensive research findings effectively (PO 4, PO 9) (Creating).

Tenth Semester (Course work)

2. Comprehensive Viva Course Objectives:

- CO 1: Evaluate the overall understanding and knowledge acquired during the program (PO 1, PO 2) (Evaluating).
- CO 2: Develop skills to articulate and defend ideas and knowledge in a formal setting (PO 4, PO 9) (Evaluating).
- CO 3: Foster the ability to integrate and apply knowledge from various courses (PO 3, PO 5) (Creating).

Course Outcomes:

- CO 1: Demonstrate overall understanding and knowledge acquired during the program (PO 1, PO 2) (Evaluating).
- CO 2: Articulate and defend ideas and knowledge in a formal setting (PO 4, PO 9) (Evaluating).
- CO 3: Integrate and apply knowledge from various courses (PO 3, PO 5) (Creating).

3. Intellectual Property Rights Course Objectives:

- CO 1: Provide an understanding of intellectual property rights and their significance in business (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to manage intellectual property assets (PO 3, PO 5) (Applying).
- CO 3: Foster the ability to evaluate and protect intellectual property (PO 3, PO 5) (Evaluating).

Course Outcomes:

- CO 1: Explain the significance of intellectual property rights in business (PO 1, PO 2) (Understanding).
- CO 2: Manage intellectual property assets effectively (PO 3, PO 5) (Applying).

- CO 3: Evaluate and protect intellectual property (PO 3, PO 5) (Evaluating).

Mapping Programme Objectives with Course Objectives and Course Outcomes

Tenth Semester

Course Name	Course Objectives	Programme Objectives	Bloom's Taxonomy Aspect
Research (Research Project / Dissertation)	CO 1, CO 2, CO 3	PO 3, PO 4, PO 5, PO 8, PO 9	Applying, Creating
Comprehensive Viva	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 4, PO 5, PO 9	Evaluating, Creating
Intellectual Property Rights	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5	Understanding, Applying, Evaluating
Course Name	Course Outcomes	Programme Outcomes	Bloom's Taxonomy Aspect
Research (Research Project / Dissertation)	CO 1, CO 2, CO 3	PO 3, PO 4, PO 5, PO 8, PO 9	Applying, Creating
Comprehensive Viva	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 4, PO 5, PO 9	Evaluating, Creating
Intellectual Property Rights	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5	Understanding, Applying, Evaluating

Course Objectives and Course Outcomes with Bloom's Taxonomy Reference for Specializations

Area 1: Finance

1. Security Analysis and Portfolio Management (Course Code: IPBMEX401) Course Objectives:

- CO 1: Provide an understanding of security analysis and portfolio management principles (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to analyze and evaluate securities (PO 3, PO 5) (Analyzing).
- CO 3: Foster the ability to construct and manage investment portfolios (PO 3, PO 8) (Creating).

Course Outcomes:

- CO 1: Explain security analysis and portfolio management principles (PO 1, PO 2) (Understanding).
- CO 2: Analyze and evaluate securities (PO 3, PO 5) (Analyzing).
- CO 3: Construct and manage investment portfolios (PO 3, PO 8) (Creating).

2. Financial Markets and Services (Course Code: IPBMEX402) Course Objectives:

- CO 1: Introduce the structure and functioning of financial markets and services (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to analyze financial instruments and markets (PO 3, PO 5) (Analyzing).
- CO 3: Foster the ability to evaluate financial services and their impact (PO 3, PO 8) (Evaluating).

Course Outcomes:

- CO 1: Explain the structure and functioning of financial markets and services (PO 1, PO 2) (Understanding).
- CO 2: Analyze financial instruments and markets (PO 3, PO 5) (Analyzing).
- CO 3: Evaluate financial services and their impact (PO 3, PO 8) (Evaluating).

3. Direct Taxes and GST (Course Code: IPBMEX403) Course Objectives:

- CO 1: Provide an understanding of direct tax laws and GST framework (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to compute tax liabilities and compliance (PO 3, PO 5) (Applying).
- CO 3: Foster the ability to evaluate tax strategies and planning (PO 3, PO 8) (Evaluating).

Course Outcomes:

- CO 1: Explain direct tax laws and GST framework (PO 1, PO 2) (Understanding).
- CO 2: Compute tax liabilities and ensure compliance (PO 3, PO 5) (Applying).
- CO 3: Evaluate tax strategies and planning (PO 3, PO 8) (Evaluating).

4. Derivatives and Risk Management (Course Code: IPBMEX405) Course Objectives:

- CO 1: Introduce the concepts and instruments of derivatives and risk management (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to analyze and use derivatives for hedging and risk management (PO 3, PO 5) (Applying).
- CO 3: Foster the ability to evaluate risk management strategies (PO 3, PO 8) (Evaluating).

Course Outcomes:

- CO 1: Explain the concepts and instruments of derivatives and risk management (PO 1, PO 2) (Understanding).
- CO 2: Analyze and use derivatives for hedging and risk management (PO 3, PO 5) (Applying).
- CO 3: Evaluate risk management strategies (PO 3, PO 8) (Evaluating).

5. Financial Engineering (Course Code: IPBMEX406) Course Objectives:

- CO 1: Provide an understanding of financial engineering principles and techniques (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to design and implement innovative financial products (PO 3, PO 8) (Creating).
- CO 3: Foster the ability to evaluate financial engineering solutions (PO 3, PO 8) (Evaluating).

Course Outcomes:

- CO 1: Explain financial engineering principles and techniques (PO 1, PO 2) (Understanding).
- CO 2: Design and implement innovative financial products (PO 3, PO 8) (Creating).
- CO 3: Evaluate financial engineering solutions (PO 3, PO 8) (Evaluating).

6. Advanced Financial Management (Course Code: IPBMEX407) Course Objectives:

- CO 1: Provide an understanding of advanced financial management concepts (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to analyze complex financial decisions (PO 3, PO 5) (Analyzing).
- CO 3: Foster the ability to formulate and implement advanced financial strategies (PO 3, PO 8) (Creating).

Course Outcomes:

- CO 1: Explain advanced financial management concepts (PO 1, PO 2) (Understanding).
- CO 2: Analyze complex financial decisions (PO 3, PO 5) (Analyzing).
- CO 3: Formulate and implement advanced financial strategies (PO 3, PO 8) (Creating).

Area 2: Marketing

1. Product and Brand Management (Course Code: IPBMEX411) Course Objectives:

- CO 1: Provide an understanding of product and brand management principles (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to create and manage brands (PO 3, PO 5) (Creating).
- CO 3: Foster the ability to evaluate brand equity and performance (PO 3, PO 8) (Evaluating).

Course Outcomes:

- CO 1: Explain product and brand management principles (PO 1, PO 2) (Understanding).
- CO 2: Create and manage brands (PO 3, PO 5) (Creating).
- CO 3: Evaluate brand equity and performance (PO 3, PO 8) (Evaluating).

2. Services Marketing (Course Code: IPBMEX415) Course Objectives:

- CO 1: Introduce the principles and strategies of services marketing (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to market services effectively (PO 3, PO 5) (Applying).
- CO 3: Foster the ability to evaluate service quality and customer satisfaction (PO 3, PO 8) (Evaluating).

Course Outcomes:

- CO 1: Explain the principles and strategies of services marketing (PO 1, PO 2) (Understanding).
- CO 2: Market services effectively (PO 3, PO 5) (Applying).
- CO 3: Evaluate service quality and customer satisfaction (PO 3, PO 8) (Evaluating).

3. Rural Marketing (Course Code: IPBMEX416) Course Objectives:

- CO 1: Provide an understanding of rural marketing concepts and practices (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to analyze rural markets and consumer behavior (PO 3, PO 5) (Analyzing).
- CO 3: Foster the ability to create marketing strategies for rural markets (PO 3, PO 8) (Creating).

Course Outcomes:

- CO 1: Explain rural marketing concepts and practices (PO 1, PO 2) (Understanding).

- CO 2: Analyze rural markets and consumer behavior (PO 3, PO 5) (Analyzing).
- CO 3: Create marketing strategies for rural markets (PO 3, PO 8) (Creating).

4. Social Media Marketing (Course Code: IPBMEX418) Course Objectives:

- CO 1: Introduce the principles and strategies of social media marketing (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to create and manage social media campaigns (PO 3, PO 5) (Applying).
- CO 3: Foster the ability to analyze social media metrics and ROI (PO 3, PO 8) (Analyzing).

Course Outcomes:

- CO 1: Explain the principles and strategies of social media marketing (PO 1, PO 2) (Understanding).
- CO 2: Create and manage social media campaigns (PO 3, PO 5) (Applying).
- CO 3: Analyze social media metrics and ROI (PO 3, PO 8) (Analyzing).

5. Contemporary Retailing (Course Code: IPBMEX419) Course Objectives:

- CO 1: Provide an understanding of contemporary retailing concepts and practices (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to manage retail operations effectively (PO 3, PO 5) (Applying).
- CO 3: Foster the ability to evaluate retail performance and strategies (PO 3, PO 8) (Evaluating).

Course Outcomes:

- CO 1: Explain contemporary retailing concepts and practices (PO 1, PO 2) (Understanding).
- CO 2: Manage retail operations effectively (PO 3, PO 5) (Applying).
- CO 3: Evaluate retail performance and strategies (PO 3, PO 8) (Evaluating).

6. Relationship Marketing (Course Code: IPBMEX412) Course Objectives:

- CO 1: Introduce the principles and strategies of relationship marketing (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to build and maintain customer relationships (PO 3, PO 5) (Applying).
- CO 3: Foster the ability to evaluate relationship marketing programs (PO 3, PO 8) (Evaluating).

Course Outcomes:

- CO 1: Explain the principles and strategies of relationship marketing (PO 1, PO 2) (Understanding).
- CO 2: Build and maintain customer relationships (PO 3, PO 5) (Applying).
- CO 3: Evaluate relationship marketing programs (PO 3, PO 8) (Evaluating).

Area 3: Human Resource

1. Human Resource Development (Course Code: IPBMEX421) Course Objectives:

- CO 1: Provide an understanding of human resource development principles and practices (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to design and implement HRD programs (PO 3, PO 5) (Applying).
- CO 3: Foster the ability to evaluate the effectiveness of HRD programs (PO 3, PO 8) (Evaluating).

Course Outcomes:

- CO 1: Explain human resource development principles and practices (PO 1, PO 2) (Understanding).
- CO 2: Design and implement HRD programs (PO 3, PO 5) (Applying).
- CO 3: Evaluate the effectiveness of HRD programs (PO 3, PO 8) (Evaluating).

2. Organisational Change and Development (Course Code: IPBMEX425) Course Objectives:

- CO 1: Provide an understanding of organizational change and development theories and practices (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to manage organizational change effectively (PO 3, PO 5) (Applying).
- CO 3: Foster the ability to evaluate and lead organizational development initiatives (PO 3, PO 8) (Evaluating).

Course Outcomes:

- CO 1: Explain organizational change and development theories and practices (PO 1, PO 2) (Understanding).
- CO 2: Manage organizational change effectively (PO 3, PO 5) (Applying).
- CO 3: Evaluate and lead organizational development initiatives (PO 3, PO 8) (Evaluating).

3. International Human Resource Management (Course Code: IPBMEX426) Course Objectives:

- CO 1: Provide an understanding of international human resource management principles and practices (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to manage HR in a global context (PO 3, PO 5) (Applying).
- CO 3: Foster the ability to evaluate international HRM strategies (PO 3, PO 8) (Evaluating).

Course Outcomes:

- CO 1: Explain international human resource management principles and practices (PO 1, PO 2) (Understanding).
- CO 2: Manage HR in a global context (PO 3, PO 5) (Applying).
- CO 3: Evaluate international HRM strategies (PO 3, PO 8) (Evaluating).

4. Labour Laws (Course Code: IPBMEX427) Course Objectives:

- CO 1: Provide an understanding of labour laws and their application in business (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to ensure compliance with labour laws (PO 3, PO 5) (Applying).
- CO 3: Foster the ability to evaluate the impact of labour laws on business operations (PO 3, PO 8) (Evaluating).

Course Outcomes:

- CO 1: Explain labour laws and their application in business (PO 1, PO 2) (Understanding).
- CO 2: Ensure compliance with labour laws (PO 3, PO 5) (Applying).
- CO 3: Evaluate the impact of labour laws on business operations (PO 3, PO 8) (Evaluating).

5. Talent Acquisition and Management (Course Code: IPBMEX428) Course Objectives:

- CO 1: Provide an understanding of talent acquisition and management principles (PO 1, PO 2) (Understanding).

- CO 2: Develop skills to attract and retain top talent (PO 3, PO 5) (Applying).
- CO 3: Foster the ability to evaluate talent management strategies (PO 3, PO 8) (Evaluating).

Course Outcomes:

- CO 1: Explain talent acquisition and management principles (PO 1, PO 2) (Understanding).
- CO 2: Attract and retain top talent (PO 3, PO 5) (Applying).
- CO 3: Evaluate talent management strategies (PO 3, PO 8) (Evaluating).

6. Social and Industrial Psychology (Course Code: IPBMEX429) Course Objectives:

- CO 1: Provide an understanding of social and industrial psychology concepts (PO 1, PO 2) (Understanding).
- CO 2: Develop skills to apply psychological principles in the workplace (PO 3, PO 5) (Applying).
- CO 3: Foster the ability to evaluate the impact of psychological factors on work behavior (PO 3, PO 8) (Evaluating).

Course Outcomes:

- CO 1: Explain social and industrial psychology concepts (PO 1, PO 2) (Understanding).
- CO 2: Apply psychological principles in the workplace (PO 3, PO 5) (Applying).
- CO 3: Evaluate the impact of psychological factors on work behavior (PO 3, PO 8) (Evaluating).

Mapping Programme Objectives with Course Objectives and Course Outcomes for Specializations

Finance

Course Name	Course Objectives	Programme Objectives	Bloom's Taxonomy Aspect
Security Analysis and Portfolio Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Analyzing, Creating
Financial Markets and Services	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Analyzing, Evaluating
Direct Taxes and GST	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Evaluating
Derivatives and Risk Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Evaluating
Financial Engineering	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Creating, Evaluating
Advanced Financial Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Analyzing, Creating

Course Name	Course Outcomes	Programme Outcomes	Bloom's Taxonomy Aspect
Security Analysis and Portfolio Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Analyzing, Creating
Financial Markets and Services	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Analyzing, Evaluating
Direct Taxes and GST	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Evaluating
Derivatives and Risk Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Evaluating
Financial Engineering	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Creating, Evaluating
Advanced Financial Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Analyzing, Creating

Marketing

Course Name	Course Objectives	Programme Objectives	Bloom's Taxonomy Aspect
Product and Brand Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Creating, Evaluating
Services Marketing	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Evaluating
Rural Marketing	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Analyzing, Creating
Social Media Marketing	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Analyzing
Contemporary Retailing	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Evaluating
Relationship Marketing	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Evaluating
Course Name	Course Outcomes	Programme Outcomes	Bloom's Taxonomy Aspect
Product and Brand Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Creating, Evaluating

Course Name	Course Outcomes	Programme Outcomes	Bloom's Taxonomy Aspect
Services Marketing	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Evaluating
Rural Marketing	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Analyzing, Creating
Social Media Marketing	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Analyzing
Contemporary Retailing	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Evaluating
Relationship Marketing	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Evaluating

Human Resource

Course Name	Course Objectives	Programme Objectives	Bloom's Taxonomy Aspect
Human Resource Development	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Evaluating
Organisational Change and Development	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Evaluating
International Human Resource Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Evaluating
Labour Laws	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Evaluating
Talent Acquisition and Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Evaluating
Social and Industrial Psychology	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Evaluating

Course Name	Course Outcomes	Programme Outcomes	Bloom's Taxonomy Aspect
Human Resource Development	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Evaluating
Organisational Change and Development	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Evaluating

Course Name	Course Outcomes	Programme Outcomes	Bloom's Taxonomy Aspect
International Human Resource Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Evaluating
Labour Laws	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Evaluating
Talent Acquisition and Management	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Evaluating
Social and Industrial Psychology	CO 1, CO 2, CO 3	PO 1, PO 2, PO 3, PO 5, PO 8	Understanding, Applying, Evaluating

Detailed syllabus course wise

First Semester

Course Name: Management Fundamentals

Course Code: IPBMJ1402

Course Objectives:

CO 1: Introduce the basic principles and functions of management (PO 1, PO 2).

