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IIMTU-NEP IMPLEMENTATION **Year I/ Semester I**

Programme: PG(R) Class: MBA	Year: I Semester: I	
Credits Theory: 4 Practical: 0	Subject: PRINCIPLES AND PRACTICES OF MANAGEMENT	
Course Code: MBA-N101	Title: PRINCIPLES AND PRACTICES OF MANAGEMENT	
Course Objectives:		
<ol style="list-style-type: none"> 1. To understand how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms. 2. To discuss the various concepts of planning, decision making and controlling to help solving managerial problems 3. To understand management concepts and styles in Global context. 4. To familiarize the students with the contemporary issues in management 5. To make students aware of Japanese concepts of management 		
Nature of Paper: Core		
Minimum Passing Marks/Credits: 40% Marks		
L: 40, T:, P: (In Hours/Week), Theory - 1 Hr. = 1 Credit, Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)		
Unit	Contents	No. of Lectures Allotted
I	Management: Concept, Management: Art and Science, Management Vs. Administration, Levels of Management, Characteristics of Managers; Evolution of Management: Early contributions, Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Hawthorne Experiments and Human Relations .	08
II	Introduction to Functions of Management; Planning: Nature, Scope, Objectives and Significance of Planning, Types of Planning, Process of Planning, Barriers to Effective Planning, Decision Making; Organizing: Concept, Forms of Organizational Structure, Combining Jobs: Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility.	10
III	Staffing: Concept, Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal; Directing: Concept, Direction and Supervision; Motivation: Concept, Special Motivational techniques- Money, participation, reward systems	08
IV	Controlling: Concept, Types of Control, Methods of control – (Pre-control, Concurrent Control, Post control), The Quality Concept, Factors affecting Quality, Developing a Quality Control System, Total Quality Control.	08

V	Issues of Relevance-Transnational environment and perspectives of business, Quality of Work Life (QWL); Japanese Management; Human Values in Management –Indian perspectives, values for managers, Self – development	06
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Reference / Text Books:

1. Stephen, P. R., & Mary, C.(2017). *Management*. New Delhi, India: Pearson.
2. Tripathi and Reddy (2017). *Principles of Management*. New Delhi, India : McGraw Hill.
3. Robbins. (2016). *Fundamentals of Management*. New Delhi, India: Pearson.
4. Koontz, H & Wehrich, H. (2015). *Essentials of Management*. New Delhi, India: McGraw Hill.

If the course is available as Generic Elective then the students of following departments may opt it.

1. Open to all

Evaluation/Assessment Methodology	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	75
5) ESE	
Total:	100

Prerequisites for the course:

Course Learning Outcomes:

After completing the course student will be able to understand and explain

- CO1. The concept of management and its managerial perspective.
- CO2. It subject will equip students to map complex managerial aspect arise due to ground realities of an organization.
- CO3. They will gain knowledge of contemporary issues in Management principles and various approaches to resolve those issues.
- CO4. Students will be equipped with different methods of quality control.
- CO5. They gain understanding of various Japanese concepts of management.
- CO6. Students will be able to apply management concept in real world management problems.

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IIMTU-NEP IMPLEMENTATION Year I/ Semester I

Programme: PG(R) Class: MBA	Year: I Semester: I	
Credits Theory: 3 Practical: 02	Subject: DATA ANALYSIS AND DECISION TOOLS	
Course Code: MBA-N102 A	Title: DATA ANALYSIS AND DECISION TOOLS	
Course Objectives:		
<ol style="list-style-type: none"> 1. To provide the basic understanding of statistics and application of statistics in decision making. 2. To understand the importance of data collection, presentation and analysis for decision making. 3. To develop managerial skills to extract actionable information from data and apply them. 4. To understand the probability concepts for better decision making 5. To introduce basic statistical tools and make students learn to build decision models. 		
Nature of Paper: Core		
Minimum Passing Marks/Credits: 40% Marks		
L: 40, T:, P: (In Hours/Week), Theory - 1 Hr. = 1 Credit, Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)		
Unit	Contents	No. of Lectures Allotted
I	Statistics and its importance for managers, Descriptive statistics, Applications of inferential statistics in managerial decision making, Measures of central tendency: Mean, Median and Mode and their implications.	08
II	Measures of Dispersion, Range, Mean deviation, Standard deviation, Coefficient of Variation, Skewness and Kurtosis, Percentiles & Quartiles.	08
III	Introduction to correlation, Karl Pearson coefficient of correlation, Spearman Rank correlation, Regression equations and their application, method of least squares, line of best fit.	06
IV	Probability and Probability Distributions: What is Probability? Terminologies, Probability Theorems, Joint and Conditional probability and Bayes' theorem, Discrete (Binomial, Poisson) and continuous (Normal distributions) probability distributions;	10
V	Introduction to Hypothesis Testing, Type I and Type II Errors, t-test, f-test, z-test, chi-square (χ^2) test.	08

Reference / Text Books:

1. Balakrishnan, N., Render, B., Stair, R. M., & Munson, C. (2017). Managerial decision modeling, Pearson.
2. Albright, S.C.,& Winston, W.L. (2015).Business Analytics: Data Analysis and Decision Making Cengage.
3. Stine, R.E., & Foster, D. (2013). Statistics for Business: Decision Making and Analysis Pearson.
4. Aczel, Amir D., Sounderpandian, J., & Saravanan P. (2012).Complete Business Statistics,

McGraw Hill

5. Anderson, D., Sweeney, D., Williams, T., Camm, J., & Cochran, J. (2014). Statistics for Business & Economics (12th ed.) Cengage Learning.

If the course is available as Generic Elective then the students of following departments may opt it.

1. Open to all

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course:

Course Learning Outcomes:

CO1. Know different sources of data, ability to summarize and present data to a diverse audience
 CO2. Understand and use sampling and inferential statistics
 CO3. Learn managerial decision making with the help of data analysis.
 CO4. Identify opportunities for application of statistical tools.
 CO5. Develop critical thinking and problem-solving skills.
 CO6. Students will be able to solve problems by applying different research tools and techniques.

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IIMTU-NEP IMPLEMENTATION Year I/ Semester I

Programme: PG(R) Class: MBA	Year: I Semester: I	
Credits Theory: 4 Practical: 0	Subject: MBA-N103: ECONOMICS FOR MANAGERS	
Course Code: N103	Title: ECONOMICS FOR MANAGERS	
Course Objectives:		
<ol style="list-style-type: none"> 1. The objective of this course is to familiarize the students with the concepts and techniques used in Micro-Economic Theory. 2. To develop managerial capabilities for effective decision making in a variety of different business situations and market conditions. 3. To understand the demand analysis & to estimate the demand 4. Managerial Economics provides the student with the basic tools to fundamentally deal with achieving a set of goals in a situation where resources are limited and choices must involve trade-offs, taking into account the external environment. 5. To Import Knowledge of National Income and determination of National Income 		
Nature of Paper: Core		
Minimum Passing Marks/Credits: 40% Marks		
L: 40		
T:		
P: (In Hours/Week)		
Theory - 1 Hr. = 1 Credit		
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)		
Unit	Contents	No. of Lectures Allotted
I	Introducing Management Students to Microeconomic. Decisions of Business Firms under Different Objectives, Marginal Analysis and its uses in the Business Decision-making.	08
II	Demand Analysis and Estimation - Types of Demand, Determinants of demand, Demand Function, Demand Schedule, Demand curve, Law of Demand, Exceptions to the law of Demand, Shifts in demand curve, Elasticity of Demand and its measurement, Price Elasticity, Income Elasticity, Cross Elasticity and Advertising Elasticity, Uses of Elasticity of Demand for managerial decision making, Demand Forecasting- meaning, significance and methods.	10
III	Production and Cost: The Production Function, Returns to Scale, Profit Maximization Constrained Optimization Approach to Developing Optimal Input Combination, Relationships, Input Demand Function, Derivation of Cost Curves, Short Run, Long-Run.	08
IV	Market Structure: Profit Maximization under Different Market Structures, Perfect Competition, Monopoly, Price Discrimination, Other Pricing Strategies of Firms, Monopolistic Competition, Oligopoly	08
V	Introduction to National Income; National Income Concepts – Determination;	06

Inflation-Types & Causes; Business Cycles – Phases.															
Reference / Text Books:															
1. Geetika, Ghosh P.,& Roy Chowdhury, P. (2017). Managerial Economics (3rd ed.).McGraw Hill Education. 2. Paul, K., Philip, K. Y., Steve, E., Dickinson, C., & Banerjee S. (2017). Managerial Economics (7th ed.). 3. Mark, H. (2009). Fundamentals of Managerial Economics (9th ed.). Cengage Learning. 4. Bernheim, B. D., Winston, M., & Sen, A. (2008). Microeconomics. McGraw Hill Education. 5. Hirschey, M. (2009). Managerial Economics: An Integrative Approach. Cengage Learning.															
If the course is available as Generic Elective then the students of following departments may opt it.															
1. Open to all															
<table border="1"> <thead> <tr> <th>Evaluation/Assessment Methodology</th><th>Max. Marks</th></tr> </thead> <tbody> <tr> <td>1) Class tasks/ Sessional Examination</td><td>18</td></tr> <tr> <td>2) Presentations /Seminar</td><td>3</td></tr> <tr> <td>3) Assignments</td><td>4</td></tr> <tr> <td>4) Research Project Report Seminar On Research Project Report</td><td></td></tr> <tr> <td>5) ESE</td><td>75</td></tr> <tr> <td colspan="2">Total: 100</td></tr> </tbody> </table>		Evaluation/Assessment Methodology	Max. Marks	1) Class tasks/ Sessional Examination	18	2) Presentations /Seminar	3	3) Assignments	4	4) Research Project Report Seminar On Research Project Report		5) ESE	75	Total: 100	
Evaluation/Assessment Methodology	Max. Marks														
1) Class tasks/ Sessional Examination	18														
2) Presentations /Seminar	3														
3) Assignments	4														
4) Research Project Report Seminar On Research Project Report															
5) ESE	75														
Total: 100															
Prerequisites for the course:															
Course Learning Outcomes: CO1. Strengthening the foundations of the analytical approach to Managerial decision-making CO2. Students will be able to compute demand of product. CO3. Understanding consumer behavior in context of economic situation. CO4. Understanding the production problem and how managers make input purchase decisions CO5. Understanding the various market structures and how supply is determined in each. CO6. Students will be able to understand economic problems and find solutions thereof.															

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IIMTU-NEP IMPLEMENTATION Year I/ Semester I

Programme: PG(R) Class: MBA	Year: I Semester: I
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Credits Theory: 4 Practical: 0	Subject: ACCOUNTING FOR MANAGERS
Course Code: MBA-N104	Title: ACCOUNTING FOR MANAGERS

Course Objectives:
1. To provide comprehensive treatment of accounting principles, technique and practices.
2. To get the students acquainted with fundamental concepts and processes of accounting so that they are able to appreciate the nature of item presented in the annual accounts of an organization.
3. To understand the depreciation concepts.
4. To have a basic understanding of significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements?
5. To have a brief knowledge about international accounting standards as to have a global competence

Nature of Paper: Core
Minimum Passing Marks/Credits: 40% Marks
L: 40,
T:,
P: (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Accounting Theory: Concept, Scope, Importance, Generally Accepted Principles of Accounting (GAAP), Indian Accounting Standards, IFRS, Matching of Indian Accounting Standard with International Accounting Standards.	08
II	Book-Keeping and Accounting; Classification of accounts; Rules of debit and credit; Accounting Equation, Journalizing of transactions; Relationship between Journal & Ledger; Rules regarding posting and trial balance, Preparation of Financial Statements -Trading, Profit and Loss Account and Balance Sheet With Adjustment Entries, - Capital and Revenue Expenditure and Receipts.	10
III	Depreciation Accounting: Meaning and Techniques of Depreciation, Methods employed including numerical problems – Straight Line Method, Diminishing Balance Method and Annuity Method	08
IV	Cash Flow Statement, Preparing a statement of Cash Flows. Fund Flow statement, Preparing a statement of Fund Flow, Difference between cash flow statement and fund flow statement.	06
V	Financial statement analysis: Importance, Uses, Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios; Common Size Statement- Common Size Balance Sheet & Common Size Income	08

	Statement; Comparative Statements- Comparative Balance Sheet & Comparative Income Statement.	
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Reference / Text Books:

1. Narayanaswamy, R. (2017). Financial Accounting: A Managerial Perspective (6th ed.). Prentice Hall of India.
2. D.K. Goel (2017) Accounting for Manager, Avichal Publication.
3. Spiceland, D., Thomas, W.M., & Herrmann, D. (2018). Financial Accounting (5th ed.). McGraw-Hill.
4. Arora, R.K. (2018). Financial Accounting: Fundamentals, Analysis and Reporting (2nd ed.). Wiley
5. Anthony, R.N., Hawkins, F.D., & Merchant, K.A. (2013). Accounting: Text and Cases (13th ed.). Tata McGraw Hill.
6. Needles B.E., Powers, M.,& Crosson, S.V. (2013). Principles of Financial Accounting (12th ed.). South-Western College/West.

If the course is available as Generic Elective then the students of following departments may opt it.

1. Open to all

Evaluation/Assessment Methodology	Max. Marks
1) Class tasks/ Sessional Examination	12
2) Presentations /Seminar	3
3) Assignments	10
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course:

Course Learning Outcomes:

- CO1. Understanding how accounting decisions affect real company practices.
- CO2. Understand the concepts of Deprecation, Inventory valuation and the methods employed by Indian Companies.
- CO 3. Strengthening the foundations of the analytical approach to Managerial decision-making
- CO4. Subject will provide an insight to the concepts and principles for the routine monetary transaction
- CO5. Prepare financial statements in accordance with Generally Accepted Accounting Principles and its excel application
- CO6. Students will be able to analyze financial statement of various organizations.

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IIMTU-NEP IMPLEMENTATION
Year I/ Semester I

Programme: PG(R) Class: MBA	Year: I Semester: I	
Credits Theory: 4 Practical: 0	Subject: MARKETING MANAGEMENT	
Course Code: MBA-N105	Title: MARKETING MANAGEMENT	
Course Objectives:		
<ol style="list-style-type: none"> 1) To assess market opportunities by analyzing customers, competitors, collaborators, context, and the strengths and weaknesses of a company. 2) To understand consumers' requirements and their behaviours. 3) To develop effective marketing strategies to achieve organizational objectives. 4) To communicate and defend your recommendations and critically examine and build upon the recommendations of your classmates both quantitatively and qualitatively. 5) To develop the understanding the current global and digital aspect of marketing. 		
Nature of Paper: Core		
Minimum Passing Marks/Credits: 40% Marks		
L: 40		
T:		
P: (In Hours/Week)		
Theory - 1 Hr. = 1 Credit		
Practical- 2 Hrs.=1(4Hrs./Week=4Credits)		
Unit	Contents	No. of Lectures Allotted
I	Introduction to Marketing: Nature and Scope of Marketing, Marketing Concepts, Customer Value, Holistic Marketing. Marketing Environment: Understanding the impact of Macro and Micro environment on Marketing, Global Marketing.	06
II	Identifying and Selecting Markets: Consumer Buying Behavior, Organizational Buying Behavior, Market Segmentation, Targeting and Positioning, Marketing Mix, Marketing Research and Market Information system, Marketing Planning Process: Competitor analysis, Marketing Warfare Strategies	08
III	Product Mix Strategies: Product, Planning and Development, Product Life Cycle, New Product development, Branding, Packaging and Labeling, Developing Pricing Strategies: Setting Price, Factors influencing Price Determination, Channels of Distribution: Designing Distribution Channels, Controls in Channels,	10
IV	Marketing Communication: Role of Promotion in Marketing, Integrated Marketing Communication, Determining Promotional Mix, Advertising, Sales Promotion, Public Relations, Personal Selling and Sales Management.	08
V	Trends in Marketing: Service Marketing, Social Media Marketing, Green Marketing, Customer Relationship Management, Rural marketing,	08

	Retailing, Wholesaling, Public selling and other emerging trends, Product differentiation.	
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Reference / Text Books:

1. Kotler, P. & Armstrong, G. (2017). Principles of Marketing (17th ed.). Pearson.
2. Etzel, M. J., Bruce, J. W., Stanton, W. J., & Pandit, A. (2011). Marketing (14th ed.). New Delhi: Tata McGraw-Hill.
3. Kotler, P., Keller, K., Koshy, L., & Jha, M. (2012). Marketing Management: A South Asian Perspective (14th ed.). New Delhi: Pearson.
4. Ramaswamy, V. S. & Namakumari, S. (2010). Marketing Management: Global perspective Indian context (4th ed.). New Delhi: Macmillan.
5. Saxena, R. (2009). Marketing Management (4th ed.). New Delhi: Tata McGraw Hill.

If the course is available as Generic Elective then the students of following departments may opt it.

1. Open to all

Evaluation/Assessment Methodology	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course:

Course Learning Outcomes:

- CO1. Understanding the nature and scope of marketing
- CO2. Develop an understanding of various marketing philosophies
- CO3. Understanding the marketing mix and marketing environment
- CO4. Understanding consumer behavior and its application in marketing
- CO5. Understanding segmentation, targeting and positioning
- CO6. Develop an understanding of decisions concerning 4 P's – product, price, place and promotion

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IIMTU-NEP IMPLEMENTATION Year I/ Semester I

Programme: PG(R) Class: MBA		Year: I Semester: I		
Credits Theory: 4 Practical: 0	Subject: ORGANIZATIONAL BEHAVIOUR			
Course Code: MBA-N106	Title: ORGANIZATIONAL BEHAVIOUR			
Course Objectives: <ol style="list-style-type: none"> 1. To understand the concept of organization behavior. 2. To understand how employees behave in various situations 3. To discuss the role and skills of manager 4. To understand the need of motivation and various types of motivation theory 5. The objective of the course is to help students develop an understanding of the basic management concepts and behavioral processes in organizations which are important for them to adapt to the changing corporate environment 				
Nature of Paper: Core				
Minimum Passing Marks/Credits: 40% Marks				
L: 40 T: P: (In Hours/Week) Theory - 1 Hr. = 1 Credit Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)				
Unit	Contents	No. of Lectures Allotted		
I	Meaning, Concept, Nature, Characteristics and Importance of OB, Models of Organizational Behaviour, Roles & Skills of Managers; contributing disciplines, Challenges & Opportunities of OB.	08		
II	Perception and Attribution: Concept, Process and Management Applications of Perception; Personality: Concept, Nature, Types and Theories of Personality; Attitudes: Types, Components, Attitude change. Learning: introduction and theories	08		
III	Motivation: Theories of Motivation- Early and Contemporary views, Leadership: Style and Theories of Leadership-Trait, Behavioral and Situational Theories, leadership styles in Indian Organizations. Foundations of individual behaviour: Meaning of Interpersonal Behavior & Interpersonal skills, Transactional Analysis, Johari Window.	10		
IV	Organizational Power and Politics: Concept, Sources of Power, Distinction between Power, Authority and Influence, Approaches to Power, Organizational Politics, Political Implications of Power: Dysfunctional Uses of Power; Team Building: Ginnetts Team Effectiveness Leadership Model; Work life balance.	08		
V	Organizational Change: Kurt Lewin Model of change, Role of a Change Agent, Knowledge Management, Emotional Intelligence.	06		

Reference / Text Books:

1. Nelson, D. L., Quick, J.C., & Khandelwal, P. (2016). ORGB: A South Asian Perspective (2nd ed.). Cengage Learning India Pvt. Ltd.
2. Luthans, F. (2015). Organizational Behaviour: An Evidence Based Approach (13th ed.). McGraw-Hill Irwin.
3. Pareek, U. and Khanna, S. (2016). Understanding Organizational Behaviour (4th ed.). New Delhi: Oxford University Press.
4. Robbins, S. P., & Judge, T.A. & Vohra, N. (2015). Organizational Behaviour (16th ed.). New Delhi: Pearson Education.
5. Singh, K. (2015). Organizational Behaviour: Text and Cases (3rd ed.). New Delhi: Vikas Publication

If the course is available as Generic Elective then the students of following departments may opt it.