CO 2: Develop skills to apply management principles in real-world scenarios (PO 3, PO 4).

CO 3: Promote understanding of effective leadership and decision-making (PO 4, PO 5).

Course Outcomes:

CO 1: Describe the fundamental principles of management and their application (PO 1, PO 2).

CO 2: Apply management principles to solve organizational problems (PO 3, PO 4).

CO 3: Demonstrate effective leadership and decision-making skills (PO 4, PO 5).

Unit I: Introduction

Definition of Management, its nature and purpose, Management as a science and art, Functions of managers

Unit II: Planning & Objectives

Nature and Purpose of Planning – Types of plans, the planning process; Objectives - The nature of objectives, evolving concepts in Management by Objectives (MBO), The process of MBO, Setting objectives, Benefits and weakness of MBO

Unit III: Organising

Nature and Purpose of Organising: Formal and informal organisations, the department and the span of management, factors determining an effective span, the structure and process of reorganizing; Authority and power, line and staff concepts, decentralization and delegation of authority.

Unit IV: Staffing

Definition of staffing, systems approach to HRM – an overview the staffing function, situational factors affecting staffing, selection – matching the person with the job, skills and personal characteristics required by managers, matching qualifications with position requirements, selection-process, techniques and instruments.

Unit V: Controlling

Controlling the basis control process – critical control points and standards, control as a feedback system, real-time information and control, feed forward control, requirements for effective controls

Suggested Readings:

1. Tripathi P C & Reddy P N, Principles of Management, Tata McGraw Hill
2. Sherlerkar S A, Modern Business Organization and Management, Himalaya Publishing House
3. Bora C, Principles of Management, Kalyani Publishers

Course Name: Managerial Economics

Course Code: IPBMN1402

Course Objectives:

CO 1: Provide a solid foundation in economic theories and their application to managerial decision-making (PO 1, PO 2).

CO 2: Develop skills to analyze market structures and business strategies (PO 3, PO 5).

CO 3: Foster critical thinking in evaluating economic policies and their impact on businesses (PO 5, PO 6).

Course Outcomes:

CO 1: Explain key economic concepts and their relevance to business decisions (PO 1, PO 2).

CO 2: Analyze market structures and business strategies using economic principles (PO 3, PO 5).

CO 3: Evaluate the impact of economic policies on business operations (PO 5, PO 6).

Unit I: Introduction

Basic Assumptions, Micro and Macro Economics, Nature and Scope of Micro Economics, Positive vs. Normative analysis

Unit II: Theory of Consumption

Demand and Supply - Elasticity of Demand and Supply with their measurements; Utility Analysis - Utility: Cardinal and Ordinal, Indifference Curve Approach

Unit III: Theory of Production

Factors of Production, Production Function, Laws of Returns- Law of Variable Proportions and Laws of Returns to Scale, Economics of large scale and small-scale production

Unit IV: Market Mechanism and Competition

Profit Maximisation and Equilibrium of a firm; Competition - Perfect and Imperfect competition-Monopoly, Monopolistic, Duopoly and Oligopoly.

Unit V: Macro Economics

Trade Cycle - Phases of Trade Cycle, Cause and Remedies of Trade Cycle, Budget - Meaning and purpose of Government budgets, Types of budget - Revenue and functional, classifications of budgets; Employment - Types of Unemployment, Concept of Full Employment

Suggested Readings:

1. Ahuja H L, Advanced Economic Theory, S Chand
2. Seth M. L, Principles of Economics, Lakshmi Narain Agarwal
3. Jhingan M L, Micro Economics, S Chand

Course: SPREADSHEET FOR BUSINESS

Course Code: IPBMSE1301

Course Objectives:

CO 1: Introduce the basics of spreadsheet software and its business applications (PO 5, PO 8).

CO 2: Develop skills to perform data analysis and visualization using spreadsheets (PO 5, PO 8).

CO 3: Enhance problem-solving abilities using spreadsheet tools (PO 3, PO 8).

Course Outcomes:

CO 1: Demonstrate proficiency in using spreadsheet software for business tasks (PO 5, PO 8).

CO 2: Perform data analysis and create visualizations using spreadsheets (PO 5, PO 8).

CO 3: Apply spreadsheet tools to solve business problems (PO 3, PO 8).

UNIT - I Title: Introduction to MS Excel

The Excel user interface, Working with MS Excel workbook, Worksheet Management, Basic Excel terminologies, Essential navigational controls, basic data entry with spreadsheets, cell formatting, borders, conditional formatting.

UNIT - II Title: Pictorial representation through Excel

Shapes, SmartArt, Creating charts and graphs, Creating PivotTables, manipulating PivotTable, changing calculated value fields, PivotTable Styles, Grouping, sorting and filtering PivotTables, Working with Pivot Charts, use of sliders.

UNIT - III Title: Financial Analysis

Future Value (FV), FVSCHEDULE, PV, NPV, PMT, PPMT, IRR, MIRR, XIRR, NPER, RATE, XNPV, EFFECT, NOMINAL, SLN, DB, ACCRINT, ACCRINTM, CUMIPMT, CUMPRINC, DISC, INTRATE, YIELD, Balance Sheet, Profit and Loss Statement, Budget preparation, Variable Tax or Commission Calculation.

UNIT - IV Title: Functions

Look-up, Text, date and time, Conditional Logic, What – IF Analysis

UNIT - V Title: Analytics through Excel

Using Solver, Linear Programming problem, Transportation Problem, scheduling, Investment Decisions, XLMiner, statistical analysis through XL-Miner.

Reference:

1. Succeeding in Business with Microsoft® Excel 2013: A Problem-Solving Approach by Debra gross, Frank Akaiwa and Karleen Nordquist, Cengage learning publication.
2. Excel® 2016 Formulas and Functions by Paul McFedries, MrExcel Librarty

Second Semester

Course: ORGANISATIONAL BEHAVIOUR

Course Code: IPBMJ2401

Course Objectives:

CO 1: Introduce key concepts and theories of organizational behavior (PO 1, PO 2).

CO 2: Develop an understanding of human behavior in organizational settings (PO 1, PO 4).

CO 3: Foster skills to manage and lead individuals and teams effectively (PO 4, PO 5).

Course Outcomes:

CO 1: Explain key concepts and theories of organizational behavior (PO 1, PO 2).

CO 2: Analyze human behavior in organizational contexts (PO 1, PO 4).

CO 3: Demonstrate effective management and leadership of individuals and teams (PO 4, PO 5).

Contents:

Unit 1

Introduction

Organization-Meaning and Types, Organizational Behaviour-Meaning and Significance, Challenges and Opportunities, Research in OB, Models of OB, Dependent and Independent Variables

Unit 2

Determinants of Individual Behaviour

Personality - Concept, Determinants, Theories and Measures. Emotions – Types and Theories. Perception – Process and Management. Attitudes and values - Sources and Change, Learning – Concept and Theories

Unit 3

Motivation

Concept, Relevance for Individual and Organization, Theories of Motivation - Early vs Contemporary/ Content vs Process, Application

Unit 4

Groups and Teams

Group - Types, Stages of Development, Roles and Norms, Group Decision Making. Team – Difference with Group, Types, Team Effectiveness

Unit 5

Leadership and Communication

Leadership - Concept, Theories, Measures and Contemporary Issues. Communication - Concept, Process, Barriers, Strategies and Skills

Unit 6

Stress and Conflict

Stress – Nature, Sources, Indicators, Assessment and Management, Stress and Personality.
Conflict – Meaning, Views, Management. Negotiation

Suggested Readings

1. Organizational Behavior, Stephen P. Robbins, PHI.
2. Organizational Behavior, F. Luthans, TMH.
3. Organizational Behavior, Udai Pareek, Himalaya Publication.
4. Organizational Behavior, Robbins, Judge & Vohra, Pearson.
5. Organizational Behavior and Management, Ivancevich, Konopaske & Matteson, McGraw-Hill.
6. Prasad L M, Organisational Behaviour, Sultan Chand
7. Khanka S S, Organisational Behaviour, S Chand

Course: Business Environment

Course Code: IPBMN2402

Unit 1: Introduction to Sociology

Sociology - nature & scope, sociology and other social sciences, sociological perspective & explanation of social issues, Impact of Industrial Revolution and Information Revolution on society

Unit 2: Social Stratification

Social Stratification - systems of social stratification, determinants of social stratification, functionalist, conflict and elitist perspectives on Social stratification

Unit 3: Modern Trends in our Society (National and Regional)

Characteristics – multi ethnic, multi religious, multi – lingual; Secular and democratic fabric – the challenges; Effect of globalization on Indian and Assamese Society

Unit 4: History of Indian Business

Evolution of Indian Business; Trading Classes and their role in shaping Indian business; Indian Business families and their contribution

Unit 5: Social Transformation

Globalisation - WTO, World Bank, IMF; Quality of Human Resources – Human Development Index (HDI), Corporate Social Responsibility (CSR), Gender Equality

Suggested Readings:

1. Tripathy D, The Oxford History of Indian Business, Oxford University Press
2. Rao C N S, Sociology, S Chand

Course: Managing Personal Finance

Course Code: IPBMSE2302

Course Contents

Unit 1. Understanding Personal Finance

The Building Blocks to Achieving Personal Financial Success The Economy Affects Your Personal Financial Success Think Like an Economist When Making Financial Decisions The Time Value of Money: Setting Rupee Values on Financial Goals

Unit 2. Financial Statements, Tools, and Budgets

Financial Values, Goals, and Strategies Financial Statements Measure Your Financial Health and Progress Financial Ratios Assess Your Financial Strength and Progress Financial Record Keeping Saves Time and Makes You Money Reaching Your Goals Through Budgeting: Your Spending/Savings Action Plan

Unit 3. Managing Checking and Savings Accounts

What Is Monetary Asset Management? Tool #1—Interest-Earning Checking Accounts Tool #2—Savings Accounts Tool #3—Money Market Accounts Electronic Money Management The Psychology of Money Management

Unit 4. Building and Maintaining Good Credit

Reasons For and Against Using Credit You Should Set Your Own Debt Limit Obtaining Credit and Building a Good Credit Reputation Sources of Consumer Loans Dealing with Over indebtedness

Unit 5. Credit Cards and Consumer Loans

Types of Consumer Credit Credit Card Accounts Managing Credit Cards Wisely Understanding Consumer Installment Loans

Unit 6. Managing Property and Liability Risk

Risk and Risk Management Understanding How Insurance Works Homeowner's Insurance Automobile Insurance Protection for Other Property and Liability Loss Exposures How to Collect on Your Property and Liability Losses

Unit 6. Managing Health Expenses

Addressing the Financial Burdens of Illness or Injury Sources of Protection from Direct Health Care Costs Making Sense of Your Health Plan Benefits Protecting Your Income During Disability Planning for Long-Term Care

Unit 7. Life Insurance Planning

How Much Additional Life Insurance Do You Need? There Are Only Two Basic Types of Life Insurance Understanding Your Life Insurance Policy Step-by-Step Strategies for Buying Life Insurance

Unit 8. Investment Fundamentals

Starting Your Investment Program Discover Your investment Philosophy Identify the Kinds of Investments You Want to Make Risks and Other Factors Affect the Investor's Return Establishing Your Long-Term Investment Strategy Creating Your Own Investment Plan Investing in Stocks and Bonds The Role of Stocks and Bonds in Investments The Major Characteristics of Common Stocks How to Evaluate Stock Values Calculating a Stock's Potential Rate of Return Use the Internet to Evaluate and Select Stocks Buying and Selling Stocks Investing in Bonds Why Invest in Mutual Funds? Fund Objectives, Types, and Characteristics Mutual Fund Investing Fees and Charges Selecting Funds in Which to Invest Real Estate and High-Risk Investments Making Money Investing in Real Estate Pricing and Financing Real Estate Investments Disadvantages of Real Estate Investing Investing in Collectibles, Precious Metals, and Gems Investing in Options and Futures Contracts Calculating Interest on Consumer Loans

Course: Business Ethics

Course Code: IPVAC2303

Course Objective:

Ethics is the cornerstone of order in society and business is no different. This course introduces Ethics, what constitutes it and why it is important.

Unit I: Introduction

Meaning of Ethics – Definition of ethics and Business Ethics – Objectives, nature and sources of ethics – Types of ethics – Need for Business Ethics – Importance and nature of Business Ethics – Factors influencing Business Ethics – Business and Ethical Responsibility

Unit II: Values, Norms and Standards

Values – Norms – Beliefs – Moral Standards, Beliefs and their role – Ethical codes – Theories of ethics – Ethical reasoning – Ethical decisions – Normative ethics in Management – Ethical theories.

Unit III: Managing Ethics

Ethical activities – Ethics compliance management – Company codes – Recipients of the intended ethical action – Codes of ethics – Ethics Training

Unit IV: Ethics and the Organization

The rational organization – The employee obligations to the Firm – Firm's duties to the employee, The political organization – Employee rights – Organizational politics – The caring organization.

Unit V: Broader Ethical Issues in Society

Introduction – How does corruption take place – Black marketing and Hoarding – Bribery – Corporate crime

Suggested Readings:

1. Murthy C V S, Business Ethics, Himalaya Publishing House
2. Banerjee R P, Ethics in Business and Management, Himalaya Publishing House

Third Semester

Course: Marketing Management

Course Code: IPBMJ3401

Objective:

Marketing is one of the core functional areas of management. The course explains the essentials of marketing in that context.

Unit I: Introduction

Nature and Scope of Marketing – Importance of marketing as a business function and in the economy – marketing concepts of traditional and modern – Selling vs. marketing – Marketing Mix – Marketing Environment.

Unit II: Consumer Behaviour and Market Segmentation

Nature, Scope and Significance of consumer Behaviour – Market segmentation – concept and importance – Bases for market segmentation.

Unit III: Product and Price

Concept of product, consumer and industrial goods – Product planning and development – Packaging – Role and functions – Brand Name and Trade Mark – After Sales service – Product life cycle concept; Importance of price in the marketing mix – Factors affecting price of a product/service – Discounts and rebates.

Unit IV: Distribution Channels and Physical Distribution

Distribution channels – concept and role – Types of distribution channels – Factors affecting choice of a distribution channel – Retailer and wholesales – Physical distribution of goods – Transportation – Warehousing – Inventory Control – Order processing.

Unit V: Promotion

Methods of promotion – Optimum promotion mix – Advertising media – their relative merits and limitations – Characteristics of an effective advertisement – Personal selling as a Career – Functions of a Salesman, Successful sales person

Suggested Readings:

1. Kotler P, Marketing Management, Pearson
2. Pillai R S, Bagavathi, Modern Marketing : Principles and Practices, S Chand

Course: FINANCIAL ACCOUNTING

Course Code: IPBMJ3402

Course Objective: This course is intended to introduce the basic theory, concepts and practice of financial accounting and to enable students to understand information contained in the published financial statements of companies and other organisations.

Course Outcome: At the end of the course, the participants of the course would be able to

Acquire conceptual knowledge of basics of accounting (from primary accounting to preparation of financial statement).

Identify events that need to be recorded in the accounting records.

Develop the skill of recording financial transactions and preparation of reports in accordance with GAAP.

Equip with the knowledge of accounting process and preparation of final accounts of sole trader as well as corporate.

Interpret and communicate the information contained in financial statements

Contents:

Unit 1: Conceptual basis of accounting

Foundation of accounting, Development of accounting, Meaning of Accounting, Accountancy & Book Keeping; and relationship between Accounting, Accountancy & Book keeping; Accounting Cycle; Users of Accounting Information; Objectives of Accounting; Types of Accounting information; Advantages & Limitation of Accounting, Double entry system of Book Keeping.

Meaning of Generally Accepted Accounting Principles (GAAP), Accounting Principles, Accounting Conventions and Policies, Accounting standard. Accounting and management control, Branches of Accounting.

Unit 2: Basis Accounting

The Accounting Process, Identification and Documentation and Recording of Business Transaction, Golden rules of accounting, The journals and subsidiary books, ledger accounts-posting of transactions.

Unit 3: Cash Book

Cash Book: Cash Book: Meaning and types of Cash book, Single Column, Double Column and Triple Column Cash Book.

Unit 4: Trial Balance

Trial balance-meaning and importance, adjusted trial balance, Difference in trial balance, Errors in trial balance, Rectification of trial balance.

Unit 5: Depreciation

Depreciation: Meaning, Depreciation Accounting, Causes for Depreciation and Method of allocating Depreciation.

Unit 6: Final Account

Conceptual concept of a balance sheet, Balance sheet equation, Classification of items in a balance sheet, Formats of a company Balance sheet, Need and Meaning of Profit and Loss Account, Concept of Gross profit and Net Profit, Trading account, Adjustments, forms and contents of P/L account, Preparation of Final accounts.

Unit 6 Accounting standards and emerging concepts in accounting

Indian accounting standards and IFRS, Human Resource Accounting, Environmental Accounting, Inflation Accounting.

Suggested Readings

Financial Accounting, P.C.Tulsian, Pearson Education.

Financial Accounting, Principles and Practices by Prof. Jawahar Lal and Dr. Seema Srivastava, S.Chand.

Financial Accounting for Management, Ambrish Gupta.

Modern Accountancy, Amitabh Mukharjee & Mohammed Hanif.

Course: INDUSTRIAL RELATIONS

Course Code: IPBMN3403

Course Objective: The objective of the course is to familiarize the students about the different aspects of managing people in the organizations through different laws related to industrial relations.

Course Outcome:

To understand the different aspects of employee relations in today's organization.

To understand the role of trade union in human resource management.

To understand the role of collective bargaining and its role at different negotiation process.

To understand how workers participation in management helps an organization in growth prospective.

To create IR systems for different business ventures to promote team work and productivity.

Unit 1

Introduction

Concept and importance of industrial relations, impact of industrial revolution, approaches to industrial relations, Dunlop's system theory, parties to industrial relations, objectives of industrial relations, factors affecting industrial relations, reasons of poor industrial relations, effects of poor IR, aspects of industrial relations- cooperation and conflict

Unit 2

Trade Unions

Concept & features, evolution, functions and types, white-collar trade unions, employers' associations, union security, methods of achieving trade union objectives, trade union movement in India, central trade unions in India, problems of trade unions in India

Unit 3

Collective Bargaining

Definition and features, classification and principles, objectives and importance, steps in collective bargaining process, factors affecting collective bargaining, conditions for effective collective bargaining

Unit 4

Industrial Disputes

Concept and nature, classification, causes, resolution, prevention, typology of strikes, legality and justification of strikes, condition for good industrial relations

Unit 5

Workers' Participation in Management

Meaning and need, evolution of concept, objectives and forms, schemes of participation in India, demerits of the schemes, bipartite and tripartite bodies

Unit 6

Concepts Related to Industrial Relations

Code of conduct, code of discipline, National Commission on Labour, New Economic Policy, technological change and industrial relations, recent trends and future direction

Suggested Readings

1. Dynamics of Industrial Relations, Mamoria, Mamoria and Gankar, Himalaya Publishing House.
2. Industrial Relations and Labour Laws, B.D. Singh, Excel books.
3. Essentials of Human Resource Management and Industrial Relations, P. Subba Rao, Himalaya Publishing House.

Business Communication

Course Code: IPBMSE3303

Course Objectives:

To study the communication skills

To understand the proper tone of language required in writing and speaking.

To familiarize the speech structures and developing the speech outline.

To communicate and develop presentation skills

To apply it in practical business situations, written exercises & e-mails and letters: Re-writing and reframing of sentences are being delivered..

Course Learning Outcomes:

Understanding the role of communication in the organizational and Global Context.

Understanding the basics of effective written and verbal communication.

Understanding the theoretical models of communication and development in communication research.

Analyzing one's own communication style in different contexts and mediums.

Exposure and training of technical writing, responsibilities of a communicator, Ethical Issues and Legal Issues

Contents:

Unit 1: Introduction

Meaning of communication, process of communication, importance and role of communication, forms of communication: verbal, non-verbal, written, visualizations; comparative analysis of the forms, channels of communication

Unit 2: Barriers and Gateways to Communication

Meaning of barriers and gateways, problem with barriers, importance of gateways, types of barriers, implications for contemporary business organizations and managers

Unit 3 : Oral/Verbal communication:

Principle and structure, Barriers, Art of listening, Feedback, Presentation techniques, Telephonic conversation

Unit 4: Non-verbal communication:

Meaning & importance, Role of mannerism and attitude, Body language, Eye contact, Expressions and gestures

Unit 5: Written communication:

Principles, Structure & mechanics of writing, Report writing, Circulars,
Notices, Memos, Minutes of meeting, Styles of writing letters, Common errors in writing

Text Books:

1. Business Communication Today, 10th edition, Courtland L. Bovee, John Thill,
Abha Chaterjee, Pearson Education
2. Business Communication, 2009, Anjane Sethi, Bhavana Adhikari, Tata
McGraw Hill
3. The Art of Negotiation: How to Improvise Agreement in a Chaotic World,
Michael Wheeler, 2013, Harvard Business School Suggested Readings

Fourth Semester

Course: HUMAN RESOURCE MANAGEMENT

Course Code: IPBMJ4401

Course Objective: The objective of the course is to familiarize the students about the different aspects of managing people in the organizations from the stage of acquisition to development and retention.

Course Outcome: At the end of this course, the participants of the course would be able to

To understand HRM and the role of HRM in effective business administration.

To understand the role that HRM has to play in manpower planning, job analysis and forecast the human resource requirements.

To understand the role of recruitment and selection in relation to the organization's business and HRM objectives.

To understand job-based compensation scheme and performance management system and appraisals.

To recognize the emerging horizons of HRM and also enduring international HRM, e-HRM, HRIS.

Contents:

Unit I- Introduction

Conceptual foundations; Human aspect of management; Human resource management- concept, scope and importance; Competencies of HR manager- employer branding and competency mapping; Changing role of HRM- workforce diversity, technological change, restructuring and rightsizing, empowerment; TQM; Management of ethics.

Unit II- Human Resource Planning, Job Analysis, and Job Design

Assessing human resource requirements; Human resource forecasting; Work load analysis; Job analysis; Job description and specifications; Job design; Job characteristic approach to job design.

Unit III- Recruitment, Selection, Training, and Development

Factors affecting recruitment; Sources of recruitment (internal and external); Basic selection model; Psychological tests for selection; Interviewing; Placement and induction; Job changes- Transfers, Promotions, and Separations; An overview of training and development; Emerging trends in recruitment, selection, and development.

Unit IV- Compensation Management, Performance Appraisal, and Audit

Compensation management- Job evaluation, base compensation and supplementary compensation; Innovations in compensation management- Pay band system, ESOP; Performance appraisal- concept, traditional and modern methods- MBO, 360 degree appraisal, behaviourally anchored rating scale, balanced scorecard; Potential appraisal.

Unit V- Emerging Horizons of HRM

International HRM, challenges of international HR managers; Green HRM; E-HRM; HRIS (Human Resource Information System); Human resource audit; Contemporary issues in human resource management- moonlighting phenomenon, employee engagement, flexi timing, psychological contract, managing protean career, layoffs.

Suggested Readings

Armstrong, M., & Taylor, S. (2017). *Armstrong's Handbook of Human Resource Management Practice*. BOOK, Kogan Page.

Aswathappa, K. (2013). *Human Resource Management: Text and Cases*. BOOK, McGraw Hill Education.

Gary, D. (2011). *Human Resource Management*. BOOK, Pearson.

Leatherbarrow, C., & Fletcher, J. (2018). *Introduction to Human Resource Management: A Guide to HR in Practice*. BOOK, Kogan Page.

Course: PROJECT MANAGEMENT

Course Code: IPBMJ4402

Unit 1

Introduction

Definition of project, need for project management, project environment, project manager and project team, project life cycle

Unit 2

Project Initiation and Analysis

Generation and screening of project ideas; Market and demand analysis: market survey, demand forecasting, uncertainties in demand forecasting; Technical analysis: product mix, plant capacity, machinery and equipment, environmental aspects; Project costing and finance: cost of project, cost of production, means of financing project

Unit 3

Project Appraisal

Project selection and criteria of choice; Project selection models: non-numeric and numeric; Time value of money; Project appraisal techniques: NPV, IRR, benefit cost ratio, payback period, ARR; Risk analysis: sources and measures of risk, sensitivity analysis, scenario analysis, break-even analysis; Project portfolio process; Project proposals; Conflicts and negotiation in project

Unit 4

Multiple Projects

Project dependence, capital rationing, ranking method, mathematical programming approach, linear programming model, integer linear programming model

Unit 5

Project Planning and Implementation

Project scope, action planning, work breakdown structure, linear responsibility chart, budgeting and cost estimation, project networks: AOA and AON, consistency and redundancy, scheduling, network techniques: CPM and PERT, project crashing, resource allocation, resource loading, resource levelling

Unit 6

Project Monitoring and Control

Planning-Monitoring-Controlling Cycle, reporting, PMIS, types of control processes, project audit, project termination process

Suggested Readings

1. Projects, P.Chandra, Tata McGraw Hill.
2. Project Management: Strategic Financial Planning Evaluation and Control, Bhavesh M. Patel, Vikas Publishing House.
3. Project Management: A Managerial Approach, Meredith and Mantel, John Wiley & Sons.
4. Effective Project Management, Wysocki, Robert and Crane, John WileyReadings

Course: BUSINESS LAW

Course Code: IPBMJ4403

Course Objective: To provide basic concepts business law in India and to discuss various ways to settle legal disputes.

Course Outcome: At the end of the course, participants of the course would be able to:

Explain the concepts in laws with respect to business dealings.

Apply the national business laws to current business environment.

Analyses the principle of business and strategies adopted by business houses for various business decisions.

Integrate concept of business law with day-to-day business dealings.

Understand the concept of consumer protection Act and functioning of redressal mechanism for protecting consumers.

Comprehensively understand with basic legal formalities for incorporation of a company and different types companies that exist, meetings, constitution and power of board of directors etc.

Contents:

Unit 1

The Indian Contract Act, 1872: Introduction : Nature of contract, Definitions, Classification of contracts ; Essentials of valid contract: Offer and Acceptance, Considerations, Capacity to contracts, Free consent, Legality of object, Void agreement, Contingent contracts; Performance of contracts; Discharge of contract; Breach of contract; Quasi Contracts; Special contracts: Indemnity and Guarantee: Meaning, Right of indemnity holder; Bailment and Pledge: Classification of bailment, Duties and right of bailor and bailee; Law relating to lien, Finder of goods, Pledge, Difference between bailment and pledge.

Unit 2

The Sale of Goods Act. 1930: Introduction, Formation of contract of sale, Types of goods, Sale and agreement to sell, sell and hire- purchase agreement; Subject- matter of contract of sale, Conditions and Warranties: Meaning; Express and implied conditions and warranties, Caveat emptor; Transfer of ownership; Performance of contracts: Delivery of the goods, Rights and Duties of the buyer.

Unit 3

The Companies Act, 2013 : Companies Act, 2013: Introduction, Definitions, Classifications; Members and Directors of Companies, MoA, AoA; Directors of companies: Introduction, Appointment, Duties, Remuneration and Removal of Director; Meeting of the board: Introduction, Time for holding meeting, quorum, Committees of the board; General Meeting: Introduction, Types: SM, AGM, EGM; Corporate Social Responsibility.

Unit 4

Consumer Protection Act, 1986 : The Consumer Protection Act 1986: Introduction, Definitions; Objectives of CPA; Redressal Agency: District, State and National forum; Councils: Central, State and Districts.

Unit 5

Law of Partnership: Definition of partnership, Formation of partnership, Essential elements of partnership; Advantage and Rights and Duties of partners; Types of partnership: Partnership at will, particular partnership, Partnership for fixed term; Classes of partners: Active partner, sleeping partner, Nominal partner, Partner for profit only, Incoming and outgoing partner; Dissolution of firm and partnership.

Unit 6 :

The Right to Information Act, 2005

Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information, Duties of a PIO, Exemption from disclosure of information, Partial disclosure of information, Information commissions, powers of Information Commissions,

Suggested Readings

Mercantile Law by P.P.S.Gogna, S.Chand Publisher.

Business Laws, Chandra Bose, PHI.

Business Laws; Mathur, Satish B.; Tata McGraw Hill; 2nd Edition, 2010

Commercial Law (including Company Law) and Industrial Law; Sen&Mitra;World Press ; 27th Edition, 2018

Business Laws; Gulshan, S.S; Excel Books; 5th Edition, 2015.

Course: CONSUMER BEHAVIOUR

Course Code: IPBMJ4304

Course Objectives:

To highlight the importance of understanding consumer behavior in Marketing.

To study the environmental and individual influences on consumers

To understand consumer behavior in Indian context.

Course Learning Outcomes:

Appreciate the fascinating field of consumer behaviour with the consumer at its center.

Get a full grasp of quantitative and qualitative consumer research.

Understand the reasons for mass marketing and segmentation of markets.

Get a feel of the internal processes like consumer perception, learning and memory attitudes, motivation and emotion, personality, self-concept and lifestyle.

Acquire insights into the social and cultural influences on behaviour.

Understand how communication combines the individual's inner influences to the social and cultural influences for an adequate decision-making and adoption of products, ideas or services.

Contents:

Unit 1

Introduction : Scope & relevance, consumer research process: quantitative and qualitative, market segmentation: importance and use, buying decision process, basic model of consumer behaviour

Unit 2

Consumer Motivation, Perception and Attitudes

Needs, wants, demands, and motives, motivational research, personal and psychological influences, absolute and differential threshold, attention and perception, perceptual selection, organisation and interpretation, product and service positioning, perceived price, quality and risk, attitude formation, strategies for attitude change

Unit 3

Communication and Consumer Behaviour : Celebrity influence, word of mouth, opinion leaders, use of unconventional communication methods, influence of social media on consumer purchase behaviour, e-buying behaviour

Unit 4

Personality and Consumer Learning : Nature of personality and self-concept, Freudian and non - Freudian concept, personality traits and its marketing significance, product personality and brand personification, elements of consumer learning, marketing applications of learning theories

Unit 5

Socio-Cultural Influences : Socialisation, classes in society, life-style profiles, reference groups, family buying decision, family life cycle, culture and sub-culture, measurement of culture, cultural aspects of emerging markets, cross-cultural consumer behaviour

Unit 6

Decision Making and Innovation : Decision making: Concept of consumer decision making, models of decision making; Innovation: meaning, process of diffusion and adoption, decision process, innovator profiles; Consumer gifting behaviour

Unit 7

Consumer and Society : Consumerism, consumer protection, consumer right and consumer, education, legal consideration

Suggested Readings

1. Consumer Behavior, Schiffman & Kanuk, Pearson.
2. Consumer Behaviour, L.G. Schiffman & L.L. Kanuk, Prentice Hall of India.
3. Consumer Behaviour, Kazmi & Batra, Excel Books.
4. Consumer Behavior, Engel & Blackwell, Thomson.
5. Consumer Behaviour, D.J. Loudon & A.J. Dellabitta, Tata McGraw Hill.

Course: BEHAVIOURAL FINANCE

Course Code: IPBMN4305

Course Objective: This course is designed to give the students the idea of the newly developed field of behavioural finance. Students will learn how despite trying best to rational our brain ends up taking illogical decision which may not be irrational at all to our mind.