1. Open to all

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course:

Course Learning Outcomes:

- CO1. Understanding the concept of organizational behavior
- CO2. Developing an understanding of managerial functions, skills and roles
- CO3. Strengthening the foundations of individual behavior with an understanding of human personality, perception, learning and emotions
- CO4. Understanding the basic process of interpersonal relationship
- CO5. Understanding how managers can use the models to enhance motivational levels of employees
- CO6. Understanding the behavioural approach to Managerial decision-making

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IIMTU-NEP IMPLEMENTATION Year I/ Semester I

Programme: PG(R) Class: MBA	Year: I Semester: I	
Credits Theory: 4 Practical: 0	Subject: BUSINESS COMMUNICATION	
Course Code: MBA-N107	Title: BUSINESS COMMUNICATION	
Course Objectives:		
<ol style="list-style-type: none"> 1. The aim of the course is to develop skills and competencies in participants to be able to communicate effectively through written, oral and social medium. 2. This course will make students conversant with the basic forms, formats and techniques of business writing so that they would be thoroughly prepared to communicate effectively in all contexts. 3. Sensitivity towards cross-cultural communication will be developed with familiarity with global business etiquette and protocols. 4. The pedagogical focus of the course will be lecture cum workshop based format with emphasis on practice and skills development. 5. To make students understand the importance of non verbal communication skills 		
Nature of Paper: AECC		
Minimum Passing Marks/Credits: 40% Marks		
L: 40, T: P: (In Hours/Week) Theory - 1 Hr. = 1 Credit Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)		
Unit	Contents	No. of Lectures Allotted
I	Introduction to Communication: Communication process, Basics of Communication (7Cs), Listening Skills, Verbal and Non-Verbal communication, Communication channels. Barriers of communication.	06
II	Written Business Communication: Writing reports, proposals and Business letters, Writing memos, circular and notices, Business meetings, E-mail and Intranet, Legal issues in Communication.	08
III	Listening: Introduction, meaning and Importance, Strategies for Effective Listening, Barriers to Listening, Oral Communication and Presentation, Advantages of Oral communication, Communication in Social Media and Digital Communication.	08
IV	Nonverbal communication: Body Language, Gestures, Postures, Facial Expressions, Dress codes, The Cross Cultural Dimensions of Business Communication, Business and social etiquettes, Forms of non-verbal communication, Interpreting body-language cues, Kinesics, Proxemics, Chronemics, Effective use of body language.	10
V	Career management and Employment Communication : Resume writing	08

	and cover letters and job application Letter, Group Discussions and Interviews, Principles of speech and Presentation, Types of speech, Use of Audio visual aids, Ethics and Communication.	
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Reference / Text Books:

1. Lehman, C. M., Dufrene D. D., & Sinha, M. (2016). BCOM: The South Asian Perspective on Business Communication (2nd ed.). New Delhi: Cengage Learning.
2. Bovee, C., & Thill, J.V., & Raina, R.L. (2016). Business Communication Today (11th ed.). Pearson
3. Mukerjee, H. S. (2012).Business Communication (2nd ed.). New-Delhi: Oxford University Press
4. Post Emily. (2005). The Etiquette Advantage in Business (2nd ed.). New York: Collins.
5. Sandra, M. O. (2004). Handbook of Corporate Communication and Strategic Public Relations: Pure and Applied. Routledge.

If the course is available as Generic Elective then the students of following departments may opt it.

1. Open to all

Evaluation/Assessment Methodology	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course:

Course Learning Outcomes:

- CO1. Understanding the role of communication in the organizational and Global Context
- CO2. Understanding the basics of effective written and verbal communication
- CO3. Understanding the theoretical models of communication and development in communication research
- CO4. Analyzing one's own communication style in different contexts and mediums
- CO5. Exposure and training of technical writing, responsibilities of a communicator, Ethical Issues and Legal Issues
- CO6. Student will be equipped with good professional communication skills.

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IIMTU-NEP IMPLEMENTATION Year I/ Semester I

Programme: PG(R) Class: MBA	Year: I Semester: I	
Credits Theory: 3 Practical: 2	Subject: COMPUTER & I.T. SKILLS-1	
Course Code: MBA-N108	Title: COMPUTER & I.T. SKILLS-1	
Course Objectives:		
<ol style="list-style-type: none"> 1. To understand the basic concept of computer with its basic feature. 2. To discuss the role of computer in business. 3. The objective of this course is to develop micro-level individual competency amongst the participants with regard to contemporary Information Technology Tools. 4. To make students equipped with MS office skills 5. To develop an understanding of the data processing systems existing in organizations. 		
Nature of Paper: AECC		
Minimum Passing Marks/Credits: 40% Marks		
L: 40, T:, P: (In Hours/Week), Theory - 1 Hr. = 1 Credit, Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)		
Unit	Contents	No. of Lectures Allotted
I	Basic Computer Organization: Introduction, features and capabilities, components of computer system, classification of computers; Operating Systems: Basic features, types and components; Computer Languages: Basic features and Classification, Applications of Computers in Business.	08
II	Concept of Hardware and Software, Input Output unit, CPU, Control Unit, Arithmetic logic Unit (ALU), Memory Unit, Monitor, Printers: Dot matrix, Laser, Inkjet, Plotters, Scanner, System software and Application Software, Operating system concepts, purpose and functions, Operations of Windows OS, Creating and naming of file and folders Copying file, renaming and deleting of files and folders, Searching files and folders, installation application, creating, shortcut of application on the desktop, Overview of control Panel, Taskbar.	10
III	Software Packages for Office Applications, Word Processing using MS Word: Basic features, formatting text, creating and managing tables, inserting images and graphs, managing page layout and printing. Preparing the google docs and google forms	08
IV	Presentations using MS PowerPoint: Basics of presentations, conventions and advantages, managing different views, adding and managing animations, managing slide transitions, managing slide templates, setting up slide shows. Preparing the google power-point presentations.	08

V	Spreadsheets using MS Excel: Spreadsheet features, uses and advantages, auto fill features, inserting formulas and functions, inserting charts and graphs, macros, managing page layouts and printing. Preparing the google sheets.	06
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Reference / Text Books:

1. Rajaraman, V. (2018). *Introduction of Information Technology*, New Delhi, India:PHI.
2. ITL ESL .(2012). *Introduction to Information Technology*. New Delhi, India:Pearson.
3. Lalit, M. (2017). *Introduction to Computers*. New Delhi, India: NotionPress.
4. Brian, O. (2017). *Management Information System*. New Delhi, India: McGrawHill

If the course is available as Generic Elective then the students of following departments may opt it.

1. Open to all

Evaluation/Assessment Methodology	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course:

Course Learning Outcomes:

- CO1. Developing an appreciation of IT in General and Elements of IT Systems Setup for organizations and discussions on the emerging information technology.
- CO2. Familiarizing the students with the Indian IT Industry and the latest developments in the same.
- CO3. Help students appreciate the nuances of Data Processing Systems for organizations.
- CO4. Providing hands-on dexterity to the students with regard to an executive software suite.
- CO5. Understanding the basics of networking and integrated information systems.
- CO6. Students will be apply various software in their working.

MBA Evaluation Scheme
MBA Semester – II (w.e.f. Session 2021)

Sl. No.	Subject Code	Subject Title	Course Category	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
1	MBA-N201	Business Law	Core	4	0	0	25	75	100	4
2	MBA-N202	Human Resource Management	Core	4	0	0	25	75	100	4
3	MBA-N203	Business Environment	Core	4	0	0	25	75	100	4
4	MBA-N204	Corporate Finance	Core	4	0	0	25	75	100	4
5	MBA-N205	Management Accounting	Core	4	0	0	25	75	100	4
6	MBA-N206	Production & Operation Management	Core	4	0	0	25	75	100	4
7	MBA-N207	Research Methodology	Core	3	0	2	25	75	100	4
8	MBA-N208	Computer & I.T. Skills-2	AECC	3	0	2	25	75	100	4
9	NECC-121	Industrial Visit	SEC	0	0	2	25	0	25	0
10	NECC-122	University Social Responsibility	SEC	0	0	2	25	0	25	0
11	NECC-123	MOOCS	DSE	4	0	0	50	0	50	4
12	SPY-121	SPORTS	SEC	0	0	2	25	0	25	0
TOTAL				34	0	10	325	600	925	36

Format-3

IIMTU-NEP IMPLEMENTATION Year I/ Semester II

Programme: PG(R) Class: MBA		Year: I Semester: II
Credits Theory: 4 Practical: 0	Subject: BUSINESS LAW	
Course Code: MBA-N201	Title: BUSINESS LAW	

Course Objectives:

1. To make students aware with legal functions of business
2. To provide basic understanding of law of contract, Law of agency, Bailment & Pledge
3. To get students familiar with the provisions of Negotiable Instruments Act, Law of Insurance and Law of Partnership to avoid the legal complexities while transacting business
4. To impart knowledge of basic provisions of Companies Act to handle the business situations.
5. To create an awareness about important legislations namely Sale of Goods Act, Consumer Protection Act, Factories Act having impact on business.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks

L: 0,

T:,

P: (In Hours/Week),

Theory - 1 Hr. = 1 Credit,

Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Indian Legal System: Introduction to Law, Legal Terminology, Sources of law, Salient Features of Constitution of India. Indian Contract Act 1872: Definition and concept of contract, valid contract and its essential elements, Types of contract, Quasi Contract, Discharge of Contract, Breach of contract and its remedies, Law of Agency: Introduction, Agent and Agency, Kinds of Agencies, Creation of Agency, Principal and Agent, Termination of Agency.	10
II	Sale of Goods Act, 1930: Contract of sale, agreement to sell, Conditions and warranties, Remedies for breach; rights of unpaid sellers, Contract of Bailment, Contract of Indemnity, Contingent contract, Contract of Guarantee. Negotiable Instruments Act, 1881: Introduction of Negotiable Instrument, Promissory Note, Bill of Exchange, Cheque, Parties to Negotiable Instruments, Dishonor of a Negotiable Instrument, discharge of a Negotiable Instrument.	08
III	Companies Act, 1956: Introduction, Definition and Characteristics, Classification of Companies, Incorporation of a Company, Share Capital, Company management, Meetings, Resolution, Partnership Act, 1932: Introduction, Nature of the Partnership, Features	10

	of Partnership, Advantages of Partnership & Limitations, Kinds of Partners, Partnership Deed, Registration of a Partnership, Rights and Duties of Partners, Dissolution of Partnership	
IV	Information Technology Act, 2000: Background, Salient Features, Digital Signature, Electronic Governance, Cyber Laws, Penalties for Offences. Consumer Protection Act [COPRA], 1986: Introduction, Background, Consumer Protection Council, Central Consumer Protection Council, Consumer Redressal Agencies, Administrative Control of National Commission	06
V	Intellectual Property Rights: Meaning and Scope of Patent Act and Amendments of WTO Agreements, Rights of Patentee, Infringement, Remedies, Trademarks, Copyright Competition Act, 2002: Meaning & Scope of Competition Act, Salient Features of Competition Act, Offences and Penalties under the Act.	06

Reference / Text Books:

1. Porwal, L.M. & Kumar, S. (2018) *Business Law*. New Delhi, India: Virnda Publication Ltd
2. Kapoor, N. D. (2017). *Elements of Mercantile Law*. New Delhi, India: Sultan Chand & Sons.
3. Kuchhal, M. C. (2015). *Business Law*. New Delhi, India: Vikas Publishing House Pvt Ltd.
4. Gulshan, S.S. (2015). *Business Law*. New Delhi, India: New Age International Pvt Ltd.

If the course is available as Generic Elective then the students of following departments may opt it.

1. Open to all

Evaluation/Assessment Methodology	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course:

Course Learning Outcomes:

- CO1. Acquire a sound understanding of the legal aspects of the laws affecting businesses
- CO2. Apply basic legal knowledge to business transactions.
- CO3. Communicate effectively using standard business and legal terminology
- CO4. Analyse a given business context using basic understanding of the applicable Acts and develop a suitable operational framework.
- CO5. Describe current law, rules, and regulations related to settling business disputes
- CO6. Students will be able to follow various legal and ethical considerations while running business.

Format-3

IIMTU-NEP IMPLEMENTATION Year I/ Semester II

Programme: PG(R) Class: MBA		Year: I Semester: II		
Credits Theory: 4 Practical: 0	Subject: HUMAN RESOURCE MANAGEMENT			
Course Code: MBA-N202	Title: HUMAN RESOURCE MANAGEMENT			
Course Objectives:				
<ol style="list-style-type: none"> 1. The objective of the course is to sensitize students to the systems and strategies in managing people professionally in view of the rapidly evolving aspirations of individuals, and changing business contexts. 2. The course is designed to familiarize participants with human resource policies and practices that they need to know regardless of their field of managerial functions. 3. The course highlights the need for well-designed human resource policies that promote employee motivation and performance, and in achieving organizational objectives. 4. The course will provide basic concepts, techniques, and practices of human resource management in diverse contexts 5. The course will familiarize students with various Human resource role & functions 				

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks

L: 40,

T:,

P: (In Hours/Week),

Theory - 1 Hr. = 1 Credit,

Practical- 2 Hrs.=1 Credit , (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Human Resources Management (HRM): Meaning, Nature and Scope, Difference between HRM and Personnel Management, Ethical issues in HRM. Contemporary issues and challenges in managing human resources.	06
II	Strategic Human Resource Management: Nature, types of Strategies and Strategic Management Process (Environmental Scanning, Strategy Formulation, implementation and evaluation). Human Resources planning: Definition, purposes and process.	07
III	Job Analysis. The systematic approach to recruitment: recruitment policy, Recruitment methods. The systematic approach to selection: the selection procedure, the design of application form, selection methods, the offer of employment, and evaluation of process. Training and Development: Purpose, Process, On the job and Off the job Methods of training and designing a training program.	10
IV	Performance Appraisal: Definition, Purpose of appraisal, Procedures and traditional as well as modern techniques of performance appraisal. Compensation Administration: Nature and Objectives of compensation,	10

BOS

	components of pay structure in India, Wage Policy in India – Minimum Wage, Fair Wage and Living Wage and legal framework for compensation management in India. Incentive Payments: Meaning and Definition, Types and Scope of incentive scheme, Incentive Schemes in Indian Industries, Fringe Benefits..	
V	Employee Welfare: Concept, Measures, Intra-mural Facilities, Extra-mural Facilities, Emerging Trends in HRM. Green HRM. Separation: Promotion, Transfer, lay-off, retrenchment, resignation, dismissal	07

Reference / Text Books:

1. Flippo, E. B. (2018). *Personnel Management*. New Delhi, India: Tata McGraw-Hill International Series.
2. Gomez, M. & Balkin. (2017). *Managing Human Resources*. New Delhi, India: Pearson Education.
3. Aquinas, P.G. (2009). *Human Resource Management*. New Delhi, India: Vikas Publishing.
4. Ivancevich, J. M. (2005). *Human Resource Management*. New Delhi, India: Tata McGraw-Hill.
5. Aswathappa, K. (2008). *Human Resource management / Text:& Cases*. New Delhi, India: Tata McGraw Hill.
6. Monappa, A. & Saiyadain, M. S. (2006). *Personnel Management*. New Delhi, India: Tata McGraw-Hill.
7. Snell & Bholander. (2007). *Human Resource Management*. New Delhi, India: Cengage Learning. University Press

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	75
5) ESE	
Total: 100	

Prerequisites for the course:

Course Learning Outcomes:

- CO1. Participants will be able to understand the importance of managing human resources professionally, in view of the constantly changing aspirations of individuals, the business context, and organizational dynamics in the health sector;
- CO2. Participants will be able to understand the foundations of managing human resources in organizations, in terms of systems, strategies and practices;
- CO3. Participants will be able to appreciate the need for well-designed HR policies that enhance employee motivation and performance;
- CO4. Participants will be able to learn the tools and techniques of human resource management systems;
- CO5. The entire course is based on case studies and students will be able to understand the dynamics of managing people from real-world examples.
- CO6. Participants will be able to understand and apply creativity to the core human resource functions.

Format-3

IIMTU-NEP IMPLEMENTATION Year I/ Semester II

Programme: PG(R) Class: MBA		Year: I Semester: II		
Credits Theory: 4 Practical: 0	Subject: BUSINESS ENVIRONMENT			
Course Code: MBA-N203	Title: BUSINESS ENVIRONMENT			
Course Objectives:				
<ol style="list-style-type: none"> 1. To understand the concept of business environment and analyzing the various factors affecting business environment 2. This course introduces students to environment affecting business 3. The objective of this course is to familiarize students with the various institutions that deal with a particular environment 4. The course introduces students to the basic macroeconomic variables, like GDP, inflation and Unemployment. 5. The course will introduce the students with various institutions & laws that assist business in functioning. 				
Nature of Paper: Core				
Minimum Passing Marks/Credits: 40% Marks				
L: 40, T:, P: (In Hours/Week), Theory - 1 Hr. = 1 Credit, Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)				
Unit	Contents	No. of Lectures Allotted		
I	Overview of Business Environment : Meaning and Significance, Factors affecting Business Environment; Environmental Analysis and Forecasting; Overview of Economic, Political, Financial, Technological, Demographic Environment in India; Planning in India - Planning Commission, Critical Evaluation of Five Year Plans, NITI Aayog. Industrial Policy after 1991	10		
II	Indian Financial System: Monetary and Fiscal Policy; Overview of Indian Financial System; Primary and Secondary Financial Markets; Need & Functions of Regulatory Institutions – RBI, SEBI, IRDA;	06		
III	Overview of Public, Private, Joint and Co-operative Sectors; MSME, Village and Cottage Industry; Privatization & Disinvestment; Competition Policy and Law; Liberalization, Globalization, MNCs.	10		
IV	Societal Environment; Social Responsibility of Business; Business Ethics; Labour Welfare and Social Security; Consumer Rights & Consumer Protection; Corporate Governance.	08		
V	Development and Regulation of Foreign Trade, GATT/WTO, FEMA Act, FDI, FII, etc, Foreign Trade, Balance of Payments;	06		

Reference / Text Books:

1. Aswathappa, K. (2018). *Essentials of Business Environment*. New Delhi, India: Himalaya Publishing House.
2. Cherunilam, F. (2017). *Business Environment*. 18th edition. New Delhi, India: Himalaya Publishing House.:
3. Goyal, Dr. A. (2010). *Environment for Managers*. 1st edition. New Delhi, India: V.K (India) Enterprises.
4. Neelamegam, V. (2010). *Business Environment*. New Delhi, India: Vrinda Publication.
5. Paul, J. (2008). *Business Environment*. 3rd Edition. New Delhi, India: Tata McGraw-Hill Publication.