Course Outcome:

To understand the judgments and their relations to emotions. To understand how our brain comes to a rational decision. Understand different theories of neuroscience. To understand the errors resulting from irrationality of mind. To know how group behaves and how it impacts financial decision making

Contents:

Unit I-Investment Decision Cycle

Judgment under uncertainty, utility/ preference functions: expected utility theory [EUT]

Unit II Brief History of Rational Thought

Pascal-Fermat to Friedman-Savage paradoxes (Allais and Others)

Unit III Theories related to Behavioural Finance

Prospect theory, information screening biases, and information processing: bayesian decision making, heuristics and cognitive biases.

Unit IV Forecasting errors due to biases

Forecasting biases, emotion and neuroscience

Unit V Group behavior and finance

Group behaviour: conformism, herding, fatal attractions, investing styles and behavioural finance.

Suggested Readings

1. Behavioural Finance: Insights into Irrational Minds and Markets, James Montier, Wiley.
2. Inefficient Markets: An Introduction to Behavioral Finance, Andrei Shleifer, Oxford University Press.
3. Behavioral Corporate Finance: Decisions that Create Value, Hersh Shefrin, Mcgraw-Hill/Irwin.

Fifth Semester

Course: STRATEGIC MANAGEMENT

Course Code: IPBMJ5401

Unit 1

Introduction

Concept, evolution, characteristics and objectives of strategic management, strategic decision - making, school of thought on strategy formation, Mintzberg's 5P's of strategy

Unit 2

Strategy Formulation

Stakeholders in business, concept of stretch, leverage and fit, vision and mission, goals and objectives of business organization, need for balanced scorecard

Unit 3

Environmental Appraisal

Concept, importance, strategic analysis and choice, environmental threat and opportunity profile (ETOP), organizational capability profile, strategic advantage profile, corporate portfolio analysis, SWOT analysis, Porter's five forces model of competition, McKinsey's 7S framework, GE nine cell model, distinctive competitiveness, Hofer's Matrices

Unit 4

Corporate Level Strategies

Grand strategies, stability strategies, expansion strategies, retrenchment strategies, combination strategies, restructuring of business, issues related with strategies

Unit 5

Strategic Implementation

Issues in implementation, project implementation, procedural implementation, resource allocation, budgets, organization structure, matching structure and strategy, behavioural issues, leadership style, corporate culture, values, power, social responsibilities, ethics, building a capable organization, functional issues, functional plans and policies

Unit 6

Strategy Evaluation

Importance and nature, symptoms of malfunctioning of strategy, organization anarchies, operations and strategic control, measurement of performance, analysing variances, role of organizational systems in evaluation

Unit 7

Strategic Analysis and Choice

Process of strategic choice, corporate-level strategic analysis, business-level strategic analysis, subjective factors in strategic choice, contingency strategies, strategic plan

Unit 8

New Business Models

Strategies for internet economy, shaping characteristics of e-commerce environment, e-commerce business model and strategies, internet strategies for traditional business, key success factors in e-commerce

Suggested Readings

1. Business policy and strategic management, Azhar Kazmi, Tata McGraw-Hill.
2. Strategic management and business policy, William F. Glueck, Tata McGraw –Hill.
3. Strategic Management, Michael Porter, PHI.
4. Strategic Management – Concept and Cases, Thomson and Strickland, Tata McGraw Hill.
5. Cases in Strategic Management, S.B. Budhiraja & Atheya, Excel Books.

Course: ENTREPRENEURSHIP DEVELOPMENT

Course Code: IPBMJ5402

Unit 1

Introduction to Entrepreneurship

Definition of entrepreneur, entrepreneurial traits, and entrepreneur vs. manager, entrepreneur vs. intrapreneur, the entrepreneurial decision process, role of entrepreneurship in economic development, ethics and social responsibility of entrepreneurs, opportunities for entrepreneurs in India and abroad, woman entrepreneurship

Unit 2 Creating and Starting the Venture

Sources of new ideas, methods of generating ideas, creating problem solving, product planning and development process

Unit 3 The Business Plan

Nature and scope of business plan, writing business plan, evaluating business plans, using and implementing business plans, marketing plan, financial plan and the organizational plan, launching formalities, preparation of business plan

Unit 4 Government Policies and Supports

Micro, Small and Medium Enterprises Development Act, 2006, policy and schemes of the central govt., for promotion of industrial development with special reference to north-east India, marketing and sales controls, e-commerce and entrepreneurship, internet advertising

Unit 5 Institutional support to Entrepreneurship

Role of Directorate of Industries, District Industries, Centers (DICs), Industrial Development Corporation (IDC), State Financial corporation (SFCs), Commercial banks Small Scale Industries Development Corporations (SSIDCs), Khadi and village Industries Commission (KVIC), National Small Industries Corporation (NSIC), Small Industries Development Bank of India (SIDBI), NEDFI

Suggested Readings

1. Entrepreneurship development small business enterprises, Charanthimath, Pearson education.
2. Entrepreneurship in The New Millennium, Kuratko & Hodgetts, Cengage learning.
3. Small Scale Industries and Entrepreneurship, Vasant Desai, Himalaya Publishing House.
4. Fundamentals of Entrepreneurship, B. K. Mohanty, PHI.

Course: COST ACCOUNTING

Course Code: IPBMJ5403

Unit 1

Nature and scope of cost accounting, cost concept, scope, objective, financial accounting vs. cost accounting, classification of cost, methods of costing, limitation of cost accounting and cost sheet

Unit 2

Material Control

Introduction, dimension and aspect of material control, purchase control, methods of valuing material issue: methods of valuing material issues, FIFO, LIFO, HIFO, Average cost method and inflated price method.

Unit 3

Techniques of Material Control

Level setting, economic ordering quantity, scientific inventory management for replenishment, just in time, ABC Analysis, VED analysis, FNSD analysis and perpetual Inventory system.

Unit 4

Labour cost: introduction, types of labour, labour cost, labour turnover and cause and effect of labour turnover, labour productivity, motion study, time study, remuneration and incentive: time wage system, piece rate system, Taylor's differential piece rate system, Halsey premium plan and Rowan premium plan

Unit 5

Cost Volume Profit Analysis

Objective, assumption, elements of C-V-P analysis, contribution, difference between contribution and profit, breakeven point, margin of safety

Suggested Readings

1. Cost accounting, S.P. Jain and K.L. Narang.
2. Cost Accounting, M.Y.Khan and P.K.Jain
3. Cost Accounting – Principles and practice, M.N. Arora, Sultan Chand & Sons.

Course: COMPUTER APPLICATION IN MANAGEMENT

Course Code: IPBMJ5404

Course objective: Through this course it is intended to familiarize the students with the computer hardware and software applications for data/file management and exchange through net.

Course Outcome: Students will learn how to format a worksheet, Format numbers in a worksheet , Create an Excel table , Filter data by using an AutoFilter , Sort data by using an AutoFilter and to Analyze Data with the Analysis Tool like ANOVAs, Correlation, Covariance, Descriptive Statistics.

Unit 1: Computer Fundamentals Basics of Computer Hardware and its functional units, Concept of Software Application and System Software, Basics of Operating Systems, with exposure to DOS, UNIX and Windows, Computer Codes.

Unit 2: Networking and Basics of Ecommerce

Networking Basics: Computer Network, Network Categories, Network Structure, TCP/IP Reference Model, IP address

Ecommerce Basics: Meaning of Ecommerce, Benefits of Ecommerce, Classification of Ecommerce, Electronic Market, B2B and B2C Business Models, Framework for Electronic Commerce.

Unit 3: Handling Packages

Handling MS Office: MS Word, MS Excel and MS PowerPoint.

Handling Web Designing Packages like Microsoft FrontPage.

Unit 4: Database Concepts

Introduction to Database, DBMS vs RDBMS concepts, Creating Tables using MS Access, Creating Relations between Tables in MS Access, Designing Forms, Queries and Reports in MS Access.

Practical:

Hands-on training on MS Word, MS Excel, MS PowerPoint, MS Access and Microsoft FrontPage.

1. Suggested Readings

2. Computer Fundamentals, Anita Goel.
3. Foundation of Computing, P.K. Sinha & Priti Sinha, BPB Publications.
4. Behl, R. Information Technology for Management (Second Edition), Tata McGraw Hill, New Delhi, 2012.

5. Goel, A. Computer Fundamentals (Third Edition), Pearson Education, New Delhi, 2010.
6. Balagurusamy, E. Fundamentals of Computers, Tata McGraw Hill, New Delhi, 2009.
7. Rajaraman V. Computer Basics and C Programming, Prentice Hall of India, New Delhi, 2008.
8. Kanter J. Managing with Information, Prentice Hall of India, New Delhi, 2003.

Course: QUANTITATIVE TECHNIQUES

Course Code: IPBMN5401

Course Objectives:

CO 1: Introduce quantitative methods for business decision-making (PO 1, PO 5).

CO 2: Develop analytical and statistical skills (PO 3, PO 5).

CO 3: Enhance problem-solving abilities using quantitative techniques (PO 3, PO 5).

Course Outcomes:

CO 1: Demonstrate knowledge of quantitative methods in business (PO 1, PO 5).

CO 2: Apply analytical and statistical techniques to business problems (PO 3, PO 5).

CO 3: Solve business problems using quantitative techniques (PO 3, PO 5).

Contents:

Unit- I Theory of Probability and Probability Distributions

Approaches to calculation of probability; Marginal, joint and conditional probabilities; Probability rules; Bayes' theorem; Expected value and standard deviation of a probability distribution; Standard probability distributions - Binomial, Poisson, and normal.

Unit II-Statistical Decision Theory

Measures of central tendency and measures of dispersion, Decision-making process; Decision rules under risk and uncertainty; Expected value approach and EVPI; Marginal analysis; Decision-tree analysis.

Unit III-Sampling, Estimation

Types of Sampling; Sampling distribution; Estimation; Confidence intervals for means; Confidence intervals for proportions; Sample size determination.

Unit IV-Hypothesis Testing

Steps of hypothesis testing; One and two-tailed tests; Type I and type II errors.

One Sample Tests: Means and proportions.

Two-sample Tests: Tests for difference between means – Independent samples; Small samples; Dependent samples; Testing of difference between proportions

Unit V-Analysis of Variance and Non-parametric Tests

F-test of equality of variances; One-factor ANOVA; Chi-square test for Independence and for Goodness-of-fit; Sign test; One-sample runs test.

Unit VI-Correlation and Regression Analysis

Simple and partial correlation analysis; Rank correlation; Simple and Multiple linear regression analysis (involving up to three variables).

Suggested Readings

1. Aczel, A. D., Sounderpandian, J., Saavanan, P. & Joshi, R. (2012). Complete Business Statistics. New Delhi: McGraw Hill Education (India) Pvt. Ltd.
2. Anderson, D.R., Sweeney, D.J., Williams, T.A., Camm, J.D. & Cochran, J.J. (2014). Statistics for Business & Economics. Cengage Learning Custom Publishing.
3. Black, K. (2012). Applied Business Statistics. Wiley
4. Levin, R.I. & Rubin, D.S. (1997). Statistics for Management. Prentice-Hall of India.
5. Vohra, N. D. (2012). Business Statistics. New Delhi: McGraw Hill Education (India) Pvt. Ltd.

Sixth Semester

Course: SUPPLY CHAIN MANAGEMENT

Course Code: IPBMJ6401

Course objective:

1. Identify and Analyze Business Models, Business Strategies and, corresponding Competitive Advantage.
2. Formulate and implement Warehouse Best Practices and Strategies.
3. Plan Warehouse and Logistics operations for optimum utilization of resources.

Course outcome:

1. Describe distribution and service delivery practices.
2. Reduce inventory holding cost through innovative optimization and feed forward control.
3. Identify market linkages that make firms strategically competitive.
4. Define SCM best practices aimed on seamless logistics.
5. Understand SC strategy to create competitive advantages for clusters & nations.
6. Calculate parameters for effective inventory management and forecasting.

Contents:

Unit 1: Introduction to Supply Chain Management

Supply Chain Management in business vertical & Supply Chain Integration; Process Views, Activities, Vertical versus Horizontal Integration; Supply-chain operations reference model; Implications of Globalization, Uncertainty and Risk Analysis.

Unit 2: Inventory Management practices & Logistics

Customer Value & Total Cost of Ownership; Inventory Management, Policies, Forecasting, Levers, Echelon Inventory; Inventory classification techniques; Reverse logistics; Resolving misalignment & Risk Pooling; Bullwhip Effect; Replenishment lead time; CPFR practices; Logistic Mixes, Global Logistic, Third Party Logistics, Warehousing Decisions; Product Life Cycle and Distribution Challenges, Transportation Decisions.

Unit 3: Supplier Relationship Management

Strategic Alliances, Procurement & Outsourcing Strategies; Coordinated product & supply chain Design; Legal Aspects of Purchasing, Sourcing & Contracts, Purchasing Performance valuation, Supplier Price & Cost Analysis, Value Analysis.

Unit 4: Controlling practices in SCM

Resilient supply network & High-impact practices; ICT infrastructure and Macro processes;

Performance measures in designing SCM; financial control practice, Regulatory concerns, Free Trade Zones & WTO; Six sigma & Lean-Management, E-commerce, Technology, GST, Game Theory.

Suggested Readings

1. Logistics and Supply Chain Management, G. Raghuram (I.I.M.A.), Macmillan.
2. A Text Book of Logistics and Supply chain management, D.K. Agarwal., Macmillan.
3. Supply Chain Management, B.S. Sahay, Macmillan.
4. Simchi Levi, D., Kaminski, P., Simchi Levi, E. & Shankar, R. (2015). Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies. McGraw Hill, New Delhi. ISBN 9780070666986

Course: INTERNATIONAL BUSINESS

Course Code: IPBMJ6402

Unit 1

Introduction

Definition of international business, changing environment of international business, globalization of markets, trends in globalization, effects and benefits of globalization

Unit 2

Foreign trade policy; policy making body and institution, developing countries' concerns; exchange rate policy of developing economies, India's exchange rate regimes and experiences, nominal vs real exchange rates, bilateral vs effective, exchange rates and the economy

Unit 3

Import substitution and export promotion policies; role of commercial bank and NBFC in export promotion, infrastructure support for export promotion: export processing zones, special economic zones, export oriented units.

Unit 4

Emerging market analysis, country risk analysis, foreign investment analysis: direct and portfolio, currency convertibility: current account and capital account, South Asian currency crisis.

Unit 5

International trade: developments in international trade theory, trade policy instruments and liberalization ,World Trade Organization, IMF, ASEAN, SAARC, BRIC

Unit 6

Social responsibility of business, country evaluation & selection – international asset protection, foreign trade policy, social issues in international business, labour issues, and environmental issues

Suggested Readings

1. International Business, Shyam Shukla, Excel Books.
2. International Business, Rakesh Mohan Joshi, Oxford University Press.
3. International Business Environment, Dr. Francis CherruniIam, Himalaya Publishing House.

Subject: FINANCIAL MANAGEMENT

Subject Code: IPBMJ6403

Unit 1

Introduction, scope, objectives & nature of financial management; role of finance manager; understanding the concepts of value maximization and profit maximization, basic financial decisions: investment, financing and dividend decisions

Unit 2

Understanding about short term and long term sources of funds and their characteristics
sources of finance: equity capital, debentures, preference capital and term loan

Unit 3

Financial Statement Analysis

Understanding the parameters of health of business: liquidity, profitability, solvency and efficiency, understanding and computation of various tools of financial analysis-- such as percentile financial statement and ratio analysis

Unit 4

Cost of Capital

Time value of money, cost of capital & value of firm: measurement of specific cost of capital, weighted average cost of capital

Unit 5

Capital Structure Decisions

Capital structure theories, EBIT-EPS relationship, determinants of capital structure; leverages: operating, financial & combined leverages

Unit 6

Investment Decisions

Capital budgeting methods, DCF and Non DCF methods of investment appraisal, project selection on the basis of Investment Decisions NPV, IRR, capital budgeting under risk & uncertainty, capital rationing

Unit 7

Working Capital Management

Concept, operating cycle, estimation of working capital requirement, cash management, receivable management, and inventory management

Unit 8

Dividend Decisions

Forms of dividends, theories of dividend policies, determinants of dividends decisions, implication of bonus issue, right issue, stock split and buy back of shares

Suggested Readings

1. Financial Management, P. C. Chandra, TMH.
2. Financial Management, I.M. Pandey, Vikash Publications.
3. Fundamentals of Financial Management, Van Horne & Bhaduri, Pearson Education.

Course: ADVERTISING MANAGEMENT

Course Code: IPBMJ6404

Course Objectives:

To familiarize the students with the role of advertising in the in context of promoting products and services.

To understand the advertising process and key decision areas for effective management of this function and also

To develop an understanding about concepts, methods and strategies of sales promotion.

Course Learning Outcomes:

To examine the reasons for the increasing importance of advertising.

To know the various decision areas under each element of the marketing mix and how they influence and interact with advertising and promotional strategies.

To understand the process of developing and implementing media strategies.

To evaluate alternative methods fro measuring promotional program effectiveness.

To help the students learn to participate in a group setting as they have to work in teams in their business careers.

Contents:

Unit 1

Introduction, various types of advertising, its role in the marketing process; legal, ethical and social aspects of advertising, marketing and the communications mix

Unit 2

Communication: introduction, processes of communication; integrated marketing communications, marketing and the communications mix its evolution, reasons for its growth and its role in branding

Unit 3

The promotional mix; segmentation, targeting and positioning and their role in promotion, promotional objectives, determination, types and approaches, planning communications DAGMAR approach, problems in setting objectives; advertising budget, establishment and allocation, budgeting approaches

Unit 4

Advertisement copy, its components and types; the importance of creativity in advertising, creative strategy and process, implementation and evaluation

Unit 5

Media planning, establishing media objectives, media strategies, the message, the target and the media mix, reach vs. frequency, creative aspects, budget considerations, evaluation of broadcast media, print media, support media, internet and interactive media etc.; computers in media planning

Unit 6

Measuring the effectiveness of the promotional program, advertising research, market testing, testing via internet, pre testing, post testing, laboratory tests, field tests, PACT

Suggested Readings

1. Advertising Management, Rajeev Batra, John G. Myers & David A. Aaker, Pearson Education.
2. Advertising: Principles and Practices, W. Wells, J. Burnet & S. Moriarty, Pearson Education.
3. Managing Brand Equity, David Aaker, PHI

Course: COMPENSATION MANAGEMENT

Course Code: IPBMN6401

Course Objectives: Course Objective:

The objective of the course is to familiarize the students about the different aspects of managing people in the organizations through wage structure to payment of bonus.

Course Outcome:

1. At the end of the course, the participants of the course would be able to
2. To examine the importance of compensation in growing global economy.
3. To understand the components of a compensation system.
4. To assess the process of determination of compensation.
5. To design a strategic pay model for various jobs of an organisation.

Unit 1

Introduction

Concept of compensation and reward, system of compensation and reward, 3 P compensation concept, concept of CTC

Unit 2

Theoretical Background

Wage theories, theories of motivation, relationship of rewards and behaviour

Unit 3

Macro-level Compensation

Differences between nations, wage and salary administration at national level, wage policy and concepts, wage influencing variables in Indian context, legal framework, wage fixation at national level

Unit 4

Micro-level Compensation

Compensation strategy at company level, developing a total compensation strategy, determinants of individual financial compensation, compensation surveys, compensation policy, job evaluation

Unit 5

Compensation Structure

Salary structures, financial and non-financial components, methods of payment, basic, allowances, reimbursements, seniority-based pay

Unit 6

Employee Equity in Compensation

Performance-related pay, individual plans, team plans, company-wide gainsharing and profit sharing plans, short-term vs long-term plans, wage incentive plans, types of incentive systems, skill-based pay, competency-based pay

Unit 7

Benefits and Services

Fringe benefits, employee benefits and services, voluntary and statutory welfare benefits, social security benefits, administration of benefits and services, cafeteria approach

Unit 8

Executive compensation

Current trend, logic behind executive pay, components of executive compensation, issues and criticisms

Suggested Readings

1. Compensation and Reward Management, B.D. Singh, Excel Books.
2. Compensation Management: Rewarding Performance, Richard I. Henderson, PHI.
3. Rethinking Rewards and Incentive Management, C.S. Venkatratnam, Excel Books.

Seventh Semester

Course: Core Concepts of Business

Course Code: IPBMJ7401

Course Objectives:

CO 1: Provide an overview of the business world, including various types of businesses and their functions (PO 1, PO 2).

CO 2: Develop an understanding of the key concepts and terminology in business (PO 1, PO 2).

CO 3: Foster analytical skills to assess business environments and opportunities (PO 3).

Course Outcomes:

CO 1: Explain the nature and types of businesses and their roles in society (PO 1, PO 2).

CO 2: Identify and describe key business concepts and terminology (PO 1, PO 2).

CO 3: Analyze business environments to identify opportunities and challenges (PO 3, PO 5).

UNIT I: Nature and Purpose of Business

Economic & non economic activities, concept & nature of business, objectives of business, classification of Business activities – trade, industry, commerce, profession

UNIT II: Forms of Business

Meaning, features, merits & limitations of following forms of business: sole proprietorship; partnership; joint stock companies; co-operative societies; public enterprises; joint sector; multinationals

UNIT III: Internal Trade

Meaning & type; wholesale trade – function & services; retail trade – meaning types, features & merits; departmental store; chain store; mail order business; franchisee; super bazaar; Buying & selling documents - invoice, proforma invoice, account sales, statement of account, debit note, credit note

UNIT IV: External Trade

Nature & importance; export import procedure; export documentations; current trend in international trade

UNIT V: Indian Business Environment

Concept, components & importance; problems of growth – unemployment, poverty, regional imbalances, social justice, inflation, parallel economy

Suggested Readings:

1. Agarwal A.N, Indian Economy, Vikas Publications
2. Khan Farooq A, Business & Society, Sultan Chand
3. Dutt R and Sundaram K P M, Indian Economy, Sultan Chand

Course: PERFORMANCE MANAGEMENT

Course Code: IPBMJ7402

Course Objective: The objective of the course is to familiarize the students about the different aspects of Performance and feedback management. Importance of performance in an organization and its growth strategies will be focus through this paper.

Course Outcome:

To understand Performance Management and Performance Appraisal

To understand the role of Goal Setting and Feedback in an organization

To understand the role and importance of TQM, Six Sigma etc. in an organization.

Unit 1

Introduction

Concept of performance, performance appraisal & performance management, difference between performance appraisal and performance management, philosophy behind performance management, evolution of performance management, scope and significance of performance management, Armstrong's model of performance management

Unit 2

Goal setting and Feedback

Principles of goal-setting, types of goals, SMART objectives, nature and use of feedback, guidelines on providing feedback, feedback expert systems, 360-degree feedback: concept, methodology, merits and demerits

Unit 3

Performance appraisal

Objectives of performance appraisal, steps in the appraisal process, responsibility of appraisal, self-assessment, methods of performance appraisal, issues with performance appraisal, ethics and performance appraisal, competency-based performance assessment, appraisal interview, effectiveness of performance appraisal system

Unit 4

Managing Performance

Performance management documentation, web-enabled performance management, analysis of appraisal result, problem of under-performance, dealing with under-performers, coaching and counselling, stress management interventions, training and mentoring, role of HR

Unit 5

Rewarding Performance

Significance of pay for performance, linking performance with compensation, forms and types of performance-based pay, failure of pay for performance, current scenario

Unit 6

Organizational implication

Managing organizational performance, organizational capability, business performance management systems, performance management, human capital management and talent management, developing a high-performance culture, team oriented organizations, managing team performance, performance management and learning, strategies for improving workplace productivity and performance, relationship between workplace variables and performance, legal & ethical issues

Unit 7

Concepts related to Performance Management

Benchmarking, TQM, six sigma, pygmalion effect, performance management surveys, potential appraisal

Suggested Readings

1. Armstrong's Handbook of Performance Management, Michael Armstrong, Kogan Page India.
2. Performance Management, Armstrong and Baron, Jaico Publishing House.
3. Performance Management System: A Holistic Approach, B.D.Singh, Excel books.
4. Performance Management: It's About Performing – Not Just Appraising, Prem Chadha, Macmillan India Ltd.

Course: DIGITAL MARKETING

Course Code: IPBMJ7403

Course Objective: The objective of the course is to enable students to become familiar with the mechanism for conducting business through electronic means. The course also aims to develop understanding about digitalization of marketing environment and its dimensions

Course Outcome:

1. To know the concept of e-business and its various aspects.
2. To know about electronic payment system and associated security issues.
3. To learn about digital marketing strategy and tools.
4. To analyse digital marketing activities and measure its effectiveness.
5. To understand role of digital marketing in e-business.

Contents:

Unit I- Introduction to E-Business

Overview of e-business; Origin and need of e-business; Factors affecting e-business; Major requirements in e-business; Emerging trends and technologies in e-business; E-business models; E-market and its types; E-government services; Management challenges and opportunities; Impact of e-commerce on business.

Unit II- Payment Gateways Management

Electronic payment system, electronic cash, smart cards, risk and electronic payment system, unified payment interface, mobile wallets; Application and management; Role of National Payments Corporation of India.

Unit III- Introduction to Digital Marketing

Digital marketing plan and strategy; Competitive strategy in the digital era; Digital marketing mix; Digital marketing channels- digital advertising, e-mail marketing, online marketing, viral marketing, social media marketing, search marketing, influencer marketing, affiliate marketing.

Unit IV- Marketing Analytics

Digital marketing media; Budget allocation; ROI for digital marketing; Analytics and Key Performance Indicators (KPI); Attribution models and frameworks; Digital marketing in governance; Emerging technologies for digital marketing; Leading and managing digital marketing teams.

Unit V- Digital Marketing in E-Business

Role of digital marketing in e-business; Latest developments and strategies in digital marketing; Business model for aggregators; E-business for start-ups.

Suggested Readings

1. Chaffey, D. (2011). E-Business and E-Commerce Management: Strategy, Implementation and Practice. Pearson Education India
2. Ian Dodson, I. (2016). The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns. Wiley
3. Kotler, P., Kartajaya, H. & Setiawan, I. (2017). Marketing 4.0: Moving from Traditional to Digital. Wiley
4. Marilyn Greenstein, M. & Feinman, T. (2000). Electronic Commerce: Security Risk Management and Control. McGraw-Hill Inc.
5. Winston, W.L. (2016). Marketing Analytics: Data-Driven Techniques with Microsoft Excel. Wiley

Course: Soft Skill for Employability

Course Code: IPBMN7405

Course Objective:

1. The course aims to acquaint the students with some very relevant and necessary soft skills and also
2. To help them to develop their personality as well as to be self-motivated.
3. The different units are designed in such a manner so as to give the students input on meditation techniques, mental conditioning, social skills, etiquette, communication and negotiation skills, preparation of resumes, appearing for interviews and handling both after campus issues that people normally face while setting foot on the professional sphere

Course Outcome: At the end of the course, the participants of the course would be able to:

to appreciate the significance of soft skills and personality augmentation with reference to their personal as well as professional lives.

The course module will enhance the employability quotient of the students as well. In a nutshell, the module is on the lines of the ‘finishing schools’

Contents:

Unit – I: Minding the Mind: This Unit will focus on meditation techniques and mental conditioning

1.1 Understanding YOU, which denotes ‘Your Own Universe’, wherein a person will be encouraged to self-introspect and critically analyse oneself.

1.2 Self-Analysis

1.3 Ice Breaker

1.4 Warming Up

Unit –II: The Charming Skills: This Unit will focus on training the students to develop and enhance their social skills, etiquette and basic personal grooming.

2.1 Introduction

2.2 Social Skills

2.3 Etiquette (This will be broad-based delving on various etiquettes necessary for varied areas such as general conversation, table party, official meets and social media)

Unit III: The Communication Mechanism & the Negotiator: This Unit will focus on developing skills in both verbal and non-verbal communications (body language, framing emails, and social media communications). Moreover, inputs on importance of graphology will be taught. Moreover, focus will also be laid on inculcating good negotiations and conflict management skills.

3.1 Introduction to Communication

3.2 Types of Communication

3.3 Public Speaking

3.4 Group Conversation

3.5 Letter writing and email

3.6 Introduction to Negotiation

3.6.1 The Negotiation Clock Face

3.6.2 Assertiveness Matters

3.6.3 Traits of Negotiations

3.6.4 Factors that Make a Difference

3.6.5 Tactics and Values

Unit – IV: Campus to Corporate: This Unit will focus on training about preparation of resumes, appearing for interviews and handling both after campus issues that people normally face while setting foot on the professional sphere.

4.1 The Doorstep

4.2 Resume Preparation / Portfolio Management

4.3 Interviews: The Different Types and How to face the same

Reference Books

1. Amen, K. K. and Ruiz, M. S., Hand Writing Analysis – The Complete Basic Book. New Page Books, New Jersey.
2. Gates, S., The Negotiation Book. T J International Limited, Cornwall.
3. Wainright. G. R., Understand Body Language. Hodder Education, London.
4. Bezborah, P., Soft Skills and Personality Development. Banalata, Dibrugarh.
5. Hartely C. B., The Gentlemen's Book of Etiquette and Manual of Politeness. Julia Miller.
6. Rai, U., English Language Communication Skills, Himalaya Publishing House
7. N.B: Soft copies of Study Materials will be provided to the students of relevant modules as well.

Eighth Semester

Course: LEADERSHIP

Course Code: IPBMJ8401

Course Objectives:

Gain greater understanding of a leader's responsibilities, Create and maintain an efficient, effective, and motivated team. This course will also help students on, maximize team performance by understanding human behaviour and focusing on the needs of the individual and the team. Improve ability to communicate with the team and Strengthen techniques for managing the performance of the team.

Course Outcome:

1. Students will develop critical thinking skills.
2. Able to know behavioural theories related to leadership.
3. Students will be able to develop factors responsible for leadership.

Unit 1

Introduction

Concept of leadership, difference between leadership and management, factors affecting leadership effectiveness, creating a leadership culture, utility of studying leadership, classification of leadership theories

Unit 2

Leadership Traits and Skills

Nature of traits and skills, leadership traits and effectiveness, leadership skills and effectiveness, leadership competencies, implication for managers, shortcomings of trait approach

Unit 3

Behavioural Theories of Leadership

Ohio state studies, University of Michigan studies, Managerial grid, Scandinavian studies, specific task and relations behaviours, evaluation of behavioural approach

Unit 4

Contingency Theories of Leadership

LPC model, situational leadership theory, path-goal theory, cognitive resource theory, normative decision model, evaluation of contingency approach

Unit 5

Process Theories of Leadership

Leader-member exchange theory, attributions and followership, integrating leader and follower roles

Unit 6

Charismatic, Transformational and Transactional Leadership

Early theories, attribution theory, self-concept theory, psychodynamic processes, social contagion theory, multifactor leadership questionnaire, transformational, transactional and passive leadership, evaluation of the theories

Unit 7

Other Theories of Leadership

Drucker's leadership practices, seven transformations of leadership, level 5 leadership, crucibles of leadership, authentic leadership, ethical leadership, spiritual leadership, servant leadership, Kouzes and Posner's five leadership practices

Unit 8

Recent Trends in Leadership

Cross-cultural leadership, strategic leadership, change leader, leadership in teams, leadership training and development

Suggested Readings

1. Leadership in Organizations, Gary Yukl, PHI.
2. HBR's 10 Must Reads: On Leadership, Harvard Business Review Press.

Course: SALES MANAGEMENT

Course Code: IBBAC8402

Course Objective: The objective of the course is to provide a customer centric approach to the sales and distribution function. The Indian context is mostly considered.