If the course is available as Generic Elective then the students of following departments may opt it.

1. Open to all

Evaluation/Assessment Methodology	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course:

Course Learning Outcomes:

- CO1. Understanding the relevance of the basic business environment
- CO2. Understanding role of institutions like RBI, IRDA etc.
- CO3. Understanding the basic factors of social and economic environment
- CO4. Analyzing policies and the role of institutions
- CO5. Understanding the dynamics of technology and polity.
- CO6. Understanding the basic macroeconomic variables, like GDP, inflation and Unemployment.

Format-3

IIMTU-NEP IMPLEMENTATION Year I/ Semester II

Programme: PG(R) Class: MBA	Year: I Semester: II
Credits Theory: 4 Practical: 0	Subject: CORPORATE FINANCE
Course Code: MBA-N204	Title: CORPORATE FINANCE
Course Objectives:	
<ol style="list-style-type: none"> 1. To understand the concept of corporate finance and objective financial management. 2. The course is designed to provide an understanding of the essential elements of financial management and the financial environment in which the business firm operates. 3. To development the understanding of dividend and various theory of dividend policy. 4. The paper will examine the objective of shareholder wealth maximization which encompasses much of modern corporate finance and its implication for decision making in the present context. 5. The course will aware students about working capital management 	

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks

L: 40,

T:,

P: (In Hours/Week),

Theory - 1 Hr. = 1 Credit,

Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Business Finance Defined-Traditional and Modern Views, Financial Management – An Overview: Evolution of Finance, Scope and Functions of Finance, Objectives of Financial Management-Profit Maximization vs. Wealth Maximization, Business Ethics and Social Responsibility, Time Value of Money concept.	07
II	Investment Decisions - Capital Budgeting Decisions, Techniques - Payback period, NPV, IRR, Profitability Index, Estimation of Cash Flows, NPV v/s IRR., Cost of Capital - Meaning and Concept, Computation of cost of capital- cost of equity capital, cost of preference capital, cost of debt, cost of retained earnings and weighted average cost of capital	08
III	Financing Decisions - Capital Structure, Theories and Value of the firm - Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani Miller Model, Determining the optimal Capital Structure, EBIT-EPS Analysis - Concept of Leverage, Types of Leverage: Operating Leverage, Financial Leverage, and Combined Leverage.	10
IV	Dividend Decisions- Factors determining Dividend Policy, Theories of Dividend Gordon Model, Walter Model, MM Hypothesis, Forms of Dividend- Cash Dividend, Bonus Shares, Stock Split, Stock Repurchase, Dividend Policies in practice.	08

BOS

V	Working Capital Management -Working Capital Policies, Inventory management- Tools & Techniques of inventory management; Cash management, Cash management model; Receivables management.	07
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Reference / Text Books:

1. Keown, A.J., Martin, J.D., Petty, J.W., & Scott, Jr. (2017). Foundations of Finance (9th ed.). Pearson Prentice Hall.
2. Brealey, R.A., Myers, S.C., Allen, F., & Mohanty, P. (2014). Principles of Corporate Finance (11th ed.). Tata McGraw Hill.
3. Brigham, E.F., & Daves, P.R. (2016). Intermediate Financial Management (12th ed.). South Western.
4. Brigham, E. & Houston, J. (2014). Fundamentals of Financial Management (14th ed.). Thomson.
5. Chandra, P. (2015). Financial Management (9th ed.). McGraw Hill.

If the course is available as Generic Elective then the students of following departments may opt it.

1. Open to all

Evaluation/Assessment Methodology	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course:

Course Learning Outcomes:

- CO1. Understanding the evolution and growth of the finance function. The objective of the firm – Shareholder wealth maximization.
- CO2. Make Strategic Investment decisions with the help of NPV, IRR and PI techniques. Calculating and interpreting the cost of capital for companies.
- CO3. Financing options available to firms, Trade-off between debt and equity, Criteria for deciding the optimal financing mix
- CO4. How do managers decide how much to reinvest and how much to return to owners as dividends?
- CO5. Understand the concept of working capital and the working capital policies to manage cash and account receivable for a company.
- CO6. Analyze and evaluate financial statements to assess the financial health and performance of a company.

Format-3

IIMTU-NEP IMPLEMENTATION Year I/ Semester II

Programme: PG(R)	Year: I
Class: MBA	Semester: II
Credits Theory: 4 Practical: 0	Subject: MANAGEMENT ACCOUNTING
Course Code: MBA-N205	Title: MANAGEMENT ACCOUNTING
Course Objectives:	
<ol style="list-style-type: none"> 1. To understand the concept of management accounting its importance in decision making. 2. To gain knowledge of use of costing data for decision-making and control, and emerging modern cost management concepts. 3. This course will focus on providing skills in contemporary Management Accounting methodologies and issues. 4. To develop manager skills extract actionable information from budget. 5. The teaching environment will cover lectures, case discussions and discussion of project assignments. 	

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks

L: 40,

T:,

P: (In Hours/Week),

Theory - 1 Hr. = 1 Credit,

Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Evolution of Management Accounting & Current Issues, Overview of Management Accounting, Cost Accounting, Classification of costs, Methods of costing, Material Cost and Control, Labour Cost and Control, Overhead Cost and Control, Job Batch and Contract Costing, Process Costing, By-Products and Joint Product Cost.	08
II	Cost concepts in Decision Making: Cost concepts in decision-making; Relevant cost, Differential cost, Incremental cost and Opportunity cost, Objectives of a Costing System, Marginal Costing, Distinction between Marginal Costing and Absorption Costing, Break-Even Analysis, Cost-Volume-Profit Analysis, Various decision-making problems.	09
III	Budgeting: Concept of Budget, Budgeting and Budgetary Control, Objectives & Functions budgeting, Elements of a successful budgeting plan, Advantages and Limitations of Budgetary Control, Types of Budget, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget.	09
IV	Standard Costing: Introduction, Definition of standard costing, Meaning, Advantages of standard costing, Developing or setting standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications	08

	and implication.	
V	Cost Management: Activity-based approaches to management and cost analysis, Analysis of common costs in manufacturing and service industry, Techniques for profit improvement, cost reduction, and value analysis, Target costing, Responsibility accounting	06

Reference / Text Books:

1. Dr. S.P. Gupta (2019) Management accounting Sahitya Bhawan Publication.
2. Khan, M. Y., & Jain, P. K. (2017). Management Accounting (7th ed.). McGraw Hill.
3. CIMA (2015). CIMA Management Accounting: CIMA Publishing Kaplan Publication.
4. Kaplan, R .& Atkinson, A. A. Advanced Management Accounting (3rd ed.).Pearson India.
5. Pandey, I. M. (2007). Management Accounting (3rd ed.). New Delhi.
6. Horngren, T. C., Datar, S. M., Rajan, M. V. (2015). Cost Accounting: A Managerial Emphasis (15th ed.). Pearson

If the course is available as Generic Elective then the students of following departments may opt it.

N/A

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course:

Course Learning Outcomes:

- CO1. Strengthening the foundations of the analytical approach to Managerial decision-making
- CO2. Understanding cost behavior
- CO3. Understanding how managers make a variety of decisions
- CO4. Understanding the relevance of budgeting and computing variances to undertake performance evaluation
- CO5. Understanding Activity Based Cost Management vs. Traditional Cost Management
- CO6. Student will able to apply techniques of management accounting in profit improvement, cost reduction and value enhancement.

Format-3

IIMTU-NEP IMPLEMENTATION Year I/ Semester II

Programme: PG(R) Class: MBA	Year: I Semester: II
Credits Theory: 4 Practical: 0	Subject: PRODUCTION & OPERATION MANAGEMENT
Course Code: MBA-N206	Title: PRODUCTION & OPERATION MANAGEMENT

Course Objectives:

1. To understand the concept of production the operation management with its importance.
2. This course is designed to help the students understand the role of operations in improving the efficiency of an organization including both manufacturing and service one and also help them appreciate the linkage of operations with corporate strategy and other functional domains including marketing and finance.
3. It would help them understand the business problems relating to operations and equip them with the application of appropriate tools and techniques for addressing the same.
4. To make students understand about various quality management techniques
5. The course would also seek to familiarize the students with the contemporary challenges being faced by the organizations in the domain of operations and supply chain.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks

L: 40

T:

P: (In Hours/Week)

Theory - 1 Hr. = 1 Credit

Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Production and operations Management: Nature, and Scope of Production and Operations Management. System Productivity, Capital Productivity, Labour Productivity, Personnel Productivity. Types of Manufacturing Process. Emerging trends in Operations Management..	06
II	Facilities location: Introduction, Location Planning Process, Globalization of operations, factors affecting location decisions, location planning methods. Facility or Layout Planning and Analysis: Introduction, Objectives and importance of Layout, Types of Layouts, Layout Planning, Evaluating Plant Layouts, Material handling.	09
III	Introduction and Meaning of Quality Management, Dimensions of Quality of Quality Control Tools, Statistical Process Control (SPC), Process and Six Sigma. Total Quality Management (TQM), TQM – ISO 9000 as a Platform, Total Productive Maintenance (TPM), PDCA, KAIZEN.	10
IV	Aggregate Production Planning (APP): Introduction and meaning of APP, Master production schedule (MPS), Materials requirements planning (MRP). Introduction and Purpose of Operations Scheduling, Factors	07

	Considered while Scheduling, Scheduling in Services, Routing, Loading and Dispatching.	
V	Just-In-Time : Introduction, Characteristics of JIT, Key Processes to Eliminate Waste, Implementation of JIT, Introduction to SCM, SCM Infrastructure, Inventory; Inventory control Techniques. Value Engineering/Value Analysis, Lean operations and Toyota Production System	08

Reference / Text Books:

1. Chase, R. B., Shankar, R., and Jacobs, R. F. (2019). Operations and Supply Chain Management (15th ed.) Mc Graw Hill, Chennai
2. Stevenson, W.J., (2018). Operations Management (12th ed.). McGraw Hill, Chennai.
3. Cachon, G. and Terwiesch, C. (2018). Matching supply with demand. McGraw Hill, 3rd edition, Chennai
4. Gaither, N. and Frazier G. (2011).Operations Management (9th ed.), Cengage Learning, New Delhi.
5. Heizer, J., Render, B., Munson, C and Sachan, A. (2017). Operations Management (12th ed.). Pearson Education, Delhi.
6. Mahadevan, B. (2015). Operations Management (3rd ed.). Pearson Education, Delhi.
7. Nahmias S. and Olsen, T.L. (2015). Production and Operations Analysis (7th ed.). Waveland Press, Inc.
8. Russell, R. S. and Taylor, B.W. (2016). Operations and Supply Chain Management (9th ed.), Wiley, New Delhi.

If the course is available as Generic Elective then the students of following departments may opt it.

N/A

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course:

Course Learning Outcomes:

- CO1. Understand the role of operations in both manufacturing and service organizations and the significance of operations strategy in the overall business.
- CO2. Understand the importance of facilities location decision in the whole supply chain in globalized operations and learn the tools relating to facilities location.
- CO3. Understand different types of production processes and facility layout suitable for manufacturing different categories of products and how different processes could be analyzed with the help of process flow charts
- CO4. Understand the elemental processes involved in designing a product and a service.
- CO5. Develop a thorough understanding of a range of inventory models available as also the suitability of a particular inventory model in a particular context.
- CO6. Understand suitable production strategies to be adopted for meeting the varying level of demand depending on the type of product and nature of demand and also an appropriate volume of input materials to be procured at a particular point of time depending on the production schedule and available inventory

Format-3

IIMTU-NEP IMPLEMENTATION Year I/ Semester II

Programme: PG(R) Class: MBA		Year: I Semester: II		
Credits Theory: 3 Practical: 2	Subject: RESEARCH METHODOLOGY			
Course Code: MBA-N207	Title: RESEARCH METHODOLOGY			
Course Objectives:				
<ol style="list-style-type: none"> 1. To understand the basic concept of research and importance of research in business decision 2. To understand various types research design with their application. 3. To understand various methods of data collection their importance. 4. To provide an understanding of fundamental concepts in the field of research methodology and to equip the students with research tools to conduct research and analysis for effective decision making. 5. To help students to continue research process in various functions of management 				

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks

L: 40,

T:,

P: (In Hours/Week),

Theory - 1 Hr. = 1 Credit,

Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction: Nature and scope of Research, Research Process, Formulation of research problem; Research Design: Exploratory, Descriptive and Conclusive research Scaling techniques: Comparative and Non-Comparative Scaling Techniques, Reliability and Validity of Scales	06
II	Data Collection Methods: primary and Secondary Data, Sources of Secondary Data, Conducting review of literature; Qualitative Research Tools: Depth Interviews, focus groups and projective techniques, Observation method, Survey and Questionnaire Design: Form and layout, Pilot testing	06
III	Sample Design and Field Work: Probability and Non-Probability Sampling Techniques, Sample Size determination, Data coding and data preparation, tabulation, Graphical presentation, sampling and non-sampling errors	08
IV	Hypothesis Testing and Data Analysis: Concepts, Parametric and Non-parametric Testing, Use of statistical Software; Univariate, Bivariate and Multivariate data analyses techniques.	12
V	Report Writing: Types of report, Format of writing the report .Ethical issues in Research	08

Reference / Text Books:

1. Burns, A. C., Veeck, A.F. & Bush, R. F. (2017). Marketing Research (8th ed.). New Delhi: Pearson.
2. Zikmund, W. G., & Babin, B. J. (2016). Exploring Marketing Research (11th ed.), USA: Cengage South-Western.
3. Malhotra, N., & Dash, S. (2015). Marketing Research: An Applied Orientation (6th ed.). New Delhi: Pearson.
4. Churchill, G., Iacobucci, D., & Israel, D. (2010). Marketing Research: A South Asian Perspective. Delhi: Cengage.
5. Aaker, A. D. (2014). Marketing Research (10th ed.). New Delhi: Wiley.
6. Cooper, D. R., & Schindler, P.S. (2005). Marketing Research. Tata McGraw Hill Education.
7. Bradley, N. (2013). Marketing Research: Tools and Techniques (3rd ed.). New Delhi: Oxford University Press.

If the course is available as Generic Elective then the students of following departments may opt it. Open to all

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course:

Course Learning Outcomes:

- CO1. Understanding the nature and scope of research and Strengthening the foundations of the analytical approach to Managerial decision-making
- CO2. Develop an understanding of different types of research design and their applicability
- CO3. Understanding different types of scales that can be used by a researcher
- CO4. Understanding different methods of data collection, their advantages and limitations
- CO5. Develop an understanding of sampling techniques
- CO6. Learning about coding, editing and presentation of data
7. Understanding the process of hypotheses testing

Format-3

IIMTU-NEP IMPLEMENTATION
Year I/ Semester II

Programme: PG(R) Class: MBA	Year: I Semester: II
Credits Theory: 3 Practical: 2	Subject: COMPUTER & I.T.SKILLS-2
Course Code: MBA-N208	Title: COMPUTER & I.T.SKILLS-2
Course Objectives:	
<ol style="list-style-type: none"> 1. To understand various MIS operating in functional areas of an organization. 2. To create awareness in upcoming managers, of different types of information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making. 3. To develop the understanding of SPSS. 4. To understand the various statistical techniques used in decision making. 5. To help students to take decisions in future with the help of data & research methods 	

Nature of Paper: AECC

Minimum Passing Marks/Credits: 40% Marks

L: 40,

T:,

P: (In Hours/Week),

Theory - 1 Hr. = 1 Credit,

Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	MIS Introduction: Concept of Data and Information, Information Systems, Classification, Operations Support System (OSS), Management Support System(MSS), Transaction Processing System(TPS), Process Control System(PCS), Management Information System(MIS), Decision Support System(DSS), Artificial Intelligence(AI), Applications Of Artificial Intelligence: Neural Networks, Fuzzy Logical Control System and Virtual Reality	10
II	Enterprise Resource Planning (ERP), Customer Relationship Management (CRM). Security and Ethical Challenges Of IT, Ethical Responsibility - Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues	10
III	Introduction to SPSS: Choice of scale in SPSS, Preparing the code book, Data Editor, Variable View, Basic operations in SPSS (Variable entry, Data entry, saving data, importing data from Excel, Sorting the data), Output Window.	08
IV	Descriptive statistics: Frequency, mean, median, mode, choosing the right statistics	06
V	Statistical techniques: One sample and two sample t test, paired sample t test, one way analysis of variance.	06

Reference / Text Books:

1. Wagner, W. E. (2019). *Using IBM® SPSS® Statistics for Research Methods and Social Science Statistics*. New Delhi, India: Sage Publication
2. Lalit, M. (2017). *Introduction to Computers*. New Delhi, India: Notion Press.
3. Brian, O. (2017). *Management Information System*. New Delhi, India: McGraw Hill.
4. ITL ESL .(2012). *Introduction to Information Technology*. New Delhi, India: Pearson.

If the course is available as Generic Elective then the students of following departments may opt it.

Open to all

Evaluation/Assessment Methodology	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course:

Course Learning Outcomes:

- CO1. Have an in-depth knowledge of IT enabled competitive advantage and organizational change
- CO2. Grasp essential of major components of Information technology and various information systems.
- CO3. Become familiar about the design and implementation issues related to the development of information systems for Business applications.
- CO4. Students will be able to take decisions based on data analysis
- CO5. Students will be able to learn latest IT Tools.
- CO6. Ability to use various digital tools and technologies to complete job tasks efficiently and effectively.

MBA EVALUATION SCHEME
MBA Semester – III (w.e.f. August 2023)

Sl. No.	Subject Code	Subject Title	Course Category	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
1	MBA-N301	Strategic Management	Core	4	0	0	25	75	100	4
2	MBA-N302	Global Business Management	Core	4	0	0	25	75	100	4
3	MBA-N303	Summer Training	RP	0	0	12	50	100	150	6
4	UVE-301	Universal Human Values & Professional Ethics	AECC	4	0	0	15	35	50	4
5	MBA-NMK 01	Consumer Behaviour & Marketing Communication	DSE 1	4	0	0	25	75	100	4
6	MBA-NMK 02	Sales & Distribution Management	DSE 2	4	0	0	25	75	100	4
7	MBA-NFM 01	Security Analysis & Investment Management	DSE 1	4	0	0	25	75	100	4
8	MBA-NFM 02	Tax Planning & management	DSE 2	4	0	0	25	75	100	4
9	MBA-NHR 01	Performance, Reward & Talent Management	DSE 1	4	0	0	25	75	100	4
10	MBA-NHR 02	Industrial Relation & Labour Laws	DSE 2	4	0	0	25	75	100	4
11	MBA-NSL 01	Supply Chain Management	DSE 1	4	0	0	25	75	100	4
12	MBA-NSL 02	Materials Management	DSE 2	4	0	0	25	75	100	4
13	MBA- NIB 01	International Marketing	DSE 1	4	0	0	25	75	100	4
14	MBA-NIB 02	Export Import Documentation	DSE 2	4	0	0	25	75	100	4
15	MBA- NIT 01	Cloud Computing	DSE 1	4	0	0	25	75	100	4
16	MBA-NIT 02	ERP	DSE 2	4	0	0	25	75	100	4
TOTAL				28	0	12	215	585	800	34

Note- Students have to opt two specializations. First specialization consists of two papers (1 & 2) in third semester and two papers (3 & 4) in fourth semester. Likewise, Second Specialization will also have two paper (1 & 2) in third semester and two papers (3 & 4) in fourth semester.

Specialization – Marketing (Papers MBA-NMK 01 & MBA-NMK 02),

Finance (Papers MBA-NFM 01 & MBA-NFM 02)

HRM (Papers MBA-NHR 01 & MBA-NHR 02)

IB (Papers MBA-NIB 01 & MBA-NIB 02)

IT (Papers MBA-NIT 01 & MBA-NIT 02)

Supply chain & Logistics Management (Papers MBA-NSL 01 & MBA-NSL 02)

Format-3

IIMTU-NEP IMPLEMENTATION
Year II / Semester III

Programme: PG(R)	Year: II
Class: MBA	Semester: III

Credits Theory: 4 Practical: 0	Subject: STRATEGIC MANAGEMENT
Course Code: MBA-N301	Title: STRATEGIC MANAGEMENT

Course Objectives:
1. To make students understand the role & importance of strategy in organisation
2. To understand the concept of strategy and role of strategy in decision making.
3. The objective of this course is to enable the students to learn the different aspects of the Strategic Management which has become indispensable in the present day corporate world.
4. To get students inculcate the sense of vision and its potential in developing strategies.
5. To develop the application of strategy and various components of strategy planning.

Nature of Paper: Core
Minimum Passing Marks/Credits: 40% Marks

L: 40,
T:,
P: (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction to strategy: meaning, nature scope and importance. Strategies Management: Introduction, process of strategic management, levels of strategy, role of strategist in business policy and decision making, Strategic Intent through Vision and Mission Statements. Limitations of Strategic Management.	07
II	Environmental scanning: Internal and External environmental Scanning, Organizational Capability Profile: Strategic Advantage Profile, Portfolio Analysis: Business Portfolio Analysis- BCG Matrix- GE 9 cell Model (7+2)	09
III	Strategy formulation. Generic competitive Strategic: Meaning of generic competitive strategies, Grand Strategies: Integration strategies, mergers & Acquisition, Disinvestment, liquidation.	06
IV	Strategic Implementation: Components of a strategic plan, Resource allocation, Mintzberg's 5 Ps, Mc Kinsey's 7s framework, Changing Structures & Processes: principles of reengineering, six sigma. Value, ethics and social responsibility.	09
V	Strategy Evaluation: Operations control and strategic control, nature and importance, techniques of strategic control. Corporate Culture. Blue Ocean and Red ocean strategy: Difference between blue & red ocean strategies, principles of Blue Ocean and red ocean strategy.	09

Reference / Text Books:

1. Hunger and Wheelen. (2018). Strategic Management. New Delhi, India: Pearson Education.
2. Azhar, K. (2015). Business Policy and Strategic Management. New Delhi, India: Tata McGraw Hill Publication.
3. Thompson, Strickland, Gamble & Jain. (2006). Crafting and Executing Strategy. 14th Edition. New Delhi, India: Tata McGraw Hill Publication
4. Hamel, G. & Prahalad, C. K. (2003). Competing for the Future. New Delhi, India: Harvard Business School.
5. Business Strategy: Managing Uncertainty, Opportunity, and Enterprise: J.C. Spender (2014)
6. Johnson & Scholes. (5th edition). Exploring Corporate Strategy. New Delhi, India: Prentice Hall India.
7. Macmillan, H. & Tamboe, M. (2005). Strategic Management. New Delhi, India: Oxford University Press.

If the course is available as Generic Elective then the students of following departments may opt it.

1. Open to all

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course: MBA 1st year

Course Learning Outcomes:

- CO1 Developing the understanding of role of Strategic Management in business organization.
- CO2 Getting students familiar with internal and external environmental factors effecting business decisions.
- CO3 Making students able to analyze the different strategies.
- CO4 Create ability to utilize the strategies in different business situations.
- CO5 Developing understanding of Blue Ocean and Red Ocean strategies and their significance.
- CO6 Student will able to develop the strategies and policies for solving business problems.

Format-3

IIMTU-NEP IMPLEMENTATION
Year II / Semester III

Programme: PG(R) Class: MBA	Year: II Semester: III	
Credits Theory: 4 Practical: 0	Subject: GLOBAL BUSINESS MANAGEMENT	
Course Code: MBA-N302	Title: GLOBAL BUSINESS MANAGEMENT	
Course Objectives:		
<ol style="list-style-type: none"> 1. To understand the concept of international management. 2. To explain the role of International organizations and Regional Trade. 3. To give the student an exposure to the dynamic environment of International Business. 4. To analyses the working of various international institution. 5. To make students aware with various international institutions & their role 		
Nature of Paper: Core		
Minimum Passing Marks/Credits: 40% Marks		
L: 40, T:, P: (In Hours/Week), Theory - 1 Hr. = 1 Credit, Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)		
Unit	Contents	No. of Lectures Allotted
I	Introduction: Meaning, Nature and Scope of International Management, Driving and Restraining Forces, Modes of Entry in International Business, Globalization Meaning, Stages in Globalization, Characteristics and role of MNCs. International Business Environment ;The economic environment; social and cultural environment, political, legal and regulatory environment, natural environment, technological environment.	10
II	International Trade Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Factor endowment theory, International Product life Cycles Theory, International Investment Theories: Theory of Capital Movements, Market Imperfections theory; Internationalization Theory; Location Specific Advantage Theory; Eclectic Theory.	09
III	Forms of Protection: Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Anti- dumping Policy. International Marketing: Nature & significance, International Segmentation, International Product Life Cycle, International HRM: International Staffing Approaches.	07
IV	Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes, History of Indian Rupee.	06
V	International Institutions: Objectives and Functions of WTO, IMF, IBRD, UNCTAD, Regional Economic Integration: Introduction, Objectives and Functions of EU, NAFTA, ASEAN, SAARC, BRICS.	08

Reference / Text Books:

1. Cherunilam Francis.(2020),International Business. 6th edition, New Delhi: PHI Learning Pvt. Ltd.
2. Daniel, J., & Lee, H. (2009). International Business Environment. 11th Edition. New Delhi, India: Pearson Education.
3. Keegan, J. W. (2007). Global Marketing Management. 7th Edition. New Delhi, India: Pearson Education.
4. Onkvisit, S., & Shaw, J. (2004). International Marketing. 3rd Edition. New Delhi, India: Pearson Education.
5. Derskey, H. (2008). International Management. 4th Edition. New Delhi, India: Prentice Hall of India.
6. Aswattapa, K. (2003). International Business. 3rd Edition. New Delhi, India: Tata McGraw: Hill.

If the course is available as Generic Elective then the students of following departments may opt it.

1. Open to all

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course: MBA 1st year

Course Learning Outcomes:

- CO1 Giving insights to the students of International business environment.
- CO2 To get students familiar with various International trade theories and create ability to apply those theories in practical business life cycle.
- CO3 Developing the skills of students to face the challenges in International Marketing.
- CO4 Developing the understanding of Foreign Exchange determination system.
- CO5 Getting students familiar with numerous International organizations and their functioning.
- CO6 Students will be able to write case studies on various international trade problems.

IIMTU-NEP IMPLEMENTATION
Year II / Semester III

Paper Code: MBA-N303
SUMMER TRAINING

Course Credit: 6
Lecture: 12 P

1. At the end of second semester examination, it is mandatory for every student of MBA to undergo on-the-job practical training in any manufacturing, service or financial organization. The training will be of 6-8 weeks duration. The college will facilitate this compulsory training for students.
2. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
3. The student, after the completion of training will submit a report to the College which will form part of third semester examination. However, the report must be submitted by the end of September 30.
4. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Report. The report should ordinarily be based on primary data.
5. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it.
6. One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problem faced.
7. Subsequent chapters of the report will contain the study of micro research problem.
8. The average size of report ordinarily will be of minimum 100 pages in standard font size(12) and double spacing. Two neatly typed and soft bound (paper back) copies of the report will be submitted to the College/Institute. The report will be typed in A-4 size paper.
9. The report will have two certificates. One by the Head of the Department and the other by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.
10. The Summer Training Project Report will carry 100 marks and will be evaluated by two examiners (external and internal). The evaluation will consist of (1) Project Report evaluation (2) Project Presentation and Viva. The Summer Report evaluation will comprise of 50 marks and would be evaluated by internal project guide. The Presentation and Viva Voce would comprise of 100 marks and would be evaluated by two examiners (1 external and 1 internal). The average of the marks awarded by the 2 examiners will be taken into account for the results. In case the difference in the awards given by the examiners is 20 or more marks, the project report will be referred to the third examiner. Only such person will evaluate the project report who has minimum three years of experience of teaching MBA classes in a College/University. Experience of teaching MBA classes as guest faculty shall not be counted.

Format-3

IIMTU-NEP IMPLEMENTATION
Year II / Semester III

Programme: PG(R) Class: MBA	Year: II Semester: III	
Credits Theory: 4 Practical: 0	Subject: CONSUMER BEHAVIOUR & MARKETING COMMUNICATION	
Course Code: MBA-NMK01	Title: CONSUMER BEHAVIOUR & MARKETING COMMUNICATION	
Course Objectives:		
<ol style="list-style-type: none"> 1. To understand the concept of consumer behavior. 2. To analysis the factor influence and consumer behavior. 3. To introduce students to consumer behavior in the market place and marketing communication. 4. To create ability to communicate in business world effectively. 5. To create media planning budget planning in advertising 		
Nature of Paper: DSE		
Minimum Passing Marks/Credits: 40% Marks		
L: 40, T:, P: (In Hours/Week), Theory - 1 Hr. = 1 Credit, Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)		
Unit	Contents	No. of Lectures Allotted
I	Introduction: Defining consumer Behavior, Understanding Consumer and Market Segments, Environmental Influences on Consumer Behavior: Culture, Subcultures, Social Class, Reference Group and Family Influences, Personal Influences and Diffusions of Innovations.	07
II	Consumer Decision Process: Problem Recognition, Search and Evaluation, Purchasing Processes, Post Purchase Behaviour, Consumer Behaviour Models, Organization Buying Behaviour. Individual determinants of Consumer Behaviour, Motivation, Personality and Self Concept, Consumer Perception, Consumer Learning.	09
III	Communication, Marketing Communication, Objectives of Marketing Communication, Integrated Marketing Communication (IMC), Factors contributing to IMC, Participants in IMC, IMC Promotion Mix, Promotion Mix, Sponsorship: POP: Supportive Communication, Role of E-Commerce in Marketing Communication.	09
IV	Advertising Management, Overview: Meaning, Nature and Scope of Advertising, Advertising and Other Promotional Tools, Role of Advertising in Promotion Mix, Process of Advertising, Strategies for Advertising.	07
V	Campaign Planning Message Creation, Copywriting. Role of Creativity in Copywriting Media Planning, Testing of Advertising Effectiveness, Preparation of Advertising Budget, Ethical and Social Issues in Advertising, Management of Advertising Agencies.	08

Reference / Text Books:

1. Schiffman, L. G., & Kanuk, L. L. (2018). *Consumer Behaviour*. New Delhi, India: Pearson Hall.
2. Beri, G. C. (2015). *Marketing Research*. New Delhi, India: Tata McGraw-Hill Publication.
3. Keegan, J. W. (2013). *Global Marketing Management*. 7th Edition. New Delhi, India: Pearson Education.
4. Ramaswamy, V. S., & Namakumari, S. (2009). *Marketing Management: Planning, Implementation and Control: Global Perspective Indian Context*. 3rd Edition. New Delhi, India: McMillan Publication.
5. Hawkins, Best & Coney. (2004). *Consumer Behaviour*. New Delhi, India: Tata McGraw Hill.

If the course is available as Generic Elective then the students of following departments may opt it.

1. Open to all

Evaluation/Assessment Methodology	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course: MBA 1st year

Course Learning Outcomes:

- CO1 Developing understanding of Consumer behavior and Market segments.
- CO2 Exploring determinants of consumer behavior
- CO3 Giving insights about of integrated market communication and evaluating the factors contributing to it.
- CO4 Applying the advertisement and other sales promotional tools effectively.
- CO5 Creating ability to measure the effectiveness of advertising strategy
- CO6 Applying ethical practices in advertising.

Format-3

IIMTU-NEP IMPLEMENTATION Year II / Semester III

Programme: PG(R)	Year: II
Class: MBA	Semester: III

Credits Theory: 4 Practical: 0	Subject: SALES & DISTRIBUTION MANAGEMENT
Course Code: MBA-NMK 02	Title: SALES & DISTRIBUTION MANAGEMENT

Course Objectives:

1. The Course aims to make students understand about the sales as well as distribution part of Marketing.
2. The course will help them to know various sales techniques
3. To develop the skills of students to analyze the market for selling products effectively.
4. To understand the analysis the concept of distribution channel importance.
5. To manage distribution channels.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks

L: 40,

T:,

P: (In Hours/Week),

Theory - 1 Hr. = 1 Credit,

Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction: Selling as a Part of Marketing, Sales Management Process, Role of Sales Manager, Concept of Personal Selling, Process of Personal Selling, Qualities of a Successful Salesman.	09
II	Goals in Sales Management: Goal Setting Process in Sales Management, Analyzing Market Demand and Sales Potential Techniques of Sales Forecasting. Preparation of Sales Budget, Formulating Selling Strategies, Designing Sales Territories and Sales Quota.	09
III	Sales Force Management: Organizing the Sales Force, Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Force, Leading and Motivating the Sales Force, Training and Compensating the Sales Force, Evaluation and Analysis of Sales Team.	08
IV	Introduction to Distribution Management: Concept of Distribution Channel, Importance of a Channel, Types of Channels, Primary Distributors, Specialized Distributors : Policies and Strategies.	10
V	Channel Management: Forces of Distributing Systems, Distributors Selection and Appointment, Channel Conflicts and their Resolutions, Training the Distributors Sales Team.	06

Reference / Text Books:

1. Dutta, Bholanath (2013). Sales and Distribution Management. New Delhi, India: I.K. International Pvt. Ltd.
2. Still, R. R., Cundiff, E. W., & Govoni, N. (2007). Sales Management – Decision, Strategies and

Cases. New Delhi, India: Pearson Education/Prentice Hall of India.

3. Spiro, R., Stanton, W., & Rich, G. (2003). Management of a Sales Force. New Delhi, India: McGraw Hill.
4. Kapoor, S. K., & Kansal, P. (2006). Basics of Distribution Management. New Delhi, India: Prentice Hall of India.
5. Rosenbloom, B. (2008). Marketing Channels: A Management View. New Delhi, India: Thomson Learning.
6. Dalrymple, D. J., Cron, W. L. & Decarlo, T. (2005). Sales Management. New Delhi, India: John Wiley & Sons (Asia) Pvt. Ltd.

If the course is available as Generic Elective then the students of following departments may opt it.
 Open to all

Evaluation/Assessment Methodology	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course: MBA 1st year

Course Learning Outcomes:

- CO1 Developing the skills of sales management
- CO2 Imparting knowledge of sales forecasting techniques and creating ability to prepare the sales budget.
- CO3 Developing skills to manage the sales force.
- CO4 Developing the skills of channel management
- CO5 Applying policies and strategies of channel management.
- CO6 Developing skills conflict management in sales and distribution.

Format-3

IIMTU-NEP IMPLEMENTATION Year II / Semester III

Programme: PG(R)	Year: II	
Class: MBA	Semester: III	
Credits Theory: 4 Practical: 0	Subject: SECURITY ANALYSIS & INVESTMENT MANAGEMENT	
Course Code: MBA-NFM 01	Title: SECURITY ANALYSIS & INVESTMENT MANAGEMENT	
Course Objectives:		
<ol style="list-style-type: none"> 1. To inculcate the knowledge about financial securities and various investment alternatives. 2. To understand the valuation techniques of securities. 3. To improve the ability of students to understand the risk associated with investment instruments. 4. To get the students exposed to capital market mechanism. 5. To develop the skills to evaluate the financial performance of securities and build an efficient portfolio. 		
Nature of Paper: Core		
Minimum Passing Marks/Credits: 40% Marks		
L: 40, T: , P: (In Hours/Week), Theory - 1 Hr. = 1 Credit, Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)		
Unit	Contents	No. of Lectures Allotted
I	Introduction to Investment and securities: Meaning of Investment and Investment process; Investment alternatives: Real assets and Real estate, Art and Antiques, Money market securities, Post office saving schemes, capital market securities- Equity shares and sweat equity, Right shares, Bonus shares, Preference stock, Debenture and its types, Debenture v/s Bond, Mutual fund, Derivatives; Investment v/s Speculation.	09
II	Overview of Capital Market: New issue market (Primary market)- Functions, parties involved, Book building, Pricing of new issue; Relationship between primary and secondary market; Stock Exchange and its functions; Regulatory framework of capital market; listing of securities and merits of listing; Trading of securities; Introduction to BSE, NSE, Introduction to CDSL, NSDL and Depository Participant.	09
III	Valuation of security: Fundamental Analysis (Economic, Industry and Company); Technical Analysis- Dow theory, Volume of trading, short selling, Bar and line charts, Moving average, Support and Resistance level; Risk & Return analysis- Concept of Risk, Types of risk (Systematic and Unsystematic risk)), Measures of risk; Standard deviation, Beta, Correlation, tools for risk analysis; Bond risk and different forms of Bond risk; Return analysis and measurement of present value of return.	09
IV	Nature of Stock Markets: Efficient Market Theory and its implications for investment decision.	06

V	Portfolio Analysis and Selection: Portfolio concept, Portfolio risk and return analysis; CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory; Sharpe index model; Portfolio evaluation & its Techniques.	08
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Reference / Text Books:

1. Rustagi, R. P. (2022). Investment analysis & Portfolio Management. New Delhi: S. Chand
2. Mukherjee, S. (2021). Security Analysis & Portfolio Management. New Delhi: S. Chand
3. Donald, F. E. (2018). Security Analysis & Portfolio Management. New Delhi, India: Pearson Education.
4. Chandra, P. (2017). Investment Analysis & Portfolio Management (5th edition). New Delhi, India: Tata McGraw-Hill.
5. Jones, C. P & Jensen, G. R. (2019). Investment Analysis & Management (14th Edition). New York: John Wiley & Sons.

If the course is available as Generic Elective then the students of following departments may opt it.

1. for finance students

Evaluation/Assessment Methodology	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course: MBA 1st year

Course Learning Outcomes:

- CO1 Develop understanding of various Investment options available in financial market.
- CO2 Trade in capital market independently.
- CO3 Measure the risk of securities and analyze the return there from.
- CO4 Apply efficient market theory towards researches in stock market.
- CO5 Developing understanding of portfolio concept and create ability to take advantage of CAPM and Arbitrage theory in portfolio selection.
- CO6 Make analysis of various stock market such as NSE, BSE.