Course Outcome:

1. Understand the roles and responsibilities of the Sales Managers.
2. Manage and enhance the sales force productivity and performance.
3. Plan and implement an effective sales strategy for their organizations.
4. Design and implement distribution channel strategy.
5. Manage the Channels efficiency and effectiveness; wholesaling, and retailing.

Contents:

Unit I- Introduction to Sales Management

Definition and meaning, sales vs. marketing, scope of sales management, objectives & functions of sales department, theories of sales - concept, nature, role of sales management in marketing, salesmanship, specific characteristics of a successful salesman, the evolving face of personal selling

Unit II- Sales Forecasting

Concept of forecasting, sales forecasting methods, quantitative and qualitative methods

Unit III- Sales Organization and Developing the Sales Force

Sales department organization, sales management structure, sales management positions, role and functions of sales manager, inter department relations : characteristics of a successful salesman, recruiting, selection and training of sales force , work assignment to sales personnel : routing and scheduling of sales force , objectives of sales quotas : types of quotas, quota setting and administration : concept, objectives and procedure of setting sales territories

Unit IV- Managing the Sales force

Recruiting, selection and training of sales force: procedures and criteria extensively used as selection tools for recruiting and testing sales ability, sales force job analysis and description; Areas of sales training: company specific knowledge, product knowledge industry and market trend knowledge, customers and technology – relationship selling process and customer education, value added selling; Motivating the sales team: motivation programs - sales meetings, sales contests, sales compensating, (monetary compensation, incentive programs as motivators, non-monetary compensation – fine tuning of compensation package, supervising; Evaluating sales force performance and controlling sales activities: sales records and reporting systems, improving sales productivity, ethical and legal issues in sales management.

Unit V- Distribution Channels

Physical distribution - definition, importance – participants in physical distribution process - marketing channels – definition and importance - different forms of channels - functions of marketing channels - unconventional channels - channels for consumer goods, industrial goods and services –

integrated marketing channels – horizontal, vertical, multi-channel marketing systems - channel selection process and criteria, channel conflicts and resolution - channel effectiveness evaluation - international marketing channels

Suggested Readings

1. Dent, J. (2011). Distribution Channels: Understanding and Managing Channels to Market. BOOK, Kogan Page.
2. Singh, r. (2008). Sales and Distribution Management. BOOK, Vikas Publishing House.
3. Venugopal, P. (2008). Sales and Distribution Management: An Indian Perspective. BOOK, SAGE Publications.

Course: BANKING AND FINANCIAL INSTITUTIONS

Course Code: IPBMJ8403

Course Objective: To make the students understand the various services offered and various risks faced by banks.

Course Outcome: At the end of the course, participants of the course would be able to

1. Describe and interpret banking operations.
2. Demonstrate understanding of credit and risk management of banks.

Contents

Unit 1

Introduction

Introduction, types, evolution of commercial banks-banking system-structure of commercial bank-RBI role & functions- method of credit control-- banking regulation act –recent trends in Indian banking sector; Banking systems: Unit banking, Group banking, Chain Banking, Relationship Banking, Universal Banking, Regional Banking, Local Area Banking, Retail Banking, Wholesale Banking and Private Banking.

Unit 2

Functions of Commercial Banks

Schedule and Non-Schedule Banks, Functions of Commercial Banks: Agency services – general utility services-credit creation- banker–customer relationship-bankers as a trustee & an agent-appropriation of payment- right of lien & set off– garnishee order-law of limitation. Lending to sensitive sectors, Balance sheet of Commercial Banks.

Credit creation: Multiple credit creation and Formula for credit creation.

Unit 3: Central Banking

Nature of Functions of Central banks, Central Banking and credit control: Meaning of credit control, Methods: quantitative method: Bank rate policy, OMO, Variation in cash reserve ratio, Repo transactions; Qualitative Methods: Fixation of margin requirement, credit rationing, and consumer credit regulation, Moral suasion, Direct action and Control through directives.

Role played by them-salient features of status governed by them- monetary policy, objectives and Benefits.

Unit 4: Customer Service and Ombudsman Scheme in Banking Sector:

Customer orientation, Basic aspects of Customer service: Deposit Account, Remittance services, Collection services, Loan and Advances, Complaints. KYC Policy: Objective of

KYC, Elements of KYC Policy, KYC and customer education; Banking Ombudsman: Scope of Complaints and present scenario.

Unit 5: Banking Technology: Delivery Channels of Banking sector, Internet Banking, E-Banking, Electronic banking-core banking –distribution channels- remittance facilities & clearing system-online banking- electronic fund transfer system; Electronic Banking in India: RTGS, NEFT, NSS, SFMS, SWIFT, Cheque Truncation.

Unit 6 : Evaluating Banking Performance

ROE Model- CAMEL rating-GAAP probability analysis- balance score card-asset liability management- NPA- BASEL norms

Unit 7: International Banking

Types-offshore banking- Bank for International Settlement (BIS)-London Inter Bank Offered Rate (LIBOR) -Bank Accounts- NOSTRO, VOSTRO, LORO, Indian Rupee & Foreign Currency Accounts- EXIM Bank – facilities to exporters & importers

Suggested Readings

1. Indian Banking, S. Natarajan and Dr. R. Parameswaran, S.Chand.
2. Financial Institutions & Markets, L.M. Bhole.
3. Indian Financial System, M.Y. Khan
4. Management of Indian Financial Institution, R.M. Srivastava, Himalaya Publication.

Course Code: IPBMN8401

Course: Management Information System

Unit 1: Management Information System (MIS)

Basic concepts, organization structure, business functions, role of MIS, MIS in business, MIS developing process models, Simon's model in information system, major trends in information technology.

Unit 2: Managerial Decision Making and MIS

Decision-making process, relationship between decision-making and MIS, group decision making, integrating managerial levels and functional areas by MIS, components of MIS, system and design, systems development initiative.

Unit 3: System Development Methodologies

Different methodologies, system life cycle design, prototype approach, system implementation.

Unit 4: Decision Support Systems (DSS)

Definitions of DSS, architecture of DSS, scope of DSS, characteristics and capabilities of DSS, components of DSS, modules in DSS, classification of DSS, steps in designing a DSS.

Unit 5: Database Management Systems (DBMS)

Sources of data, architecture of DBMS, data models, implementation, DGMS (Database Governance and Management System).

References:

1. Arora, Management Information System. Excel Books, 2010, 4th Edition, New Delhi.
2. C.S.V. Murthy, Management Information System. Himalaya Publishing House, 2011, 11th Edition.
3. Jawadekar, Management Information System. Tata McGraw Hill, 2008, 7th Edition, New Delhi.

Nine Semester

Course: RESEARCH METHODOLOGY IN BUSINESS

Course Code: IPBMJ9401

Course Objectives:

The course aims at exposing the students to the concepts, tools and techniques of research and to train students to execute research in Business.

Course Learning Outcomes:

1. The successful completion of this course shall enable the student:
2. To get an overview of research, its scope and approaches.
3. To skill the students with different method of conducting scientific research.
4. To determines data sources for research and learn the art of designing a questionnaire.
5. To skill them to conduct surveys and other data collection procedures with proper sampling techniques.
6. To apply software in conducting business research.
7. To acquaint with various data analysis techniques and report writing.

Contents:

Unit 1- Introduction to Research: Introduction to Research and Statistics: Role of Research in Business, Value of information, Cost of information, Ethics in Research. Research Process, Decision to undertake research, Introduction to Research Design, Types of research. Problem specification- management problem specification, formulating research problem, developing research proposal.

Unit 2- Source of Data: . Sources of Data, Sources of Secondary data in India, How to evaluate sources of secondary data. Scales of Measurement, Validity and reliability.

Unit 3- Determining Data Sources: Secondary data sources and their usefulness; How to evaluate secondary data. Primary data collection – observation, Qualitative research methods: Focus group, Behaviour Mapping, Consumer Journey and Delphi study.

Quantitative Research Method: Various types of Interviews: Mail Interview, Person to Person Interviews, And Telephonic Interviews. Data collection using electronic interface like the Internet.

Unit 4: Questionnaire

Components of the questionnaire, steps in questionnaire design, Question content, Response format- Open ended question Vs. Multiple choice questions including various types for question formats. Question wordings. Questionnaire preparation with google forms.

Unit 5- Sampling

Population defined, Sampling Frame, Sampling Vs. Census, Steps in selecting a sample. Various types of Sampling Methods –Probabilistic: Simple Random Sampling Stratified Random Sampling, Cluster Sampling.

Non-Probabilistic: Convenience Sampling, Judgment Sampling and Quota Sampling.
Dangers of using Non-Probabilistic Sampling procedures.

Sample Size determination. Concepts of errors in research – Sampling and Non sampling errors and measures to reduce errors.

Unit 6- Data Analysis and Reporting

Introduction to Data Analysis, Introduction to SPSS package. Data Processing: Editing, Coding, Decoding, and Data Entry. Hypothesis formulation. Hypothesis Testing, type I error, type II error.

Univariate Data Analysis Techniques: t-test (independent sample t- test, one sample t-test). Bivariate Data Analysis Techniques: Chi Square, Z- test for difference between means, Paired Sample T test (t- tests for difference between means). Introduction to Multivariate Data Analysis Techniques Research Report Writing: The format, Bibliography.

N.B: Assignment using SPSS will be part of internal assessment.

Suggested Readings

1. Business Research Methods, D. R. Cooper and P. S. Schindler, TMH.
2. Research Methodology, C. R. Kothari, New Age International (P) Ltd. Publishers.
3. Business Research Methods, S. N. Murthy and U. Bhojanna, Excel Books.

Tenth Semester

Course: INTELLECTUAL PROPERTY RIGHTS

Course Code: IPBMJX401

Course Objectives:

1. Define and differentiate between various types of intellectual property (patents, trademarks, copyrights, etc.).
2. Understand how intellectual property contributes to economic growth.
3. Explore international agreements and organizations governing intellectual property.

Course Outcomes:

1. After completion of the course, learners would be able to:
2. Ability to distinguish between different types of intellectual property.
3. Appreciation of the economic significance of IPR.
4. Awareness of the global context and implications of intellectual property.

UNIT I

Introduction to Intellectual Property Law – Evolutionary past – Intellectual Property Law Basics
Types of Intellectual Property – Innovations and Inventions of Trade related Intellectual Property
Rights – Agencies Responsible for Intellectual Property Registration – Infringement – Regulatory –
Over use or Misuse of Intellectual Property Rights – Compliance and Liability Issues.

UNIT II

Introduction to Copyrights – Principles of Copyright – Subject Matters of Copyright – Rights
Afforded by Copyright Law – Copyright Ownership – Transfer and Duration – Right to Prepare
Derivative Works – Rights of Distribution – Rights of performers – Copyright Formalities and
Registration – Limitations – Infringement of Copyright – International Copyright Law-
Semiconductor Chip Protection Act.

UNIT III

Introduction to Patent Law – Rights and Limitations – Rights under Patent Law – Patent
Requirements – Ownership and Transfer – Patent Application Process and Granting of Patent – Patent
Infringement and Litigation – International Patent Law – Double Patenting – Patent Searching –
Patent Cooperation Treaty – New developments in Patent Law- Invention Developers and Promoters.

UNIT IV

Introduction to Trade Mark – Trade Mark Registration Process – Post registration procedures – Trade
Mark maintenance – Transfer of rights – Inter parties Proceedings – Infringement – Dilution of
Ownership of Trade Mark – Likelihood of confusion – Trade Mark claims – Trade Marks Litigation –
International Trade Mark Law.

Reference Books:

1. Deborah E.Bouchoux: “Intellectual Property”. Cengage learning, New Delhi
2. Kompal Bansal & Parishit Bansal “Fundamentals of IPR for Engineers”, BS Publications (Press)
3. Prabhuddha Ganguli: ‘ Intellectual Property Rights’ Tata Mc-Graw – Hill, New Delhi
4. Richard Stim: “Intellectual Property”, Cengage Learning, New Delhi.

Area specific courses

Finance

Course: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code: IPBMEX401

Course Objective: This course sets up study in the field of investments related to options, futures and other derivative securities. The course will acquaint students with derivative securities, markets, pricing, hedging and trading strategies of derivative instruments.

Course Outcome:

1. To understand the rules and regulations relating to financial markets.
2. To understand different financial instrument and the risk associated with each instrument.
3. To understand the portfolio theories and how portfolio allocation should take place.
4. To understand construct and construct portfolio and also manage portfolio.

Contents:

Unit I-Introduction

Concept of investment, investment vs. speculation, financial markets; approaches to investment decision making and common errors in investment management. Investment alternative and various investment opportunity

Unit II- Securities Market

Participant -trading and settlement, buying and selling of shares, buying on margin and short sale, stock market quotations and indices, SEBI, corporate debt market

Unit III- Risk and Return

Return: meaning, type measuring historical and expected return, Risk: type of risk, measuring historical risk and expected risk.

Unit IV- Portfolio Theory

Diversification and portfolio risk, measurement of movements in security returns, calculation of portfolio risk, efficient frontier, optimal portfolio, riskless lending and borrowing, single index model, capital asset pricing model and arbitrage price theory.

Unit V- Bond Price and Yields

Bonds characteristics, bond price, yield, risk in bonds, rating of bond and yield curve, the determinants of interest curve.

Unit VI- Equity Valuation

Fundamental analysis: macro-economic and industry analysis, company analysis like strategy analysis, accounting analysis, financial analysis etc. technical analysis: meaning, charting technique, technical indicators

Unit VII- Portfolio Management

Specification of investment objective and constraints, selection of asset mix, formulation of portfolio strategy, selection of securities, portfolio execution and portfolio revision

Suggested Readings

1. Damodaran, A. (2016). Damodaran on Valuation: Security Analysis for Investment and Corporate Finance. BOOK, Wiley.
2. Graham, B., & Dodd, D. (2008). Security Analysis: Sixth Edition, Foreword by Warren Buffett. BOOK, McGraw-Hill Education.
3. M. Ranganatham, R. M. (2012). Security Analysis and Portfolio Management: Second Edition. BOOK, PEARSON EDUCATION INDIA.

Course: FINANCIAL MARKETS AND SERVICES

CourseCode: IPBMEX402

Course Objective: The Course aims at providing the students, basic knowledge about the Finance concepts, markets and various services provided in those markets. The syllabus is structured in a way which provides adequate information about the roles of intermediaries and its regulating bodies.

Course Outcome: At the end of the course, participants of the course would be able to Understand the role and function of the financial system in reference to the macro economy.

Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.

Evaluate and create strategies to promote financial products and services.

Contents:

Unit 1

Introduction

The Financial system: Role, regulation and structure and functions. – Characteristics of Financial services – role of financial services sector in the Economy Reforms in financial system.

Unit 2

Financial Market and their role

Broad classification of financial markets, Financial Instruments – Financial Markets – Capital Markets & Money Markets – Interlink Between Money Market & Capital Market – Characteristics of Financial Markets – Functions of Stock Exchange – Introduction to Forex.

Unit 3

Mutual funds

Mutual funds: concepts and objectives – functions and portfolio classification-guidelines for mutual funds – working of public and private mutual funds in India – debt securitisation – demat services – need and operations –role of NSDL & CSDL, SEBI regulation of AMC's, Evaluating mutual fund performance, asset securitisation.

Unit 4

Merchant banking

Objective, Scope and Functions of merchant bankers – SEBI guidelines on merchant bankers.
Leasing-Types; Hire purchase.

Unit 5

Factoring

Concept, mechanism, types of factoring, benefits and functions of factoring – factoring Vs Forfeiting, Factoring Vs Bills Discounting – Factoring; International and Indian scenario.
Depositories – mechanism and functions – credit cards and retail financing.

Unit 6

Credit rating

Features and advantages – credit rating process. Venture capital: growth of venture capital in India- financing pattern – legal aspects and guidelines for venture capital – leasing- types of leases – leasing vs borrowing - credit rating : CRISIL, ICRA & care.