Format-3

IIMTU-NEP IMPLEMENTATION
Year II / Semester III

Programme: PG(R)	Year: II	
Class: MBA	Semester: III	
Credits Theory: 4 Practical: 0	Subject: TAX PLANNING & MANAGEMENT	
Course Code: MBA-NFM 02	Title: TAX PLANNING & MANAGEMENT	
Course Objectives:		
<ol style="list-style-type: none"> 1. To understand the concept of tax its importance 2. To familiarize students with tax planning tools 3. To make students familiar with regime of Income tax and GST in India. 4. To develop the understanding among the students of numerous provisions of Income tax and GST to reduce the tax burden. 5. To impart the skills in students of self-assessment of incomes and computing tax liability. 		
Nature of Paper: Core		
Minimum Passing Marks/Credits: 40% Marks		
L: 40, T:, P: (In Hours/Week), Theory - 1 Hr. = 1 Credit, Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)		
Unit	Contents	No. of Lectures Allotted
I	Introduction to Income tax: Meaning and characteristics of income tax, Income tax terms; Agriculture income and its kinds, Assessee, Previous year, Assessment year, Income, Person, Total income, Gross total income. Residence and tax Liability; Residential status and tax liability.	06
II	Nature and Scope of Tax Planning: Tax planning; Meaning, objectives, characteristics, types, Tax avoidance, Tax evasion, Tax management. Income tax authorities- their appointment, powers and functions, provisions related to collections & recovery of tax, refund of tax, offences, penalties and prosecutions, appeals and revisions	09
III	Assessment of individual income and tax liability: Computation of taxable income; Income from Salaries, Income from House Property, Profits & Gains of Business or profession, Capital Gains & Income from Other Sources.	08
IV	Incomes exempt from tax, Deemed incomes and clubbing of income, Set off and carry forward of losses, Deductions, Tax rebates and tax reliefs, advance tax , TDS, Computation of tax liability.	07
V	Introduction to GST: Concept of GST, Classification of goods and services, Structure of GST (SGST,CGST,UTGST,IGST),Valuation for GST, Exemption from GST.	10

Reference / Text Books:

1. Singhania, V. K., & Singhania, M. (2021). Corporate Tax Planning and Business Tax Procedures. New Delhi, India: Taxmann Publication.
2. Mehrotra, H. C. (2021). Income Tax Laws and Tax. Agra, India: Sahitya Bhawan Publication.
3. Bhatia, H. L. (2017). Public Finance. New Delhi, India: Vikas Publishing House.

If the course is available as Generic Elective then the students of following departments may opt it.

NA

Evaluation/Assessment Methodology	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course: MBA 1st year

Course Learning Outcomes:

- CO1 Explain the terms and concepts of Income tax.
- CO2 Develop the understanding of Tax planning and Tax Management and differentiate among Tax avoidance, Tax evasion and Tax Management
- CO3 Assess the income of an individual and compute the tax liability.
- CO4 Explain the concept of Incomes exempt from tax Deemed incomes and clubbing of income,
- CO5 Explain the concept of GST and apply the knowledge towards valuation of GST.
- CO6 Able to fill various form related to tax filling.

Format-3

IIMTU-NEP IMPLEMENTATION **Year II / Semester III**

Programme: PG(R) Class: MBA	Year: II Semester: III	
Credits Theory: 4 Practical: 0	Subject: PERFORMANCE, REWARD & TALENT MANAGEMENT	
Course Code: MBA-NHR 01	Title: PERFORMANCE, REWARD & TALENT MANAGEMENT	
Course Objectives:		
<ol style="list-style-type: none"> 1. To understand the concept of performances of employs. 2. To understand the concept and role of talent management. 3. To focus on identifying the means for attraction, acquisition, and retention of talent in the current scenario. 4. To develop the understanding of the fundamentals of competency mapping as well as the compensation structure in India and how these two factors are directly and indirectly effecting performance. 5. To understand the concepts of Talent management 		
Nature of Paper: Core		
Minimum Passing Marks/Credits: 40% Marks		
L: 40, T:, P: (In Hours/Week), Theory - 1 Hr. = 1 Credit, Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)		
Unit	Contents	No. of Lectures Allotted
I	Introduction: Concept, meaning, scope and importance of Performance Management System; challenges of performance management in the current scenario; Process of Performance management; Role of performance management in developing an effective appraisal system	06
II	Developing criteria for performance management-KRA, KSA and KPI; Methods of performance appraisal- 360 degree performance appraisal, MBO, BARS, Forced choice and Forced distribution; Performance analysis.	10
III	Contemporary Issues in Potential appraisal; competency mapping and its role in organizational development and succession planning; Balance score card- advantages and applications.	06
IV	Reward System Compensation-Meaning and significance of compensation management; Types of wages in India and current rates of minimum wages; Pay structure in India: Basic Pay, DA, HRA, CCA, overtime, travelling allowances, shift allowances, Gross Pay, Take home pay; Wage board and pay Commissions; Fringe benefits; Legal framework in India for compensation management including gratuity and maternity benefits.	10

V	Introduction-Meaning, Objective and Role of Talent Management; Key Processes of Talent Management; Employee Engagement; Identifying and minimizing selection errors; use of technology in acquiring and managing talent; Business Process Re-engineering; Contemporary Talent Management Issues and Challenges.	08
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Reference / Text Books:

1. Edward E lawler III (2017). Reinventing Talent Management: Principles and Practices for the New World of Work
2. Lance Burger (2017) The Talent Management Handbook: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People.
3. Sharma, R. R. (2013). 360 Degree feedback, Competency Mapping and Assessment Centers. New Delhi, India: Tata Mc-Graw Hill.
4. Bacal, R. (2012). Performance Management. New Delhi, India: McGraw-Hill Education.
5. Rao, T. V. (2007). Performance Management and Appraisal Systems: HR Tools for Global Competitiveness. New Delhi, India: Response Books.
6. Seema, S. (2011). The Handbook of Competency mapping. New Delhi, India: Response Books.
7. Aguinis, H. (2009). Performance Management. New Delhi, India: Pearson Education.

If the course is available as Generic Elective then the students of following departments may opt it.

1. NA

Evaluation/Assessment Methodology	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course: MBA 1st year

Course Learning Outcomes:

- CO1 Describe the concept of performance management and discuss the role of it in effective appraisal system.
- CO2 Apply the methods of performance appraisal system in performance analysis.
- CO3 Explain the concept of competency mapping and discuss its role in organizational development.
- CO4 Infer the significance of compensation management and discuss the legal framework of it in India.
- CO5 Discuss the role of Talent management and use the technology in acquiring and managing talent.
- CO6 Participants will be able to manage negotiation and conflict more effectively in the organizations under different circumstances.

Format-3

IIMTU-NEP IMPLEMENTATION Year II / Semester III

Programme: PG(R)	Year: II
Class: MBA	Semester: III
Credits Theory: 4 Practical: 0	Subject: INDUSTRIAL RELATION AND LABOUR LAWS
Course Code: MBA-NHR 02	Title: INDUSTRIAL RELATION AND LABOUR LAWS

Course Objectives:

1. To understand the concept of industrial relation and objectives of industrial relation.
2. To educate the students about the different aspects of industrial relations and industrial disputes.
3. To educate students with various laws to take better decision from employees point of view
4. To impart the knowledge of legal provisions to handle different legal issues.
5. To understand the concept of Grievance and Methods of Grievance Settlement.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks

L: 40,

T:,

P: (In Hours/Week),

Theory - 1 Hr. = 1 Credit,

Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction: Meaning, Concept, Nature and Objectives of Industrial Relations; Evolution of IR in India; Emerging challenges of IR in India. Trade Union: origin and growth of trade unions, functions, types, structure and problems of trade unions.	07
II	Collective Bargaining: concept, structure, importance and Procedure of collective bargaining. Role of Trade Unions in Collective bargaining Discipline: Approaches of discipline, Misconduct, Disciplinary Action, Types of punishments, Code of Discipline.	09
III	Grievance: Types and causes of Grievances, Grievance Settlement Procedure Workers' participation in management. Industrial Disputes: Preventive & Settlement Machinery in India; Technological Change in IR; International Dimensions of IR.	08
IV	Labour Legislations: An introduction to the following Acts The Factories Act, 1948 The Payment of Wages Act, 1923 The Workmen's compensation Act, 1972 The Industrial Disputes Act, 1947	08
V	An introduction to the following Acts: The Payment of Minimum wages act 1936 The payment of Bonus Act, 1965 The payment of Gratuity Act, 1972 The Maternity Benefit Act, 1961	08

Reference / Text Books:

1. Mamoria, C. B., Gankar, S.V., & Mamoria, S. (2016). *Dynamics of Industrial Relations*. New Delhi, India: Himalaya Publishing House.
2. Venkata, R. (2015). *Industrial Relations*. New Delhi, India: Oxford University Press.
3. Singh, B. D. (2010). *Industrial Relations and Labour Laws*. New Delhi, India: Excel Books.
4. Monappa, A. (2006). *Industrial Relations*. New Delhi, India: Tata McGraw Hill.
5. Singh, P. N., & Kumar, N. (2010). *Employee Relations Management*. New Delhi, India: Pearson Publication.
6. Srivastava, S. C. (2003). *Industrial Relations and Labour Laws*. New Delhi, India: Vikas Publishing

If the course is available as Generic Elective then the students of following departments may opt it.

NA

Evaluation/Assessment Methodology	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report	
5) Seminar On Research Project Report	
6) ESE	75
Total:	100

Prerequisites for the course: MBA 1st year

Course Learning Outcomes:

- CO1 Explain the concept, nature, objectives and emerging challenges of Industrial relations in India.
- CO2 Develop the understanding of Collective Bargaining procedure and discuss the types of punishments and code of discipline.
- CO3 Analyze the causes of Grievances and establish a grievance settlement procedure in the organization.
- CO4 Describe the various provisions provided in Factory Act, Payment of Wages Act, The workmen compensation Act, The Industrial Dispute Act.
- CO5 Describe the provisions provided in Payment of minimum wages act, The payment of bonus act, Payment of Gratuity Act and The Maternity Benefit act.
- CO6 Analyzed real words cases of labour law and find breaches and their impact.

Format-3

IIMTU-NEP IMPLEMENTATION
Year II / Semester III

Programme: PG(R)	Year: II	
Class: MBA	Semester: III	
Credits Theory: 4 Practical: 0	Subject: SUPPLY CHAIN MANAGEMENT	
Course Code: MBA-NSL 01	Title: SUPPLY CHAIN MANAGEMENT	
Course Objectives:		
<ol style="list-style-type: none"> 1. The objectives of this course are to provide the student with: 2. An understanding of the components and processes of supply chain management and the main performance drivers of supply chain. 3. An understanding of the inventory management methodologies and modes of transportation. 4. An understanding of concept of procurement and outsourcing decision. 5. To provide basic understanding of warehousing and performance management tools. 6. An understanding of information systems to support collaboration and concept of global supply chain. 		
Nature of Paper: Core		
Minimum Passing Marks/Credits: 40% Marks		
L: 40, T: (In Hours/Week), Theory - 1 Hr. = 1 Credit, Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)		
Unit	Contents	No. of Lectures Allotted
I	Concept of Supply Chain: Objectives of a supply chains, decision areas, stages of supply chain, supply chain process, cycle view of supply chain process, key issues in SCM, logistics & SCM, Supply chain drivers, transportation facilities and information, supply chain strategies, Best practices in SCM.	08
II	Inventory Management: objectives of inventory, inventory costs, ABC analysis, Material Requirement Planning, JIT, Kanban, Transportation: Role, key role players, factors that influence transport decisions, transportation modes, cross docking	08
III	Procurement: nature and concept, procurement and value chain, strategic procurement model, Bullwhip effect and remedies Outsourcing: nature and concept, strategic decision to outsourcing, third party logistics (3PL), fourth party logistics (4PL).	08
IV	Warehousing: concept and types, warehousing strategy, warehouse design Performance measurement: dimension, methods of performance measurement, SCOR Model. Demand chain management.	08
V	Supply Chain and CRM- IT architecture used for Supply Chain and CRM, Functional components for CRM solution. Global Supply chain – challenges in establishing global supply chain, Factors that influences designing global chain network.	08

Reference / Text Books:

1. Chopra, S., & Meindel, P. (2017). *Supply Chain Management –Strategy, Planning and Operation.* 3rd Edition. New Delhi, India: Pearson/PHI.
2. Levi, S. D. et al. (2013). *Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies.* New Delhi, India: Tata McGraw-Hill.
3. Christopher, M. (2000). *Logistics: & Supply Chain Management: Strategies for Reducing Cost & Improving Service.* New Delhi, India: Pearson.
4. Shapiro, J. F. (2001). *Modeling the Supply Chain.* Duxbury. New Delhi, India: Pearson, India.

If the course is available as Generic Elective then the students of following departments may opt it.

NA

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course: MBA 1st year

Course Learning Outcomes:

CO1 Develop understanding of key issues in supply chain management.

CO2 Apply the inventory management tools in real life of businesses.

CO3 Apply the strategic procurement model practically.

CO4 Create ability to apply warehouse strategy.

CO5 Evaluate the factors influencing the designing global chain network.

CO6 Evaluate global supply chain challenges.

Format-3

IIMTU-NEP IMPLEMENTATION Year II / Semester III

Programme: PG(R)	Year: II	
Class: MBA	Semester: III	
Credits Theory: 4 Practical: 0	Subject: MATERIAL MANAGEMENT	
Course Code: MBA-NSL 02	Title: MATERIAL MANAGEMENT	
Course Objectives:		
<ol style="list-style-type: none"> 1. To help students to know about functionality of materials management in business 2. To help students to understand the different techniques used for material storage 3. To help students to understand the process of Purchasing 4. To help students to understand the different methods of reducing inventory cost. 5. To help students to understand the process of international purchasing. 		
Nature of Paper: Core		
Minimum Passing Marks/Credits: 40% Marks		
L: 40, T:, P: (In Hours/Week), Theory - 1 Hr. = 1 Credit, Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)		
Unit	Contents	No. of Lectures Allotted
I	Introduction to materials management: Need of Material Management, Meaning and concept of integrated Materials management, organizational structure of materials management department, Understanding of Materials research, General policy of materials management.	08
II	Stores Management: objectives, location and layout of stores Store system and procedures (receipt, storing, issuing of Material), Codification and standardization: nature and process of codification, merits of codification, need and importance of standardization, Surplus, obsolete and scrap management, disposal of scrap, material handling systems, accounting for stores.	08
III	Purchasing Management: Purchasing functions and purchasing systems, types of purchases, purchase budget, price forecasting techniques, buying seasonal commodities, purchasing under uncertainties, purchasing of Capital equipments, purchase policy of High Consumption Value items like raw materials, public buying, Buying Through Tenders, Insurance in Buying.	08
IV	Inventory models: Meaning of inventory, Types of inventory, dynamic-certain EOQ model, ABC Analysis, FSN, HML, SDE, VED, Cost sensitivity analysis, Q System and P System of Inventory management.	08

V	International perspective of materials management: Material requirement planning, H, Outsourcing and off shoring, import substitutions, sourcing material internationally (imports), procedure for importing the material and its documentation, ERP in materials management.	08
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Reference / Text Books:

1. Arnold, J. R. T., & Stephen N. C. (2017). *Introduction to Materials Management*. New Delhi, India: Prentice Hall.
2. Gopalakrishnan, P. (2008). *Purchasing and Materials management*. New Delhi, India: Tata McGraw Hill.
3. Tersine, R. J. (1994). *Principles of Inventory and Materials Management*. New Delhi, India: Prentice Hall.

If the course is available as Generic Elective then the students of following departments may opt it.
 NA

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course: MBA 1st year

Course Learning Outcomes:

CO1 Develop the policies of material management.
 CO2 Develop understanding of store management and create ability of handling of material.
 CO3 Create ability to handle purchase issues in a legal way.
 CO4 Create ability to apply various inventory models towards real business problems
 CO5 Develop understanding of material management from International perspective.
 CO6 Apply various material management strategy in the organization.

Format-3

IIMTU-NEP IMPLEMENTATION **Year II / Semester III**

Programme: PG(R) Class: MBA	Year: II Semester: III	
Credits Theory: 4 Practical: 0	Subject: INTERNATIONAL MARKETING	
Course Code: MBA-NIB 01	Title: INTERNATIONAL MARKETING	
Course Objectives:		
<ol style="list-style-type: none"> 1. To help the students understand the peculiarities of international market. 2. To help students to understand the global markets & their culture to make better decisions 3. To develop the students' ability to devise marketing mix for international marketing. 4. To develop the understanding the pricing for international market. 5. To understand the concept of international promotion and various strategies for international promotion. 		
Nature of Paper: Core		
Minimum Passing Marks/Credits: 40% Marks		
L: 40, T:, P: (In Hours/Week), Theory - 1 Hr. = 1 Credit, Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)		
Unit	Contents	No. of Lectures Allotted
I	Introduction: Nature, importance and scope of international marketing International market orientation and involvement, International marketing management process – an overview. Scanning and monitoring global marketing environment; International marketing information system; broad structure of an international marketing plan.	06
II	International Market Segmentation and Positioning: Screening and selection of markets; International market entry strategies -Exporting licensing contract manufacturing, joint venture, setting -up of wholly owned subsidiaries aboard. International Product Planning: Major Product Decisions-Product features and quality, Product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; International trade product life cycle; New product development.	09
III	Pricing for International Markets: Pricing strategies; Factors affecting international price determination; environment factors affecting international prices; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing. International dumping; financing marketing transactions	09
IV	International Distribution Decisions: The structure of international distribution systems; Distribution channel Strategy-International distribution channels, their roles and functions; Selection and management of overseas agents; Aspects of	08

	international supply chain management; International distribution logistics inventory management transportation, warehousing and insurance. International direct marketing; leveraging international distribution for competitive advantage.	
V	International Promotion Strategies: International promotion mix; push and pull strategies; Communications across countries-complexities and issues; International promotion tools and planning – Advertising, personal selling, publicity and sales promotion; challenges of international advertising; global media strategy; Developing international promotion campaign; Standardization vs. adaptation issue; Planning for direct mail, sales literature, trade fairs and exhibitions.	08

Reference / Text Books:

1. Onkvisit, S., & Shaw, J. (2017). *International Marketing*. New Delhi, India: Pearson Education.
2. Bradely, F. (2014). *International Marketing and Strategy*. New Delhi, India: Prentice Hall.
3. Kotler, P., & Armstrong, G. (2008). *Principles of Marketing*. New Delhi, India: Pearson education.
4. Kotler, P. (2002). *A Framework for Marketing Management*. New Delhi, India: Prentice Hall.

If the course is available as Generic Elective then the students of following departments may opt it.

NA

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course: MBA 1st year

Course Learning Outcomes:

- CO1 Able to scan and monitor Global marketing environment and develop the understanding of International marketing information system
- CO2 Discuss International market segments and develop the strategies to enter into international market.
- CO3 Set the pricing policies for International market.
- CO4 Discuss the International distribution system and develop the distribution strategies.
- CO5 Discuss and implement the International promotion strategies.
- CO6 Develop international marketing strategies for various organizations.

Format-3

IIMTU-NEP IMPLEMENTATION
Year II / Semester III

Programme: PG(R)	Year: II	
Class: MBA	Semester: III	
Credits Theory: 4 Practical: 0	Subject: EXPORT IMPORT DOCUMENTATION	
Course Code: MBA-NIB 02	Title: EXPORT IMPORT DOCUMENTATION	
Course Objectives:		
<ol style="list-style-type: none"> 1. To understand the concept of export import business. 2. To provide the learners necessary knowledge, skills and foundations for a wide range of rewarding careers into the rapidly expanding world of International Business 3. To understand the various transportation methods & documents for export import procedure. 4. To develop basic understanding on the concepts of export and import documentations to enable them to understand international business process. 5. To develop the understanding of various exports promotion schemes. 		
Nature of Paper: Core		
Minimum Passing Marks/Credits: 40% Marks		
L: 40, T:, P: (In Hours/Week), Theory - 1 Hr. = 1 Credit, Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)		
Unit	Contents	No. of Lectures Allotted
I	Introduction to exports, Registration process, Selection of products and market Payment terms, Export costing and pricing, Preliminaries for exports. Registration – IEC, RCMC, EPC, Central Excise. (BCMC changed to RCMC) Categories of Export, Physical – Direct & Indirect, Deemed Exports Merchant & Manufacturer Exports	08
II	Shipment procedures, Role of clearing and forwarding agent, Cargo management Containerization, Shipping documents and terms used in shipping, Export Procedures Excise clearance for exports, Marine insurance of Export cargo Shipment goods, Quality and Pre Shipment inspection, EGC Services, GSP rules of origin	08
III	Meaning and importance of letter of credit, Documentation papers of L/C EXPORT incentives, risk and insurance, Benefits of Exports, Excise clearance Benefit / Rebate, Income Tax Benefit , (IPRS is discontinued), Shipment & Transport – Sea, Air, Rail, Road, Pipeline, Role of overseas agent & remittance of commission.	08
IV	The organization of exports –imports firms and business planning, Planning of export/import operations. Import procedures Overview of various export promotion schemes Duty Drawback Advance License, (Replenishment Licenses, Special Interest License is discontinued), Remission Scheme, DEPB Scheme	08

V	Export Promotion Capital Goods Scheme. Diamond & Jewelry, Agricultural & Pharmaceutical product exports promotion, scheme. Export of Principal Commodities in India, SEZ, EHTP, STP & EOU's, Types of Export Houses. (Free trade zones have been changed to SEZ)	08
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Reference / Text Books:

1. Nelson, C. (2016). *Import/Export: How to Get Started in International*. New Delhi, India: Tata McGraw Hill.
2. Justin, P., & Rajiv, A. (2010). *Export Import Management*. New Delhi, India: Oxford Press.
3. Balagopal, T. A. S. (2010). *Export Management*. New Delhi, India: Himalaya Publications.
4. Cherunilam, F. (2010). *International Trade and Export Management*. New Delhi, India: Himalaya Publication.

If the course is available as Generic Elective then the students of following departments may opt it.
 NA

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) SE	75
Total:	100

Prerequisites for the course: MBA 1st year

Course Learning Outcomes:

- CO1 Discuss the various aspects of registration process of an Export entity.
- CO2 Develop the understanding of shipping documents and shipment procedure.
- CO3 Discuss the significance of Letter of credit and its various aspects.
- CO4 Explain various aspects of organizing Export and Import firms.
- CO5 Exploit various Export promotion capital goods schemes in real business operation.
- CO6 Develop appropriate export and import polices for real world cases.

Format-3

IIMTU-NEP IMPLEMENTATION Year II / Semester III

Programme: PG(R)	Year: II	
Class: MBA	Semester: III	
Credits Theory: 4 Practical: 0	Subject: CLOUD COMPUTING	
Course Code: MBA-NIT 01	Title: CLOUD COMPUTING	
Course Objectives:		
<ol style="list-style-type: none"> 1. To provide overall knowledge regarding the concepts and structure of Cloud computing systems 2. To imparts necessary managerial skills for cloud computing implementation in a business enterprise. 3. To understand the functioning of cloud computing 4. To understand the role of various risk & security concerns of cloud computing 5. To understand the designing of cloud computing system for the enterprise 		
Nature of Paper: Core		
Minimum Passing Marks/Credits: 40% Marks		
L: 40, T:, P: (In Hours/Week), Theory - 1 Hr. = 1 Credit, Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)		
Unit	Contents	No. of Lectures Allotted
I	Introduction Evolution of cloud computing, Models for cloud computing (IaaS, PaAS, SaAS etc.), Cloud computing vendors, Cloud computing threats, Cloud reference model, Security for cloud computing.	08
II	Governance and Enterprise Risk Management Information security governance processes, Enterprise risk management in cloud computing, Enterprise risk management recommendations, Information risk management.	08
III	Information Lifecycle Management and Data Centre Operations Key challenges regarding data lifecycle security, Data centre operations, Implement five principal characteristics of cloud computing, Data centre security recommendations.	08
IV	Application Security Web Application, Attack methods, what is web application security, Application security layer, Vulnerability distribution, Security solutions, Applications in cloud environments security. Virtualization: Hardware virtualization, Software virtualization, Memory virtualization, Storage virtualization, Data virtualization, Network virtualization, Virtualization security and recommendations.	08
V	Cloud Computing for Business 8 Comparison of traditional Vs Cloud based business solutions, Designing cloud based business solutions, Business models for engaging cloud vendors, Issues and challenges in cloud based business models.	08

Reference / Text Books:

1. Anthony, T., Velte, T. J., & Elsenpeter, V. R. (2019). *Cloud Computing: A Practical Approach*. New Delhi, India: Tata McGraw-Hill.
2. Sosinsky, B. (2011). *Cloud Computing Bible*. New Delhi, India: Wiley Publishing.
3. Hurwitz, J., Bloor, R., & Kaufman, M. (2018). *Cloud Computing for Dummies*. New Delhi, India: Wiley Publishing.

If the course is available as Generic Elective then the students of following departments may opt it.

NA

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report	
5) Seminar On Research Project Report	
6) ESE	75
Total:	100

Prerequisites for the course: MBA 1st year

Course Learning Outcomes:

- CO1 Develop the understanding of concept and models of Cloud computing.
- CO2 Imbibe the significance of Information risk management.
- CO3 Implement principal characteristics of cloud computing.
- CO4 Apply security solutions practically.
- CO5 Develop and design cloud-based business solutions.
- CO6 Develop strategies for protecting applications from cyber attacks.

Format-3

IIMTU-NEP IMPLEMENTATION
Year II / Semester III

Programme: PG(R) Class: MBA	Year: II Semester: III	
Credits Theory: 4 Practical: 0	Subject: ERP	
Course Code: MBA-NIT 02	Title: ERP	
Course Objectives:		
<ol style="list-style-type: none"> 1. To provide overall knowledge regarding the concepts and structure of ERP systems. 2. To develop the necessary managerial skills for ERP implementation in a business enterprise. 3. To understand Success & failure reasons of ERP system 4. To understand how to use the ERP system for organization 5. To know ERP system with regards to CRM & Supply chain management 		
Nature of Paper: Core		
Minimum Passing Marks/Credits: 40% Marks		
L: 40, T: P: (In Hours/Week), Theory - 1 Hr. = 1 Credit, Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)		
Unit	Contents	No. of Lectures Allotted
I	Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems.	08
II	Overview of ERP software solutions- Small medium and large enterprise vendor solutions – Business Process Reengineering - Business Engineering and best Business practices - Business process Management- Overview of modules -sales and Marketing, Accounting and Finance, Materials and Production management	08
III	Planning Evaluation and selection of ERP systems-Implementation life cycle – ERP Implementation - Methodology and Frame work- Training – Data Migration - People and Organization in implementation- Consultants, Vendors and Employees.	08
IV	Maintenance of ERP-Organizational and Industrial impact - Success and Failure factors of ERP Implementation -case studies.	08
V	Extended ERP systems – Customer Relationship Management – Supply Chain Management - Business Analytics - Future trends in ERP systems- web enabled Wireless technologies	08

Reference / Text Books:

1. Alexis, L. (2008). *ERP Demystified*. New Delhi, India: McGraw-Hill Education.
2. Sumner, M. (2007). *Enterprise Resource Planning*. New Delhi, India: Pearson Education.
3. Joseph, A., Brady, E. F., & Wangner, B. J. (2001). *Concepts in Enterprise Resource Planning*. New Delhi, India: Thomson Learning.
4. Garg, V. K., & Venkitakrishnan, N. K. (2001). *Enterprise Resource Planning: Concepts and Planning*. New Delhi, India: PHI Learning.

If the course is available as Generic Elective then the students of following departments may opt it.

NA

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report	
5) Seminar On Research Project Report	
6) ESE	75
Total:	100

Prerequisites for the course: MBA 1st year

Course Learning Outcomes:

- CO1 Develop the understanding of Enterprise resource planning and tackle the various issues in implementation of ERP system.
- CO2 Apply ERP system towards sales and marketing, Accounting and Finance, Material and production management.
- CO3 Plan, Evaluate and select the ERP system.
- CO4 Discuss the success and failure factors of ERP implementation.
- CO5 Extend the ERP systems towards Customer relationship management, Supply chain management and Business analytics.
- CO6 Analyzing future of ERP in Indian Scenario.

MBA EVALUATION SCHEME
MBA Semester – IV (w.e.f. January 2024)

Sl. No.	Subject Code	Subject Title	Course Type	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
1	MBA-N401	Corporate Governance & Ethics	Core	4	0	0	25	75	100	4
2	MBA-N402	Entrepreneurship Development	Core	4	0	0	25	75	100	4
3	MBA-N403	Project Study	RP	2	0	8	50	100	150	6
4	MBA-NMK 03	Digital Marketing	DSE 3	4	0	0	25	75	100	4
5	MBA-NMK 04	Marketing of Services	DSE 4	4	0	0	25	75	100	4
6	MBA-NFM 03	Financial Derivatives	DSE 3	4	0	0	25	75	100	4
7	MBA-NFM 04	Micro Finance & Rural Credit	DSE 4	4	0	0	25	75	100	4
8	MBA-NHR 03	Negotiation & Conflict Management	DSE 3	4	0	0	25	75	100	4
9	MBA-NHR 04	Leadership and Personality Development	DSE 4	4	0	0	25	75	100	4
10	MBA-NSL 03	Production Planning & Control	DSE 3	4	0	0	25	75	100	4
11	MBA-NSL 04	Contract and Project Management	DSE 4	4	0	0	25	75	100	4
12	MBA-NIB 03	Cross Cultural Management	DSE 3	4	0	0	25	75	100	4
13	MBA-NIB 04	International Banking & Forex	DSE 4	4	0	0	25	75	100	4
14	MBA-NIT 03	System Analysis & Design	DSE 3	4	0	0	25	75	100	4
15	MBA-NIT 04	DBMS	DSE 4	4	0	0	25	75	100	4
TOTAL				26	0	8	200	550	750	30

Specialization – Marketing (Papers MBA-NMK 03 & MBA-NMK 04),

Finance (Papers MBA-NFM 03 & MBA-NFM 04)

HRM (Papers MBA-NHR 03 & MBA-NHR 04)

IB (Papers MBA-NIB 03 & MBA-NIB 04)

IT (Papers MBA-NIT 03 & MBA-NIT 04)

Supply chain & Logistics Management (Papers MBA-NSL 03 & MBA-NSL 04)

Format-3

IIMTU-NEP IMPLEMENTATION Year II / Semester IV

Programme: PG(R) Class: MBA	Year: II Semester: IV
Credits Theory: 4 Practical: 0	Subject: CORPORATE GOVERNANCE
Course Code: MBA-N401	Title: CORPORATE GOVERNANCE
Course Objectives:	
<ol style="list-style-type: none"> 1. To introduce the concept and importance of corporate governance. 2. To know the facets of corporate governance being practiced in India. 3. To know international practices of corporate governance. 4. To develop strong ethical practices among students for future 5. To develop the understanding of corporate ethics and its role in organization 	

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks

L: 40,

T:,

P: (In Hours/Week),

Theory - 1 Hr. = 1 Credit,

Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Conceptual Framework of Corporate Governance Meaning; Theories and models of corporate governance; Key managerial personnel (KMP); Secretarial audit; Class action; NCLT; Insider trading; Rating agencies; Green governance/e-governance; Shareholder activism; Theories of Corporate Governance – Agency Theory, Stewardship Theory, Stakeholder Theory; Models of Corporate governance – the outsider & insider model, US & UK, Japanese and Indian model; Mechanism of corporate governance.	10
II	Corporate Governance Framework Corporate boards and its powers, responsibilities, disqualifications; Board committees and their functions- remuneration committee, nomination committee, compliance committee, shareholder's grievance committee, investor's relation committee, investment committee, risk management committee, and audit committee.	08
III	Corporate Governance Framework in India Corporate governance framework in India, SEBI, Company law and accounting, CII Code on Corporate Governance, National Code on Corporate Governance (1999), Chandra Committee on Auditing and Governance. Corporate Governance Committees - Cadbury Committee on CG1992, Hampel Committee 1995, Confederation of Indian Industry (CII) 1996, Narayana Murthy Committee Report2003, Dr. J. J. Irani Report on company Law 2005, Challenges & Future of Corporate	08

	Governance in India.	
IV	Major Corporate Governance Failures Bank of credit and commerce international (UK), Maxwell communication corporation and Mirror group newspapers (UK); Enron (USA); World.com (USA); Andersen worldwide (USA); Vivendi (France); News of the world (UK); Satyam computer services ltd (India); Sahara (India); Kingfisher ltd (India); common governance problems noticed in various corporate failures.	08
V	Whistle-blowing and Corporate Governance The Concept of whistle-blowing; types of whistle-blowers; whistle-blower policy; the whistle-blower legislation across countries; developments in India.	06

Reference / Text Books:

1. Mallin, C. A. (2017). *Corporate governance*. New Delhi, India: Oxford University.
2. Bhattacharyya, A. K. (2016). *Corporate Governance in India: Change and Continuity*. New Delhi, India: Oxford University.
3. Tricker, B. (2015). *Corporate governance: Principles, policies and practices*. New Delhi, India: Oxford University.
4. Fernando, A.C. (2012). *Business ethics and corporate governance*. New Delhi, India: Pearson.

If the course is available as Generic Elective then the students of following departments may opt it.

NA

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course: MBA 1st year

Course Learning Outcomes:

CO1	Have an insights into various concepts & cases related to Corporate Governance
CO2	Gain a deeper understanding of the various aspects, factors related to corporate governance.
CO3	Explain why business ethics is an integral part of every business organization.
CO4	Understand the reason behind corporate governance failure.
CO5	Develop analytical skills and widen the understanding of macro environmental issues by applying the knowledge of macroeconomic policies and their impact on corporate governance structure.
CO6	Students will be able to apply corporate governance practices in corporate world.

Format-3

IIMTU-NEP IMPLEMENTATION
Year II / Semester IV

Programme: PG(R)	Year: II
Class: MBA	Semester: IV

Credits Theory: 4 Practical: 0	Subject: ENTREPRENEURSHIP DEVELOPMENT
Course Code: MBA-N402	Title: ENTREPRENEURSHIP DEVELOPMENT

Course Objectives:

1. To provide basic understanding of entrepreneurship concept, functions of entrepreneurs, and problems faced by them in the real world.
2. To impart understanding of basic entrepreneurial skills and knowledge, and acquaint them with special forms of entrepreneurial trends.
3. To expose students to the entrepreneurial environment, creating awareness of business opportunities, and familiarizing them with formal practices in effective business plan formation.
4. To provide insights to students on entrepreneurial opportunities, government support services and government policies.
5. To familiarize students with SME sector activities, venture capital financing and international entrepreneurial opportunities.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks

L: 40,

T:,

P: (In Hours/Week),

Theory - 1 Hr. = 1 Credit,

Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction Definition of entrepreneur, Internal and external factors, Functions of an entrepreneur, Entrepreneurial motivation and barriers, Classification of entrepreneurship, Stages in entrepreneurial process, Factor affecting entrepreneurial growth – economic, non-economic factors, Traits/Qualities of an entrepreneur, Problems of entrepreneurship.	08
II	Creativity and Entrepreneurial Plan Creativity: meaning, types and techniques of creativity. Idea generation: meaning, types and methods of idea generation, Feasibility analysis: Economic, Marketing, Financial and Technical; Project Planning- Evaluation, Monitoring and Control segmentation.	08
III	International Entrepreneurship Opportunities International entrepreneurship: nature, importance and modes of international business to the firm, International versus domestic entrepreneurship. Understanding cultural, economic and technical differences.	06

IV	<p>Institutional Support for new ventures Role of Government in promoting Entrepreneurship, MSME policy in India, Agencies for Policy Formulation and Implementation - District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB). Financial Support System - Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions.</p>	10
V	<p>Family, Non Family Entrepreneur and Venture Capital Role of professionals: Professionalism vs family entrepreneurs. Woman entrepreneur: Problems of women entrepreneurship in India, Developing women entrepreneurship in India. Venture capital: Meaning, nature and overview. Venture capital process and locating venture capitalists. Rural Entrepreneurship - Challenges and opportunities</p>	08

Reference / Text Books:

1. Vasant, D. (2018). *Small-scale industries and entrepreneurship*. New Delhi, India: Himalaya.
2. Ravi, C. (2003). *Entrepreneurial success: A psychological study*. New Delhi, India: Sterling.
3. Aruna, K. (2003). *Entrepreneurship management*. New Delhi, India: Vikas.
4. Dollinger, M. J. (1999). *Entrepreneurship*. New Delhi, India: Prentice- Hall.

If the course is available as Generic Elective then the students of following departments may opt it.

NA

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course: MBA 1st year

Course Learning Outcomes:

- CO1 There will be ability to understand the context of entrepreneurial activities so as to undertake them in due course of time.
- CO2 There will be ability to focus on key strengths and potentials that students can convert into entrepreneurial competencies for their future careers.
- CO3 They shall be able to identify future business opportunities in different business environments and plan a business process.
- CO4 They will be able to identify and seek help from different levels and types of state and national level agencies.
- CO5 They will be able to apply their entrepreneurial capabilities in the SME sector, deploy knowledge of venture capital financing and exposure to international entrepreneurial opportunities.
- CO6 They will understand the ethical and legal steps of start-ups.

IIMTU-NEP IMPLEMENTATION
Year II / Semester IV

Paper Code: MBA-N403
PROJECT STUDY

Lectures: 2 T
8 P
Course Credit: 6

1. In fourth semester, the candidates will have to submit a Research Project Report on a problem/topic (from the specialization areas) to be assigned by the department MBA under the supervision of a core faculty member of the department. The Research Project Report will carry 100 marks. The evaluation of the project report will be done by two examiners (external & internal). The evaluation will consist of (1) Evaluation of Project Report (2) Evaluation of Viva on Project. The evaluation of Project Report will comprise of 25 marks and would be evaluated by internal guide. The evaluation of Viva Voce of Project would comprise of 75 marks and would be evaluated by two examiners (1 external and 1 internal). The average of the marks awarded by the 2 examiners will be taken into account for the results. In case the difference in the awards given by the examiners is 30 or more marks, the project report will be referred to the third examiner. In such cases the average of two closer awards (given by three examiners) will be taken into account for the results. The report will contain the objectives and scope of the study. Research Methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography. A certificate of the supervisor and the Head of the MBA program certifying the authenticity of the report shall be attached therewith. The student will submit two copies of the report to the Head of MBA program. The number of pages in the report will be 75 or more. The report should be typed in A-4 size paper.