Suggested Readings

1. Financial Institution and Markets, L.M. Bhole, Tata McGraw Hill.
2. Financial Service, M.Y. Khan, Tata McGraw Hill.
3. Financial Services, R. Shanmugham, Wiley India Pvt. Ltd.

Course: DIRECT TAXES AND GST

Course Code: IPBMEX403

Course Objective: 1. To acquaints the students with basic principles underlying the provisions of direct and indirect tax laws and to develop a broad understanding of the tax laws and accepted tax practices. 2. To introduce practical aspects of tax planning as an important managerial decision-making process.

Course Outcome: At the end of the course, participants of the course would be able to

Providing an overview of the direct taxation system of India Knowledge of computation of income tax.

Providing an idea on various avenues for tax planning and tax management.

Creating Awareness on the compliance of tax laws .

Enabling to file income tax returns.

Taking occupation as tax consultants.

Contents

Unit 1 : Income Tax Act, 1961 (Basic Concepts and Definition)

Income Tax Act, 1961, Basic Concepts and definitions, Capital and revenue – receipts, expenditures, Basis of charge and scope of total income, Residential Status and Incidence of Tax, Incomes which do not form part of Total Income (Sec.10), Tax Planning, Tax Evasion and Tax Management persons, Assessment year; previous year, assesses, Residential status; Incidence of tax, income exempt from tax.

Unit 2

Computation of Income under Various Heads

Income under head salary: Introduction, Meaning of Salary, Allowances, Valuation & Taxability of Perquisites, Death cum Retirement benefits, Deductions against Salary

Income from house property, Income from profits and gains of business or profession, Income from capital gains, Income from other sources, computation of net taxable income

Unit 3 Permissible deductions under section 80C to 80U

Permissible deductions under section 80C to 80U, computation of tax liability of Individuals.
Setoff and carry forward of losses

Unit 4: Computation of taxable income of a company

Computation of taxable income of a company with special reference to MAT

Unit 5

Goods & Services tax Law

- i.** GST Laws: An introduction including constitutional aspects
- ii.** Levy and collection of CGST & IGST
- iii.** Basic concept of time and value of supply
- iv.** Input tax credit
- v.** Computation of GST Liability
- vi.** Registration

Suggested Readings

1. Direct Taxes – Law and Practice, Vinod Singhnia.
2. Direct Taxes, J. P. Jakhotiya.
3. Direct Taxes Law & Practice, Bhagwati Prasad, Wishwa Prakashan.
4. Handbook of Corporate Tax Planning, E. A. Srinivas, Tata McGraw Hill.

Course: DERIVATIVES AND RISK MANAGEMENT

Course Code: IPBMEX405

Course Objective: This course sets up study in the field of investments related to options, futures and other derivative securities. The course will acquaint students with derivative securities, markets, pricing, hedging and trading strategies of derivative instruments.

Course Outcome:

To understand the rules and regulations in India regarding Derivatives

To understand how risk management can be achieved using derivatives.

To understand the derivatives and their pricing.

To understand hedging strategies.

Contents:

Unit I-Introduction

Definition, types of derivatives, SEBI guidelines, sources and types of business risk –implications of business risk-risk perception of individuals and institutions-alternatives for managing financial risk – diversification –reinsurance –contingency contracts- derivatives in the Indian context

Unit II- Risk Management using derivatives

Forwards and futures – commodity futures- financial derivatives- stock futures and index futures – interest rate futures – currency futures –designing futures contracts – hedging positions in futures

Unit III- Option: Introduction, Basic Properties of Options

Stock and index options valuation–sensitivity of option prices - binomial option pricing – Black and Scholes option pricing using Black and Scholes formula-trading strategies using options –hedging positions in options - synthetic options and portfolio insurance

Unit IV- Interest Rate Derivatives & Euro

Dollar derivatives, forward rate agreement, duration, convexity

Unit V- Hedging

Using Greeks (Delta-Gamma Hedging), hedging with futures (strategies of hedging, speculation and arbitrage): Index options and futures, VaR, historical simulations, risk management structure and policies in India

Suggested Readings

1. Avellaneda, M., & Laurence, P. (2000). Quantitative models of derivative securities .USA: International standard books.
2. Bhalla, V. K. (2008). Investment management. New Delhi: Sultan Chand.
3. Chance, D. M. & Brooks, R. (2009). Derivatives and risk management (8th ed.). USA: Cengage Learning.

4. Hull, J. C. (2009). Options futures and other derivatives (7th ed.). New Delhi: Prentice Hall of India.

Course Name: FINANCIAL ENGINEERING

Course code: IPBMEX406

Course Objective: The course is based on the students' knowledge and skills that were obtained from such disciplines as Investment Analysis, Financial Econometrics, Financial Markets and Institutions. The aim of the course is to master the techniques of financial engineering for the fixed income instruments, stocks and FX markets, volatility modeling, and interest rate, currency and credit default swaps.

Course Outcome:

Students know pricing and features of derivatives securities, key principles of financial markets modeling using Monte Carlo methods.

Students have the abilities to measure and hedge the different sources of financial risks and to construct structural products.

Students choose adequate mathematical models for the forecasting prices of financial assets.

Students understand the principles of decision-making in a derivative markets.

Students makes calculation on the basis of Monte Carlo methods for security pricing, risk measurement and forecasting.

CONTENTS

Unit 1: Introduction to Financial Engineering, Factors contributing to the growth of Financial Engineering, Conceptual & Physical Tools of Financial Engineering, Introduction to Derivatives, Mechanics of Futures Market.

Unit 2: Hedging Strategies using futures, Interest Rates.

Unit 3: Determination of Forwards & Future Prices, Interest Rate Futures.

Unit 4: Market Index -Using Index Futures, Stock Futures Mechanics of Options Markets - Using Index Options, Using Stock Options

Unit 5: Properties of Option Market Option Pricing Models-Binomial Option Pricing Model, Black - Scholes Option, Pricing Model.

Unit 6: Derivative Market in India -Trading, Clearing & Settlement Procedures, Regulatory Framework Future & Option Strategies.

Text Books:

1.Hall, John C and Basu, Sankarshan. Options, Futurs & Other Derivatives. Pearson Education: Delhi, 2010.

2.Marshall, John F. and Vipul K. Bansal. Financial Engineering, Miami: Kolb Publishing Co., 1993.

References:

1. Wilmott, Paul. *Derivatives: The Theory and Practice of Financial Engineering*. Wiley: New York, 1999.

2. Neftci, Salih N. *Principles of Financial Engineering*. Amsterdam: Elsevier, 2004.

3. Mason, Scott, Robert Merton, André Perold and Peter Tufano. *Cases in Financial Engineering: Applied Studies of Financial Innovation*. Englewood Cliffs: Prentice - Hall, 1995.

4. Smithson, Charles W. *Managing Financial Risk: A Guide to Derivative Products, Financial Engineering, and Value Maximization*. McGraw Hill: New York, 1998.

Course Name: Advance Financial Management

Course code: IPBMEX407

Course Objective: The objective of the course is to acquaint the learners with the basic concepts and advanced knowledge of financial management, its functions, tools and techniques, and process of financial management in the realm of financial decision making and to enable them to understand the conceptual frame work of finance.

Course Outcome:

Critically evaluate the impact of financial decisions on the strategic direction of the organisation.

Identify and evaluate the exposure of a company to financial risk and the techniques required to manage this risk.

Explain alternative sources of finance and investment opportunities and their suitability in particular circumstances.

Evaluate complex investment appraisal situations and appreciate the importance of the cost of capital to the organisation and how the capital structure chosen will impact upon this.

Analyse the key strategic financial issues that must be considered in an acquisition or merger, including valuation of the target company.

Analyse a company's performance and make appropriate recommendations

CONTENTS

Unit 1: Merchant Banking activities: Evolution, Issue Management, Portfolio and Investment Management, Role of MB in corporate restructuring, mergers and acquisitions

Unit 2: Raising long-term funds: Venture capital, IPO, FPO, private placement, preferential placement, hybrid financing options

Unit 3: Leasing vs Hire purchase decisions: Types and mechanics of leasing, leasing as a financial decision, Pros and cons of leasing, Pros and cons of hire-purchase

Unit 4: Performance management: Value-based management, EVA, Balanced scorecard;

Unit 5: Mergers and Acquisitions Reasons and mechanics of a merger, costs and benefits of a merger, exchange ratio

Unit 6: Insurance Term paper on any aspect of the insurance sector.

Text Book: 1. Chandra Prasanna. Financial Management. Tata McGraw-Hill Publishing Company: New Delhi, 8th edition.

References: 1. Khan & Jain. Financial Management. Tata McGraw-Hill Publishing Company: New Delhi, 5th edition.

2. Machiraju H.R. Merchant Banking. New Age International Publishers, 4th

Marketing

Course: **PRODUCT AND BRAND MANAGEMENT**

Course Code: **IPBMEX411**

Course Objectives:

Demonstrate knowledge of the nature and processes of branding and brand management.

Evaluate the scope of brand management activity across the overall organisational context and analyse how it relates to other business areas.

Appraise the key issues in managing a brand portfolio and making strategic brand decisions.

Formulate and justify brand development decisions.

Analyse and discuss contemporary brand related problems and develop appropriate strategies and initiatives.

Course Outcomes: The successful completion of this course shall enable the student:

Making the students learn fundamentals of Product and Brand Management

Understanding the significance of product strategy as a critical source of business competitiveness.

Understanding the theoretical and practical foundations to product management

Familiarising students with the concepts of brand building and management to keep brands strong over the years.

Contents:

Unit 1

Product Management : Product development, product focused organization; market focused organization, factors influencing design of the product, changes affecting product management

Unit 2

Developing Product Strategy : Setting objectives & alternatives, product strategy over the life-cycle, customer analysis, competitor analysis, design of manufacture, new product development

Unit 3

Market Potential & Sales Forecasting: Forecasting target market potential and sales, methods of estimating market and sales potential, sales forecasting, planning for involvement in international market

Unit 4

Brand & Brand Management : Commodities Vs brands, the role of brands, the brand equity concept, brand equity models – brand asset valuation, aaker model, BRANDZ, brand resonance, building brand equity, brand identity and brand image

Unit 5

Brand Leveraging & Brand Performance :Establishing brand equity management system, measuring sources of brand equity and consumer mindset, co-branding, celebrity endorsement.

Unit 6

Brand Positioning & Brand Building :Brand knowledge, brand portfolios and market segmentation, steps of brand building, identifying and establishing brand positioning, defining and establishing brand values

Unit 7

Designing & Sustaining Branding Strategies :Brand hierarchy, branding strategy, brand extension and brand transfer, managing brand over time

Unit 8

Measuring Brand Equity :Brand value chain, brand audits, brand tracking, brand valuation, managing brand equity.

Suggested Readings

1. Product management, Donal R. Lehmann & Russel S. Winer.
2. Strategic Brand Management, Kevin Lane Keller.
3. Branding Concepts & Process, Debashish Pati.
4. Marketing Management, Philip Kotler.

Course: SERVICES MARKETING

Course Code: IPBMEX415

Course Objectives:

To demonstrate an extended understanding of the similarities and differences in service-based and physical product based marketing activities;

To understand the marketing mix for services;

To understand the Marketing planning and control systems.

To apply relevant services marketing theory, research and analysis skills to contemporary case studies and communicate outcomes employing professional discourse and formats.

Course Outcomes:

To make the students understand the differences between goods and services, and the importance of services marketing.

To prepare the students in order to evaluate different components of the elements of services marketing mix.

To equip the students in preparing special service marketing strategies

Contents:

Unit 1

Introduction to Services Marketing :Services marketing – characteristics – classification of services – role of services in economy – factors stimulating the transformation of service economy – growth of services in indian economy – differences between goods and services marketing

Unit 2

Customer Behaviour & Strategic Issues: Customer decision making – customer expectations and perceptions – components of customer expectations – service encounters – high contact services and low contact services – market segmentation and targeting – positioning and differentiation of services – managing demand and capacity

Unit 3

Services and the Marketing Mix: Traditional marketing mix applied to services – inadequacy of 4Ps – developing service concepts – service product development – branding of services – pricing of services – and promoting services – managing people for service advantage - difference between mediocrity and success – process in services, service blueprinting – crafting the service environment – services cape – physical evidence

Unit 4

Managing Relationships and Service Quality :Relationship marketing and building loyalty
– achieving service recovery – service quality and its significance – measuring service quality
– service quality gap model SERVQUAL – strategies for improving service quality –
monitoring service quality

Unit 5

Marketing Services

Specific industries: tourism, travel & transportation services marketing – marketing of
financial services: banking, insurance, mutual funds – communication and information
services: telecom, courier – media services – professional services marketing: healthcare,
consultancy, information technology, advertising – marketing of educational services –
charities marketing

Suggested Readings

The Essence of Services Marketing, Adrian Payne, Prentice Hall of India.

Services Marketing, V. A. Zeithaml and M. J. Bitner, McGraw Hill.

Course: RURAL MARKETING

Course Code: IPBMEX416

Course Objective The objective of the course is to familiarize students to appreciate the difficulties of rural markets and be able to analyse strategic issues facing these markets.

Course Outcome:

Understand the rural markets and potentials.

Understand the rural environment and the differences from urban markets.

Understand the consumers of rural India.

Understand strategies to market products and services in rural India and also learn strategies to communicate

Contents:

Unit I- Introduction to Rural Marketing

Rural Marketing – Opportunities and Challenges, defining rural markets, understanding rural products, consumers and distribution channels

Unit II- Rural Marketing Environment

Evolution of rural marketing, rural demographic, physical, economic, political and cultural environment

Unit III- The Rural Consumer

Consumer buying behavior models, factors affecting consumer behavior, Characteristics of rural consumer, Consumer buying process, Opinion Leadership Process, Diffusion of innovation

Unit IV- Targeting, Segmenting and Positioning in Rural Markets

Introduction of Segmentation, Degrees of segmentation, Basis of segmentation in rural markets, Targeting and positioning in rural markets

Unit V- Product Strategy for Rural Marketing

Marketing mix challenges in rural India, Product concepts and classification, rural product categories, New Product development, Product adoption process, Branding in rural India, Pricing

Unit VI- Rural Distribution Strategy and Evaluation

Channels of distribution, Evolution of rural distribution channels, Behaviour of the channels. Emerging channels and their reach

Unit VII- Rural Distribution Strategy and Evaluation

Developing effecting communications, Creating advertisement for rural markets, the media model, influence of consumer behavior on communication channels

Suggested Readings

The Rural Marketing Book by Pradeep Kashyap & Siddhartha Raut Rural Marketing by Sanal Kumar Velayudhan

Marketing as Strategy by Nirmalya Kumar

We are like that only – Understating the Logic of Consumer India by Rama Bijapurkar

How India Earns, Spends and Saves - Unmasking the Real India by Rajesh Shukla

Course Code: IPBMEX419

Course: Contemporary Retailing

Unit I: Introduction to Retailing

Definition and scope of retailing, the evolution of retailing, types of retail formats, current trends in the retail industry, benefits of retailing, and the retailing environment.

Unit II: Retail Purchasing and Pricing

Purchase management including merchandise purchasing, open-to-buy planning, and analysing merchandise performance. Pricing strategies such as everyday pricing, competitive pricing, price skimming, market-oriented pricing, and marginal cost pricing. Retail price strategies including mark-up pricing, vendor pricing, competitive pricing, and psychological pricing.

Unit III: Retail Marketing and Promotion

The nature and scope of retail marketing, relationship marketing, market strategies, and retail research. Understanding the retail customer through market analysis, population analysis, demographic analysis, and consumer behaviour. Retail promotion mix including retail promotion programs, retail advertising media, promotional budgeting, and customer services, including service quality gaps and service recovery.

Unit IV: Information Systems in Retailing

Strategies for acquiring and using information, the role of technology in retail, information sources, and the retail information system.

Unit V: Retailing in India

The evolution and trends in organized retailing, the Indian organized retail market, Foreign Direct Investment (FDI) in the Indian retail sector, the retail scenario in India, and future trends of retail in the country.

Unit VI: Ethical and Legal Issues in Retailing

Addressing ethical issues, social responsibility in retail, environmental orientation, and waste reduction strategies at retail stores.

References:

Retail Management: A Strategic Approach by Berman & Evans, Pearson Education.

Retailing Management by Levy & Weitz, McGraw-Hill Education.

The Art of Retailing by A.J. Lamba, Tata McGraw Hill.

Retail Management by Suja Nair, Himalaya Publishing House

Course Code: IPBMEX412

Course: Relationship Marketing

Unit I: Evolution of Customer Relationship Management (CRM)

Definition and emergence of CRM, factors driving CRM growth, CRM process and framework, benefits and types of CRM, customer profitability, CRM trends, cost-benefit analysis, and the connection between CRM and relationship marketing.

Unit II: CRM Concepts

Key concepts including customer value, expectations, satisfaction, centricity, acquisition, retention, loyalty, lifetime value, experience management, profitability, enterprise marketing management, satisfaction measurement, and web-based customer support.

Unit III: Planning for CRM

Steps in CRM planning, building customer-centric strategies, setting objectives, data requirements, planning outputs, CRM strategy development, and the customer strategy grid.

Unit IV: CRM and Marketing Strategy

CRM marketing initiatives, sales force automation, campaign management, call centers, and the application of CRM in consumer markets, services, mass markets, and manufacturing sectors.

Unit V: CRM Planning and Implementation

Challenges in CRM implementation, IT tools in CRM, implementation issues, performance measurement, and CRM metrics.

References

Francis Buttle, Stan Maklan, *Customer Relationship Management: Concepts and Technologies* (3rd edition), Routledge Publishers, 2015.

Kumar, V., Reinartz, Werner *Customer Relationship Management: Concept, Strategy and Tools* (1st edition), Springer Texts, 2014.

Jagdish N. Sheth, Atul Parvatiyar & G. Shainesh, *Customer Relationship Management: Emerging Concepts, Tools, and Application*, TMH, 2010.

Course: SOCIAL MEDIA MARKETING

Course Code: IPBMEX418

Course Objective:

To understand the important concepts related to e-marketing

To learn the use of different electronic media for designing marketing activities.

To acquaint the students with the latest techniques of e-marketing.

Course Outcome

Define social media marketing goal setting necessary to achieve successful online campaigns.

Describe the history of social media marketing, its rapidly evolving role in public relations, advertising, and marketing, as well as the merging of social media marketing with all facets of business.

Explain how to develop effective social media marketing strategies for various types of industries and businesses.

Define target markets for specific social media platforms.

Use social media platforms (e.g., blogs, microblogs, social networks, bookmarking, social news, Q&A sites, photo & video sharing, and podcasting) to influence consumer and promote a company, brand, product, service or person.

Contents:

Unit I-

Introduction

The Role of Social Media Marketing, Goals and Strategies, Identifying Target Audiences, Rules of Engagement for SMM

Unit II-

Sites, Apps and Contents

Social Media Platforms and Social Network Sites, Microblogging, Content Creation and Sharing: Blogging, Streaming Video, Podcasts, and Webinars

Unit II-

Introduction to Social Media Marketing

Video Marketing, Marketing with Photos Sharing Sites, Discussion, and News, Social Bookmarking, and Q&A Sites, Content Marketing: Publishing Articles, White Papers, and EBooks, Mobile Marketing on Social Networks

Unit IV

Social Media Marketing Analytics

Social Media Monitoring, Tools for Managing the Social Media Marketing Effort, Social Media Marketing Plan

Suggested Readings

1. Bettinger, J. (2018). Word-of-Mouth Marketing on Social Media. Influence on Buying Decisions, Evolution and Recommendations for Companies. BOOK, Studylab.
2. Dahl, S. (2018). Social Media Marketing: Theories and Applications. BOOK, SAGE Publications.
3. Heinze, A., Rashid, T., Fletcher, G., & Cruz, A. (2016). Digital and Social Media Marketing: A Results-Driven Approach. BOOK, Taylor & Francis.
4. Tuten, T. L., & Solomon, M. R. (2017). Social Media Marketing. BOOK, SAGE Publications.

Human Resource

Course: HUMAN RESOURCE DEVELOPMENT

Course Code: IPBMEX421

Course Objective: The objective of the course is to familiarize the students about the different aspects of managing people in the organizations. This paper will help to understand different growth strategies and model to development and retention.

Course Outcome: At the end of the course, the participants of the course would be able to

To understand HRD and the role of HRD in effective business administration. Develop an understanding of theoretical knowledge and its application for identifying training and developmental needs of the individuals and organization from strategic point of view.

To understand the role that HRD has to play in manpower planning, job analysis and forecast the human resource requirements. Laying down plans to address these needs effectively for the benefit of the organization as well as the individuals.

To understand the effectiveness of Coaching, counselling, management development etc. Develop capability to design HRD plans for organizations.

Unit 1

Introduction

Definition and evolution of HRD, relationship between HRD and HRM, developmental perspective of HRD, HRD at macro and micro levels, qualities and competencies required in a HRD professional, importance of HRD in the present context, functions of HRD, organizational structure of HRD department, challenges for HRD, model of HRD

Unit 2

Training

Meaning and scope of training and development, education and learning; Objectives and principles of training; Stages of training; Training needs assessment: types of need, levels of needs assessment, prioritization of needs; Designing a training program: make vs buy decisions, steps in designing a training program

Unit 3

Coaching

Concept and need, role of supervisor and HRD professional, coaching and performance appraisal, coaching analysis, approaches to coaching, coaching skills, effectiveness of coaching

Unit 4

Counselling

Concept and need, counselling program, responsibility for counselling, features of effective counselling programs, counselling session, employee assistance programs, stress management interventions, employee wellness and health promotion

Unit 5

Management development

Techniques of management development, evaluation of management development programs, mentoring: concept and implementation

Unit 6

Career Planning and Development

Concept of career, career development, career planning and career management, new employment relationship, stages of career: various approaches, career management model, responsibility of career management, current issues in career development

Unit 7

Learning Organization

Organizational learning, importance of experiential learning, learning organization, Senge's model, knowledge management, achieving organizational effectiveness and excellence.

Suggested Readings

1. Human Resource Development, Werner and DeSimone, Cengage Learning.
2. Employees Training and Development, Raymond Noe, McGraw Hill Publication.
3. Training for Organizations, O' Connor, Browner & Delaney, Thompson Learning Press.

Course: ORGANIZATIONAL CHANGE AND DEVELOPMENT

Course Code: IPBMEX425

Course Objective: The objective of the course is to familiarize the students about the different aspects of change in the organizations. How change in the organizations can develop the whole work culture is one of the motive of this paper.

Course Outcome:

To understand entering and contracting in an organizations.

To understand the role of change agent as a catalyst in organizational development.

To understand the role of diagnosis in an organization.

Develop clarity of the concept as well as different components of Organization Effectiveness as well as that of change.

Develop skill to diagnosis problems and management of change that would include action planning, implementation and evaluation.

Unit 1

Introduction

Definition of organizational change and development, evolution and relevance of organizational development, models of change: Lewin's model, Buchanan & McCalman's model, Beckhard & Harris' model, action research model, general model of planned change, classification of change models

Unit 2

Entering and Contracting

Identification of organizational issues: internal and external trigger, determination of relevant clients, selection of change agent, establishment of mutual expectations, allocation of time and resources, setting of ground rules, possible issues in entering and contracting

Unit 3

Diagnosing for Change

Need for diagnosis, levels of diagnosis: organizational level, group level and individual level, diagnostic models: organizational and componential, boundary less organization

Unit 4

Planning and Implementing

Gap analysis, creating a change vision, action planning, organizing the team, fostering readiness and overcoming resistance to change, communication strategies and skills

Unit 5

OD Interventions

Human process interventions: interpersonal, group and organizational process approaches; Techno-structural interventions: restructuring organizations, employee involvement, work design; HRM interventions: performance management, talent development, managing workforce diversity and wellness; Strategic change interventions: transactional change, transformational change, mid-range change, punctuated-equilibrium model of change

Unit 6

Evaluating and Institutionalizing

Implementation and evaluation feedback, measurement, research design, institutionalization framework

Unit 7

Current Scenario and Future Trends

Impact of national culture and economic development on OD, OD in the public sector, trends within and in the context of OD

Suggested Readings

1. Organizational Change: An Action-oriented Toolkit, Cawsey, Deszca and Ingols, SAGE Publications.
 2. Organizational Development and Change, Cummings & Vorley, Cengage Learning.
 3. Essentials of Organizational Development, Anjali Ghanekar, Everest Publishing House.
- Organizational Change-Themes & Issues, Jim Grieses, Oxford.

Course: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Code: IPBMEX426

Course Objective: The objective of the course is to familiarize the students about the different aspects of Global Human Resources in organizations. How globalization plays role in the organizations development.

Course Outcome

At the end of the course, the participants of the course would be able to

To outline the main aspect of globalisation and its implication for international human resource management. (PO10)

To develop a global mind-set for managing international human resource management activity (PO10)

To assess the nuance of international human resource management activity. (PO 4)

To synthesize a global mind set to cope with cultural diversity and its challenges (PO 4, PO10)

Unit 1

Introduction

Globalization and its aftermath, role of various environmental dynamics in international business, issues in international business, HRM in international context, domestic vs international HRM, strategic view and context of IHRM, IHRM activities, model of IHRM

Unit 2

Staffing in International Context

Approaches to international staffing, roles and comparative analysis of expatriates, inpatriates and third-country nationals, dilemma over inpatriates vs expatriates, ROI of international assignments, factors determining performance, selection criteria and possible issues, case of dual career couples

Unit 3

Training and Development in International Context

Need for expatriate training, essential components of pre-departure training programs, effectiveness of pre-departure training programs, international assignment and personnel development, recent trends

Unit 4

Compensation Management in International Context

Objectives of international compensation, key components of international compensation program, approaches to international compensation, challenges and choices

Unit 5

Performance Management in International Context

Performance appraisal and management of international employees, barriers to effective performance management, performance management system in MNCs

Unit 6

Industrial Relations in International Context

Issues and concerns with international IR, response of trade unions to multinational corporations, impact of regional integration on IR, country specific IR practices, recent developments

Unit 7

IHRM in Host-Country Context

Standardization vs localization, merits, demerits and factors of standardization and localization, case of offshoring countries, thinking globally and acting locally

Suggested Readings

1. International Human Resource Management, Nilanjan Sengupta, Excel Books.
2. International Human Resource Management, Dowling, Festing and Engle, Thomson Learning.

Course: LABOUR LAWS

Course Code: IPBMEX427

Course Objective: The objective of the course is to familiarize the students about the different aspects of laws related to labour management. How to work in an organization with the help of labour laws is the major motive of this paper.

Course Outcome:

The outcome enhances understanding the interaction of legal analysis with human behaviour. Students learn to think from a legal point of view.

The learners will understand the development and the judicial setup of Labour Laws and also learn the enquiry procedural and industrial discipline.

Unit 1

Introduction

Need for labour legislations, factors influencing labour legislations, nature of labour legislations, principles of modern labour legislations, Indian constitution and labour legislations, classification of labour legislations

Unit 2

Regulative legislations

Trade Unions Act, 1926; Acts related to recognition of trade unions; Industrial Disputes Act, 1947; Industrial Employment (Standing Orders) Act, 1946

Unit 3

Protective Legislations

Factories Act, 1948; Mines Act, 1952; Plantations Labour Act, 1951; Motor Transport Workers Act, 1961

Unit 4

Wage Legislations

Payment of Wages Act, 1936; Minimum Wages Act, 1948; Payment of Bonus Act, 1965; Equal Remuneration Act, 1976

Unit 5

Social Security Legislations

Workmen's Compensation Act, 1923; Employees' State Insurance Act, 1948; Employees PF and Miscellaneous Provisions Act, 1952; Maternity Benefit Act, 1961; Payment of Gratuity Act, 1972

Unit 6

Miscellaneous Legislations

Contract Labour (regulation and Abolition) Act, 1970; Child Labour (Prohibition and Regulation) Act, 1986; Apprentices Act, 1961

Unit 7

Emerging Trends

New trends in judicial pronouncement, latest judgements of Supreme Court and High Courts, simplification and codification of labour laws, restructuring labour policy

Unit 8

ILO

Origins, conventions and recommendations, issues with adoption and ratification of international labour standards, influence on Indian labour legislations, from international labour legislations to corporate codes

Suggested Readings

1. Industrial Relations and Labour Laws, B.D. Singh, Excel books.
2. Bare Acts, Manupatra.

Course Code: IPBMEX428

Course: Talent Acquisition and Management

Unit 1: Introduction to Talent Acquisition and Management

Definition and Scope of Talent Acquisition, Talent Management vs. Human Resource Management, The Role of Talent in Organizational Success, Current Trends and Challenges in Talent Acquisition

Unit 2: Recruitment Strategies and Processes

Understanding the Recruitment Lifecycle. Sourcing and Attracting Talent, Employer Branding and Employee Value Proposition, Diversity and Inclusion in Recruitment, Legal and Ethical Considerations in Recruitment

Unit 3: Selection and Onboarding

Selection Methods and Tools, Interview Techniques and Best Practices, Psychometric Testing and Assessment Centers, Onboarding and Socialization, Retention Strategies and Employee Engagement

Unit 4: Talent Development and Retention

Performance Management Systems, Career Development and Succession Planning, Employee Training and Development Programs, Creating a Learning Culture, Retention Strategies and Managing Employee Turnover,

Unit 5: Technology and Future Trends in Talent Management

HR Technology and Talent Management Software, Data Analytics in Talent Acquisition, Artificial Intelligence and Automation in Recruitment, The Gig Economy and Freelancing, Future Challenges and Opportunities in Talent Management

References:

1. Louis L. Carter, Marshall Goldsmith, “Best Practices in Talent Management: How the World’s Leading Corporations Manage, Develop, and Retain Top Talent”, The best practices Institute, 2009.
2. David Rohlander, “Management Skills”, Alpha,2014.

Course Code: IPBMEX429

Course: Social and Industrial Psychology

Unit 1: Introduction to Psychology

Definition and Scope: Understanding the scope of psychology, with an emphasis on Industrial/Organizational Psychology. Methods and Branches: Overview of research methods in psychology and the various branches, particularly focusing on Industrial/Organizational Psychology.

Unit 2: Sensation, Attention, and Perception

Sensation: Attributes and classification of sensory experiences.

Attention: Factors influencing attention, including determinants, shifts, fluctuations, and distractions.

Perception: Definition of perception and the factors that influence how we interpret sensory information.

Unit 3: Learning Processes

Factors of Learning: Key elements that impact learning. Theories of Learning: Connectionism: Learning through the formation of associations. Classical conditioning: Learning by association. Operant Conditioning: Learning through reinforcement and punishment. Programmed Learning: Self-instructional learning techniques.

Unit 4: Memory and Cognition

Memory Processes: Encoding: Initial recording of information. Storage: Maintenance of information over time. Retrieval: Accessing stored information. Types of Memory: Short-Term Memory (STM): Holding a small amount of information temporarily. Long-Term Memory (LTM): Storage of vast amounts of information for extended periods.

Unit 5: Emotion and Personality

Emotion: Types of emotional reactions and their physiological bases. Personality: Definition and Significance: Understanding personality in industrial settings. Personality Types and Traits: Various classifications of personality traits. Personality Assessment: Methods for evaluating personality, including tests.

References:

1. Atkinson, R.L., et al. Introduction to Psychology. Harcourt Brace Jovanovich.
2. Baron, R.A. Psychology: The Essential Science. Allyn and Bacon.
3. Morgan, C.T., et al. Introduction to Psychology. McGraw Hill.
4. Munn, N.L., et al. Introduction to Psychology. Oxford, IBH Publishing.