The parameter on which both evaluation (1 & 2) would be carried on would be on the basis of:

The scheme of evaluation for Project Report

Evaluation Criteria	Relevance of Objectives with topic (15)	Relevance of Research Methodology (15)	Interpretation & Analysis (20)	Total (50)
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The scheme of evaluation of Viva voce

Evaluation Criteria	Understanding of Objectives with Topic (25)	Understanding of Relevance of Research (25)	Interpretation & Analysis (20)	Presentation & Communication skill (15)	Query Handling (15)	Total (100)
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Format-3

IIMTU-NEP IMPLEMENTATION Year II / Semester IV

Programme: PG(R) Class: MBA	Year: II Semester: IV
Credits Theory: 4 Practical: 0	Subject: DIGITAL MARKETING
Course Code: MBA-NMK 03	Title: DIGITAL MARKETING

Course Objectives:

1. To help students understand digital marketing practices, inclination of digital consumers and role of content marketing.
2. To provide understanding of the concept of E-commerce and developing marketing strategies in the virtual world.
3. To impart learning on various digital channels and how to acquire and engage consumers online.
4. To provide insights on building organizational competency by way of digital marketing practices and cost considerations.
5. To develop understanding of the latest digital practices for marketing and promotion.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks

L: 40,

T:,

P: (In Hours/Week),

Theory - 1 Hr. = 1 Credit,

Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	The Technological Society Introduction to internet and WWW technology including security; Introduction to digital marketing and e-commerce: Business models, Business Models on the Web; Public policy: social, legal, ethical, political issues for e-commerce; Mobile e-commerce, Killer apps for strategic goals; Retailing (e-tailing); Disintermediation; Channel conflict; Pricing Strategies in 'fluid e-retail markets; Services online: Online content & digital media, B2B e-commerce, Global opportunities and issues.	10
II	Marketing in the Age of Fragmentation Mapping Digital Marketing Media; The Long Tail; The Economics of the Attention Economy; Gold Haber's Attention Economy; Know your customer - Buyer behaviour, segmentation, targeting; The customer experience - Web design, customer service, Quality of the online experience; Characteristics of E Marketing: Addressability, Interactivity, Accessibility, Connectivity, Control.	06
III	Digital Marketing Tools Website, branding, banner ads, affiliate marketing, Paid search, search engine optimization (SEO), comparison shopping engines, Email, RSS, podcasting, Blogs, Viral, Wikis, CRM, Auctions, Portals, Online Branding, Communication	10

BOS

	and Branding in the Networked Economy, Search Engine Marketing, Online Communities and Innovation Communities, Mass Collaboration and Crowd-sourcing: How does the Internet help Innovate? Social networks, Value creation through Social Networking.	
IV	Web analytics & Marketing Metrics Marketing research, The New Rules of Customer Intelligence: Laboratory Marketing and Customer Branding, Understanding Digital Analytics, Acquisition, Engagement and Conversion, Measuring Social Impact, Multi-Touch Analytics, Mobile Analytics, The Future of Digital Analytics: Big Data.	06
V	The technology behind Internet Marketing Common Shares in Online Marketing, Running an Internet Marketing Services Business, Interactive Marketing: New Channel, New Challenge, Global Internet Marketing, Localization and Customization, Measuring Internet Marketing Effectiveness: Metrics and Website Analytics, Trust in Internet Marketing, Ethical and Legal Issues, Internet of the future: "Customization".	08

Reference / Text Books:

1. David, W. (2016). *E-commerce strategy, technologies and applications*. New Delhi, India: Tata McGraw Hill.
2. Schneider, G. P., & Perry, J. T. (2015). *Electronic commerce*. New Delhi, India: Thomson.
3. Bajaj, K. K., & Debjani, N. (1999). *E-commerce: The cutting edge of business*. New Delhi, India: Tata McGraw Hill.
4. Winfield, T. G., & Lawrance, S. C. (1999). *Designing systems for internet commerce*. New Delhi, India: Addison Wesley.
5. Charles, T. (2000). *E-commerce strategies*. New Delhi, India: Prentice Hall of India.

If the course is available as Generic Elective then the students of following departments may opt it.
NA

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report	
5) Seminar On Research Project Report	
6) ESE	75
Total:	100

Prerequisites for the course: MBA 1st year

Course Learning Outcomes:

- CO1 It will develop proficiency in interpreting marketing strategies in the digital age and provide fundamental knowledge for working in an online team.
- CO2 It will enable them to develop various online marketing strategies for various marketing-mix measures.
- CO3 It will guide them to use various digital marketing channels for consumer acquisition and engagement.
- CO4 It will help in evaluating the productivity of digital marketing channels for business success.
- CO5 It will help in evaluating the productivity of digital marketing channels for business success.
- CO6 Helps students to apply digital marketing practices & solve real world problems

Format-3

IIMTU-NEP IMPLEMENTATION
Year II / Semester IV

Programme: PG(R) Class: MBA		Year: II Semester: IV		
Credits Theory: 4 Practical: 0	Subject: MARKETING OF SERVICES			
Course Code: MBA-NMK 04	Title: MARKETING OF SERVICES			
Course Objectives:				
<ol style="list-style-type: none"> 1. To emphasize the significance of services marketing in the global economy. 2. To have a deep understanding of consumer behavior w.r.t service industry 3. To make the students understand the deeper aspects of successful services marketing. 4. To be able to make them service marketing strategies in organization. 5. To provide insights to the challenges and opportunities in services marketing. 				
Nature of Paper: Core				
Minimum Passing Marks/Credits: 40% Marks				
L: 40, T: P: (In Hours/Week), Theory - 1 Hr. = 1 Credit, Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)				
Unit	Contents	No. of Lectures Allotted		
I	Introduction to Services marketing Definition, Significance, Characteristics of Services (Intangibility, Inconsistency, Inseparability and Inventory), Classification of Services, Consumer Behavior in Services: Search, experience and credence attributes, Pre & post experience evaluation, Factors influencing customer expectation of service, Extended Marketing Mix for Services: Need for additional three marketing mix elements in Services, Financial & economic impact of service.	10		
II	Traditional Marketing Mix Elements in Services Service Product: Customer perception, Customer satisfaction, Tolerance zone, Service quality—Serv Qual, GAP model and Critical incident model, Concept of loyalty & creation of a loyalty programme, Service recovery, Impact of service failures versus product failures, Nature of complaining behaviour—Complaint Resolution, Service Recovery Process. Service Pricing: Costs of service delivery, Customer Profitability Measurement, Revenue management Techniques, Price Discrimination and Segmented Pricing. Service Place: Delivering services through intermediaries & electronic channels. Service Promotion: Integrated service marketing communication, Visual merchandising, Referrals, Challenge of Service communication.	10		
III	Service Process Service design & standards – Process service blue print, Demand & capacity management, Quality function deployment (QFD), Standardization (hard / soft measures), Service delivery, Self-service technologies.	06		

IV	Globalisation of Services Stages of Globalization; International Marketing Services; Emerging Trends; Principal Driving Forces in Global Marketing of Services; Key Decisions in Global Marketing; Services Strategy and Organising for Global Marketing. Employees' Role in Service Delivery, Service Culture: Internal Marketing, Service-Profit Chain.	08
V	Applications of Service Marketing Marketing in Tourism, Hospitality, Airlines, Telecom, IT & ITES, Sports & Entertainment, Logistics, Healthcare sectors (Examples/Case studies on these applications are expected).	06

Reference / Text Books:

1. Zeithaml. (2017). Services marketing: Integrating customer focus across the firm. New Delhi, India: McGraw Hill.
2. Rao. (2011). Service marketing. New Delhi, India: Pearson.
3. Hoffman, K. D. J., & Bateson, E. G. (2003). Essential of service marketing: Concepts, strategies and cases. New Delhi, India: Thomson.
4. Kurtz, D. L., & Clow K. E. (2003). Services marketing. New Delhi, India: Biztantra.

If the course is available as Generic Elective then the students of following departments may opt it.

NA

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course: MBA 1st year

Course Learning Outcomes:

- CO1 Students will develop understanding and application of factors in the design of effective service marketing framework.
- CO2 Students will improve upon their conceptual skills and understanding applications of service marketing in various areas.
- CO3 Discuss consumer and buyer behavior models as they influence customer purchase decision making.
- CO4 Students will be able to design strategies in service industry
- CO5 Explain the prospect of the global market and application of digitalization to reach there.
- CO6 Students will be able to solve real life cases of service marketing.

Format-3

IIMTU-NEP IMPLEMENTATION Year II / Semester IV

Programme: PG(R) Class: MBA	Year: II Semester: IV	
Credits Theory: 4 Practical: 0	Subject: FINANCIAL DERIVATIVES	
Course Code: MBA-NFM 03	Title: FINANCIAL DERIVATIVES	
Course Objectives:		
<ol style="list-style-type: none"> 1. To make students familiar with derivative market and application of derivatives. 2. To develop the understanding among the students of benefits and risk of Derivatives 3. To impart the skills in students of hedging the risk through derivatives 4. To impart the skills of valuation of options in organization 5. To understand the concept of forward and futures contracts 		
Nature of Paper: Core		
Minimum Passing Marks/Credits: 40% Marks		
L: 40, T:, P: (In Hours/Week), Theory - 1 Hr. = 1 Credit, Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)		
Unit	Contents	No. of Lectures Allotted
I	Introduction to Derivatives market Meaning, features, evolution, types of Derivatives; Types of traders; Derivative market in India; Present scenario of derivative market in India.	08
II	Introduction to Futures Forwards and futures contracts: introduction to forwards contracts, features of forward contracts, Futures contract – Meaning, features, types, functions, distinction between forwards and futures contracts, pricing of futures contract, currency Futures, hedging in currency futures, speculation and arbitrage in currency futures, Application of market index, Index futures in the Stock Market.	10
III	Introduction to Options Option contract - Meaning, features, types (Call and PUT Options), Hedging with currency options, Speculation and Arbitrage with currency options.	06
IV	Valuation of Options Pricing options, General principles of pricing, Black Schools option pricing model index, hedging with index options, Speculation and arbitrage with index options, Index options market in Indian stock market, Use of different option strategies to mitigate the risk, Future v/s Option.	08
V	Introduction to Financial Swaps (8 Sessions) Swap contract - Meaning, features, interest rate swaps, mechanics and valuation of interest rate swaps; Currency swaps - mechanics and	08

	valuation of currency swaps, managing market risk, hedging schemes.	
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Reference / Text Books:

1. CS Divyaesh Patel (2021) *Financial derivatives: Theory, concept and problems*, Bhart'
2. Gupta, S. L. (2017). *Financial derivatives: Theory, concept and problems*. New Delhi, India: PHI.
3. Chugh, A., & Maheshwari, D. (2012). *Financial derivatives: The currency and rate factor*. New Delhi, India: Pearson.
4. Kumar. (2007). *Financial derivatives*. New Delhi, India: PHI.
5. Parasuraman, N. R. (2014). *Fundamentals of financial derivatives*. New Delhi, India: Wiley

If the course is available as Generic Elective then the students of following departments may opt it.

NA

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course: MBA 1st year

Course Learning Outcomes:

- CO1 Understand how derivative securities work and how they are traded.
- CO2 Understand the principles of derivatives pricing, including the implications of arbitrage.
- CO3 Be able to price forward and futures contracts using the cost of carry model.
- CO4 Be able to value options using the binomial and Black-Scholes option pricing models.
- CO5 Be prepared to use futures and options in financial risk management, speculation and arbitrage.
- CO6 Learn important lessons from derivatives disasters.

Format-3

IIMTU-NEP IMPLEMENTATION Year II / Semester IV

Programme: PG(R) Class: MBA	Year: II Semester: IV	
Credits Theory: 4 Practical: 0	Subject: MICRO FINANCIAL & RURAL CREDIT	
Course Code: MBA-NFM 04	Title: MICRO FINANCIAL & RURAL CREDIT	
Course Objectives:		
<ol style="list-style-type: none"> 1. To expose students in the area of rural credit and rural financial services. 2. To make students understand the complex dynamics pertaining to micro finance services. 3. To understand the micro finance products & services 4. To understand the legal framework of micro financing 5. To introduce about the role of SHGs as well as Microfinance Institutions in spearheading micro-finance in India. 		
Nature of Paper: Core		
Minimum Passing Marks/Credits: 40% Marks		
L: 40, T:, P: (In Hours/Week), Theory - 1 Hr. = 1 Credit, Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)		
Unit	Contents	No. of Lectures Allotted
I	Rural credit Definitions, scope and needs of rural credit, Types of rural credit, Sources of rural credit: Institutional and non-institutional sources, Role of rural credit in rural development, Challenges of rural credit in India.	06
II	Micro-Finance Definitions, Scope & Assumptions, Types of Microfinance, Customers of Micro-finance, Credit Delivery Methodologies, SHG concept, origin, Formation & Operation of Self Help Groups (SHGs), Joint Liability Groups (JLG), SHG Bank Linkage Model and GRAMEEN Model: Achievements & Challenges.	08
III	Institutional Mechanism Current Challenges for Microfinance, Microfinance Institutions (MFIs): Constraints & Governance Issues, Institutional Structure of Microfinance in India : NGO-MFIs, NBFC-MFIs, Co-operatives, Banks, Microfinance Networks and Associations; Demand & Supply of Microfinance Services in India, Impact assessment and social assessments of MFIs.	10
IV	Micro Finance Products & Services Thrift Services, Micro-Insurance services, Micro-Leasing services, Money Transfer Services, Some innovative and creative Microfinance Models, Services with Livelihoods Approach (BASIX Triad), Role of Technology in Microfinance Delivery.	08

V	Legal & Regulatory Framework of Micro Finance RBI and it's directives for Microfinance, Malegam Committee : Findings & Observations, Voluntary mechanism of MF governance, Existing Legal Provisions regarding MFIs, Salient Features of Draft legislation on Microfinance Services	08
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Reference / Text Books:

1. Indian Institute of Banking & Finance. (2017). Rural banking operations. *New Delhi*: Taxmann Publications
2. Rana, O. C., & Hem, R. (2016). Microfinance. *New Delhi*: Himalaya Publishing House
3. Dutt, Ruddar. & Sundharam, K. P. M. (2013). Indian Economy. New Delhi: S. Chand & Company
4. Srinivasan, N. (2012) Microfinance India: State of the sector Report 2011. *New Delhi*: Sage Publication

If the course is available as Generic Elective then the students of following departments may opt it.
NA

Evaluation/Assessment Methodology	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course: MBA 1st year

Course Learning Outcomes:

- CO1 Able to know the rural financing mechanism
- CO2 Understand the challenges and prospects of rural credit in India
- CO3 Describe different aspects related with Micro finance Services and Products
- CO4 Demonstrate clarity about Institutional Mechanism for Microfinance Services
- CO5 Explain Legal and regulatory Framework for Micro finance services.
- CO6 Analyze the role of technology in enhancing rural financial inclusion

Format-3

IIMTU-NEP IMPLEMENTATION Year II / Semester IV

Programme: PG(R) Class: MBA	Year: II Semester: IV
Credits Theory: 4 Practical: 0	Subject: NEGOTIATION & CONFLICT MANAGEMENT
Course Code: MBA-NHR 03	Title: NEGOTIATION & CONFLICT MANAGEMENT
Course Objectives:	
<ol style="list-style-type: none"> 1. To make students understand the basic concept of negotiation and conflict. 2. They can deal with the dynamic environment of the real work situations. 3. To understand the concept of conflict and Myths about conflict. 4. To know the negotiation practices in organization 5. To discuss the importance of emotional intelligence. 	

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks

L: 40,

T: , P: (In Hours/Week),

Theory - 1 Hr. = 1 Credit,

Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction Negotiation: nature, characteristics and elements of negotiation; Strategy and tactics of distributive bargaining and integrative bargaining; Strategy and planning for negotiation; Stages of negotiation process.	08
II	Effective Negotiation Important skills for effective negotiation; Breakdown of negotiation - Causes and Consequences; Role of mutual trust and understanding in negotiation; Role of perception, Cognition and emotion communication in negotiation process; Tactics to win a negotiation process; Challenges for effective negotiators; Seven pillars to negotiation wisdom.	10
III	Practices in Negotiation Best practices in negotiation - Basic structure of BATNA; Alternative Dispute Resolution (ADR); International and Cross Cultural Negotiation (Hofstede's Cultural Dimensions, GLOBE study)	08
IV	Conflict Conflict - meaning, concept, source and types of Conflict; Myths about conflict; Traditional and modern approaches to conflict; Functional and dysfunctional conflicts; Conflict process, Management of conflict - Resolution & Stimulation techniques, Model of conflict resolution.	08
V	Emotional Intelligence and conflict management Importance of emotional intelligence; Understanding individual level, group level and organizational level of conflict; Cross-cultural differences in approaches to conflict; Developing conflict management	06

skills.																	
Reference / Text Books:																	
<ol style="list-style-type: none"> Roy, L. J., David, S. M., & Bruce, B. (2017). <i>Negotiation</i>. New Delhi, India: McGraw Hill. Michael, C. R., & Heavrin, H. C. (2008). <i>Negotiating essentials: Theory, skills, and practices</i>. New Delhi, India: Pearson. Cohen, S. (2002). <i>Negotiating skills for managers</i>. New Delhi, India: McGraw Hill. Bray, M., Deery, S., Walsh, J., & Waring, P. (2011). <i>Industrial relations: A contemporary approach</i>. New Delhi, India: Tata McGraw Hill. Pareek, U. (2011). <i>Understanding organizational behaviour</i>. New Delhi, India: Oxford. 																	
If the course is available as Generic Elective then the students of following departments may opt it.																	
NA																	
Evaluation/Assessment Methodology																	
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: right; padding-right: 10px;"></th><th style="text-align: center; border-bottom: 1px solid black;">Max. Marks</th></tr> </thead> <tbody> <tr> <td style="padding-left: 10px;">1) Class tasks/ Sessional Examination</td><td style="text-align: center;">18</td></tr> <tr> <td style="padding-left: 10px;">2) Presentations /Seminar</td><td style="text-align: center;">3</td></tr> <tr> <td style="padding-left: 10px;">3) Assignments</td><td style="text-align: center;">4</td></tr> <tr> <td style="padding-left: 10px;">4) Research Project Report</td><td></td></tr> <tr> <td style="padding-left: 10px;">5) Seminar On Research Project Report</td><td></td></tr> <tr> <td style="padding-left: 10px;">6) ESE</td><td style="text-align: center;">75</td></tr> <tr> <td style="text-align: right; padding-right: 10px;">Total:</td><td style="text-align: center;">100</td></tr> </tbody> </table>			Max. Marks	1) Class tasks/ Sessional Examination	18	2) Presentations /Seminar	3	3) Assignments	4	4) Research Project Report		5) Seminar On Research Project Report		6) ESE	75	Total:	100
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3) Assignments	4																
4) Research Project Report																	
5) Seminar On Research Project Report																	
6) ESE	75																
Total:	100																
Prerequisites for the course: MBA 1st year																	
Course Learning Outcomes: CO1 Have an in-depth knowledge of negotiation skills. CO2 Become familiar the practices in negotiation. CO3 Become familiar about the organizational conflict and strategies to handle conflicts. CO4 Able to manage different conflicts in organization CO5 Able to understand & implement emotional intelligence in organization CO6 Analyze impact of conflict on the organization.																	

Format-3

IIMTU-NEP IMPLEMENTATION Year II / Semester IV

Programme: PG(R) Class: MBA	Year: II Semester: IV
Credits Theory: 4 Practical: 0	Subject: LEADERSHIP AND PERSONALITY DEVELOPMENT
Course Code: MBA-NHR 04	Title: LEADERSHIP AND PERSONALITY DEVELOPMENT

Course Objectives:

1. To understand the concept of leadership and various styles of leadership.
2. This course aims in developing personal effectiveness as well as acquiring and sharpening leadership skills in the students.
3. The course will make them able to understand various personality in organization
4. The course consists of all the necessary concepts required to manage people in the current dynamic world.
5. This course will help students to develop various training methods for employees

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks

L: 40,

T:,

P: (In Hours/Week),

Theory - 1 Hr. = 1 Credit,

Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction Leadership - meaning, functions and myths about leadership; Components of leadership- leader, followers and situation; Styles and types of leadership; Leadership skills- basic skills and advanced skills, Building technical competency.	08
II	Group Dynamics Assessing leadership & measuring its effects; Group- stages of group development, group structure and group cohesion; Team -team characteristics, building high performance teams, Robert Ginnett's team effectiveness Leadership model.	08
III	Personality Personality - meaning, personality patterns, symbols of self, molding of the personality pattern, persistence & change; Theories of personality – Big Five Model, MBTI and Maturity immaturity theory.	10
IV	Personality Determinants Personality determinants - An overview of personality determinants; Evaluation of personality - sick personalities and healthy personalities.	08
V	Training Training - concept, advantages and disadvantages of training, Training methods, Training need assessment; Transactional analysis; Johari –	06

Window.	
Reference / Text Books:	
<ol style="list-style-type: none"> 1. Hughes, R., Ginnett, R. C., & Curphy, G. J. (2018). <i>Leadership: Enhancing the lessons of Experience</i>. New Delhi, India: McGraw Hill. 2. Mohan, C. (2017). <i>Leadership and management</i>. New Delhi, India: Himalaya. 3. Elizabeth B. Hurlok (2017). <i>Personality Development</i>. Mc Graw Hill Education, Indian Edition 4. Noe, R. A., & Kodwani, A. D. (2017). <i>Employee training and development</i>. New Delhi, India: Tata McGraw Hill. 5. McShane, S. L., & Glinow, M. A. V. (2011). <i>Organizational behaviour: Emerging realities for the workplace revolution</i>. New Delhi, India: Tata McGraw Hill. 6. Haldar, U. K. (2011). <i>Leadership and team building</i>. New Delhi, India: Oxford. 	
If the course is available as Generic Elective then the students of following departments may opt it.NA	
Evaluation/Assessment Methodology	
	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	75
5) ESE	75
	Total: 100
Prerequisites for the course: MBA 1st year	
Course Learning Outcomes:	
CO1 Analyze the behavior of individuals and groups in organizations	
CO2 Assess the potential effects of leadership style on organizational behavior.	
CO3 Critically evaluate the potential effects of training on organizational effectiveness.	
CO4 Analyze organizational behavioral issues in the context of organizational behavior theories.	
CO5 Able to develop training techniques for different personalities in organization	
CO6 Able to evaluate effectiveness of each training method.	

Format-3

IIMTU-NEP IMPLEMENTATION Year II / Semester IV

Programme: PG(R) Class: MBA	Year: II Semester: IV	
Credits Theory: 4 Practical: 0	Subject: PRODUCTION PLANNING & CONTROL	
Course Code: MBA-NSL 03	Title: PRODUCTION PLANNING & CONTROL	
Course Objectives:		
<ol style="list-style-type: none"> 1. To understand the various fundamentals and functions of production planning and control. 2. To impart learning on work study procedures and practices. 3. To generate understanding on the essentials of product/ process planning and useful tools to accomplish both. 4. To develop knowledge and ability to undertake production scheduling procedures. 5. To impart knowledge about different plant layout 		
Nature of Paper: Core		
Minimum Passing Marks/Credits: 40% Marks		
L: 40, T:, P: (In Hours/Week), Theory - 1 Hr. = 1 Credit, Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)		
Unit	Contents	No. of Lectures Allotted
I	Introduction Meaning and objective of production planning & control; Functions, roles & responsibilities of PPC manager, Forecasting – objectives, different techniques of production forecast.	08
II	Production Planning and Control Process of production planning and control – Routing, scheduling, dispatching, loading and controlling, PPC- Job, batch, mass (assembly), continuous and Master Production Schedule.	10
III	Plant layout Plant layout, Types of plant layout, Aggregate planning – meaning, strategies and cost, concept of aggregate planning - capital intensive and labour-intensive.	08
IV	Break down and preventive maintenance planning Break down and preventive maintenance planning, Waste management, value and waste, Types of waste; 5S techniques of eliminating wastes.	08
V	Control Systems Control systems - Product control systems, Gantt charts, Bar charts.	06

Reference / Text Books:

1. Telsang, M. (2017). *Industrial engineering and production management*. New Delhi, India: Sultan Chand.
2. Bedi, K. (2015). *Production and operations management*. New Delhi, India: Oxford University.
3. Buffa, E. S., & Sarin, R. K. (2000). *Modern production/operations management*. New Delhi, India: John Wiley and Sons.
4. Gaither, N., & Frazier, G. (2007). *Operations management*. New Delhi, India: Thomson.
5. Chary. (1997). *Production and operations management*. New Delhi, India: Tata McGraw-Hill.

If the course is available as Generic Elective then the students of following departments may opt it.

NA

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course: MBA 1st year

Course Learning Outcomes:

- CO1 Students will improve upon their conceptual skills, understanding and application of tools and techniques of production management in business practices in real time.
- CO2 Students will develop understanding and application of factors in the design of effective production systems.
- CO3 Students will understand the control system in organization.
- CO4 Students will be able to design & control plant layouts
- CO5 Students will be able to develop preventive maintenance planning
- CO6 Student will be able development appropriate strategy for related to production.

Format-3

IIMTU-NEP IMPLEMENTATION Year II / Semester IV

Programme: PG(R)	Year: II
Class: MBA	Semester: IV

Credits Theory: 4 Practical: 0	Subject: CONTRACT AND PROJECT MANAGEMENT
Course Code: MBA-NSL 04	Title: CONTRACT AND PROJECT MANAGEMENT

Course Objectives:
1. To develop basic concepts and theories of project management and feasibility study of projects.
2. To develop conceptual skills, understanding and application of tools and techniques of Project management (CPM, PERT) in business
3. To familiarize about the design and implementation issues related to Project Life cycle.
4. To familiarize about the various contracts associated with Project Management
5. To familiarize about project implementation strategies

Nature of Paper: Core
Minimum Passing Marks/Credits: 40% Marks

L: 40,
T:,
P: (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction Meaning and objectives of contract management, Make and buy decisions, Factors affecting contracting, Law of contract in brief, Contract management process cycle, Types of contracts.	06
II	Project Contract (8 Sessions) Understanding the project contract, D-B-B (Design, Bid, Build), D-B (Design, Build), B-O-T (Build, Operate, Transfer), Types of constructions contract, Cost plus fixed fee contract, Cost plus incentive fee, Cost plus award fee contract, Fixed price level contracts, Procurement processes in contract management.	10
III	Works Contracts Awarding works contracts, Contract management skills, Contract performance management, Incentives and penalties, Procedures for amendment in contracts, Contract and Project audit.	06
IV	Project Management Defining project management, Project cycle, Project processes, Project management principles, Responsibilities of the Project manager, Project evaluation and selection criteria, Different players in project management, their roles and responsibilities, Project planning, Scoping, Work break down structure (WBS), Project process flows, Project customization.	10

V	<p>Project Implementation Phases of project implementation, Project monitoring and control, Change in project management process, Tools for changing processes, Project closure, Understanding risk project, Identify risk in project, Key project management process (PMBOK), Monitoring and controlling risk.</p>	08
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Reference / Text Books:

1. Chandra, P. (2017). Projects: Planning, analysis, selection, financing, implementation and review. New Delhi, India: Tata McGraw-Hill.
2. Gopalakrishnan, P., & Ramamoorthy, V. E. (2014). Project management. New Delhi, India: Macmillan.
3. Nagaarjuna, NA. (2014). Project management. New Delhi, India: New Age International Publications.
4. Gupta, K., & Chawla, P. K. (2011). Project management. New Delhi, India: Wiley.

If the course is available as Generic Elective then the students of following departments may opt it.

NA

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course: MBA 1st year

Course Learning Outcomes:

- CO1 The students would be able to determine the feasibility of new projects.
- CO2 Students will improve upon their conceptual skills, understanding and application of tools and techniques of Project management in business practices in real time.
- CO3 The student would be able to identify the risks related to Project Management.
- CO4 The student would be having knowledge of various contracts associated with Project Management
- CO5 The student would be having knowledge of various project implementation skills & techniques
- CO6 The student will be able to develop new projects.

Format-3

IIMTU-NEP IMPLEMENTATION Year II / Semester IV

Programme: PG(R)	Year: II
Class: MBA	Semester: IV

Credits Theory: 4 Practical: 0	Subject: CROSS CULTURAL MANAGEMENT
Course Code: MBA-NIB 03	Title: CROSS CULTURAL MANAGEMENT

Course Objectives:

1. To consider the nature of intercultural communication.
2. To learn to think across cultural differences.
3. To experiment with different ways of acting in cross-cultural situations.
4. To understand the ethical practices of different culture
5. To reflect on the cultural foundations of economic systems and of organizational practices.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks

L: 40,

T:,

P: (In Hours/Week),

Theory - 1 Hr. = 1 Credit,

Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction: Introduction understanding culture: Values, world views and socio-cultural systems What is culture and why is it important? How do people react to cultural differences? Can we measure or graph cultural differences? Is it possible to change a culture? If so, how? What does culture have to do with business? Ways of describing cultural differences Going International, (Assignment): Come to class with an idea for discussion.	08
II	Cultural Diversity and Multicultural Teams The impact of cultural differences on individuals, Verbal and non-verbal communication across cultures, Kohlberg's theory of moral reasoning, Measuring cultural development, The historical origins of beliefs and values, Impact of cross cultural communication, Kohlberg, Malcolm X, and Martin Luther King Jr, Are some societies better than others?, Relativism vs. development, Respect cultural differences vs. stages of development, The possibility of an international subculture.	10
III	Conflict and Negotiation (8 Sessions) Gender differences, Gender, multi ethnicity, religion, geography Body language, The culture of poverty, Hofstede's dimensions, Cultural aspects of international business negotiations, Negotiation process, Negotiation Strategies.	06

IV	Cultural Diversity Cultural diversity and multicultural teams National cultures vs. organizational cultures, Knowledge cultures, Cross-cultural intelligence and managerial competence, Motivating across cultures, Management of cross-culture teams, Leadership traits required for managing cross culture teams Participatory Strategic Planning and the Technology of Participation Change in corporate culture: the example of quality improvement.	10
V	Culture and Ethics Culture and ethics Understanding significance of cultural values & ethics in cross boarder businesses, Corporate Culture and Cross Border HRM and Employment Practices with respect to Japan, European countries, US, China, corporate social responsibility in MNC's, The McDonald's Corporation.	06

Reference / Text Books:

1. Madhavan, S. (2017). *Cross culture management*. New Delhi, India: Oxford University.
2. Singh, N. K. (2012). *Eastern and cross culture management*. New Delhi, India: Springer.
3. Gannon, M. J. (2008). *Paradoxes of culture and globalization*. New Delhi, India: Sage.

If the course is available as Generic Elective then the students of following departments may opt it.
NA

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course: MBA 1st year

Course Learning Outcomes:

- CO1 Present an overview and analyze different meanings and dimensions of “culture”;
- CO2 Describe and analyze the impact of culture on business practices;
- CO3 Explain and analyze the impact of national culture on organizational cultures;
- CO4 Understand the impact of culture on Human Resource Management;
- CO5 Explain how leadership differs across cultures.
- CO6 Able to understand various ethical practices across the culture & to devise strategies accordingly.

Format-3

IIMTU-NEP IMPLEMENTATION
Year II / Semester IV

Programme: PG(R) Class: MBA	Year: II Semester: IV	
Credits Theory: 4 Practical: 0	Subject: INTERNATIONAL BANKING & FOREX	
Course Code: MBA-NIB 04	Title: INTERNATIONAL BANKING & FOREX	
Course Objectives:		
<ol style="list-style-type: none"> 1. To provide the students an insight about the dimensions of international banking. 2. To create awareness about various institutions facilitating international business. 3. To provide an understanding about the risk in international banks 4. To have understanding about forex & forex transactions 5. To have basic knowledge about exchange rate & its functioning 		
Nature of Paper: Core		
Minimum Passing Marks/Credits: 40% Marks		
L: 40, T:, P: (In Hours/Week), Theory - 1 Hr. = 1 Credit, Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)		
Unit	Contents	No. of Lectures Allotted
I	International Banking Origin and Evolution of International banking, Global trends as reasons for growth of international banking, Need for regulation of international banking in the current scenario, Role of international financial institutions in international business: The World Bank Group, International Bank for Reconstruction and Development (IBRD), IDA, IFC.	10
II	International Banking Operations Off-shore financial centers, Rationale, Characteristics of offshore financial centres, Types of offshore centers, Benefit and reasons for growth, Factors of success: Tax Havens, Major Offshore Financial Centres, International Banking facilities, Special Economic Zones (SEZs), Regulatory concerns.	10
III	Exchange Rate System Exchange Rates, Exchange Rate Systems: Gold and the Bretton Woods Systems, Fixed Exchange Rates, Flexible Exchange Rates, Factors which influence the Determination of Exchange Rates, Exchange Control, Objectives and Methods of Exchange Control.	06
IV	Foreign Exchange Transactions Purchase and Sale Transactions, Spot and Forward Transactions, Ready Exchange Rates, Principal types of Buying Rates, Principal types of Selling Rates, Ready Rates based on Cross Rates.	06

V	Forward Exchange Contracts: Forward Exchange Contracts, Factors that Determine Forward Margins, Calculation of Fixed Forward Rates and Option forward Rates, Forward Exchange Rates Based on Cross Rates, Execution of Forward Contract, Cancellation/Extension of Forward Contract, Inter Bank Deals (Theoretical Aspects only)	08
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Reference / Text Books:

1. Taxmann. (2022). Foreign Exchange Management Manual. New Delhi: Taxmann
2. C. Jeavanandam. (2020). Foreign Exchange Practice and Concepts. New Delhi: Sultan Chand & Sons.
3. Indian Institute of Banking & Finance. (2018). International Banking. New Delhi: Macmillan Publishers India Limited.
4. Indian Institute of Banking & Finance. (2017). International Banking Operations, New Delhi: Macmillan Publishers India Limited.

If the course is available as Generic Elective then the students of following departments may opt it.

NA

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report	
5) Seminar On Research Project Report	
6) ESE	75
Total:	100

Prerequisites for the course: MBA 1st year

Course Learning Outcomes:

- CO1 An understanding of risks in international banking.
- CO2 An overview of Foreign exchange risk and management.
- CO3 Understanding about recent trends in international banking
- CO4 Able to understand exchange rate
- CO5 Able to gain knowledge about forex
- CO6 Analyze the impact of geopolitical factors on international banking and foreign exchange markets.

Format-3

IIMTU-NEP IMPLEMENTATION Year II / Semester IV

Programme: PG(R) Class: MBA	Year: II Semester: IV
Credits Theory: 4 Practical: 0	Subject: SYSTEM ANALYSIS & DESIGN
Course Code: MBA-NIT 03	Title: SYSTEM ANALYSIS & DESIGN
Course Objectives:	
<ol style="list-style-type: none"> 1. This course aims at acquainting these students with tools techniques of planning and analyzing Information system. 2. This course helps students in designing, implementing and maintaining Information system. 3. The course develops understanding of various security threats & security control system in IT 4. The course will equip them to design feasibility report in IT system 	

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks

L: 40,

T:,

P: (In Hours/Week),

Theory - 1 Hr. = 1 Credit,

Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction Systems concept; Characteristics of a system; Elements of system; Types of systems; Decision support system; System development life cycle - Investigation, analysis, design, implementation, post implementation review and maintenance.	08
II	Systems Planning and Investigation Basis for planning in systems analysis - Dimensions of planning, initial investigation, needs identification.	06
III	Information Requirements Determining the user's information requirements, Feasibility study, Feasibility considerations, Steps in feasibility analysis, Feasibility report.	08
IV	Structured Analysis Tools of structured analysis - Data Flow Diagram (DFD), Entity Relationship (ER) Diagrams, Data Dictionary, Process Modeling, Structured English, Decision Tree & Decision Table, Object Oriented Analysis (OOA) and Object Oriented Design (OOD).	08
V	Information Security Basics of information security, Types of attacks, Viruses, Virus control, Hackers, Overview of risks associated with internet, Intrusion detection risk management, Disaster recovery plan, Cryptography and authentication, Managing risk, Information security policy, Creating a secure environment, Internet security standards.	10

Reference / Text Books:

1. Anthony, T., Velte, T. J., & Elsenpeter, V. R. (2010). Cloud Computing: A Practical Approach. New Delhi, India: Tata McGraw-Hill.
2. Sosinsky, B. (2011). Cloud Computing Bible. New Delhi, India: Wiley Publishing.
3. Hurwitz, J., Bloor, R., & Kaufman, M. (2010). Cloud Computing for Dummies. New Delhi, India: Wiley Publishing.

If the course is available as Generic Elective then the students of following departments may opt it.

NA

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course: MBA 1st year

Course Learning Outcomes:

- CO1 The student will be able to know the various phases of making of information system.
- CO2 To take various steps to protect the system from threats which can cause serious damage?
- CO3 The student will be able to know the various techniques and approaches so that they may analyze and develop business systems more effectively and efficiently.
- CO4 Students will be able to implement IT strategies in organization
- CO5 The students will be able to identify and prevent risk.
- CO6 The student will be able to make new structural design for system.

Format-3

IIMTU-NEP IMPLEMENTATION Year II / Semester IV

Programme: PG(R) Class: MBA	Year: II Semester: IV
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Credits Theory: 4 Practical: 0	Subject: DBMS
Course Code: MBA-NIT 04	Title: DBMS

Course Objectives:

1. The course has been designed to introduce the students with the applications of systems designed to manage the data resources of organizations.
2. The course gives an insight to students about the concept of data mining and warehousing.
3. The course will make student to understand the role & importance of database system.
4. Students will get the exposure of various database software
5. The course familiarizes the student with requirement and working of database administrator.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks

L: 40,

T:,

P: (In Hours/Week),

Theory - 1 Hr. = 1 Credit,

Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction to Database Organization of database; Components of database management systems; Data models; Entity-relationship model; Network data model; Hierarchy data model; Relational data model; Database Independence, Advantages of DBMS Versus File system	10
II	Relational Database Design Integrity constraints; Functional dependencies; Normalization; Physical database design; Decomposition of relation schemes.	06
III	Data Mining & Data Warehousing Introduction to data mining & data warehousing; Knowledge extraction through data mining.	06
IV	Oracle & SQL Structured Query Language, DDL and DML commands, Oracle- Creating tables; Applying column constraints; Inserting rows; Views, Indexes & Sequences; PL/SQL structure, Cursor, Procedures.	08
V	Database Utility Database utilities; Security, Database administration/ Remote data access; Backup and recovery concepts - Backup and recovery issues, Categories of failures, Statement failures, User process failure, Network failure, User errors, Instance failure, Instance recovery.	10

Reference / Text Books:

1. Turban., Rainer., & Potter. (2003). *Introduction to information technology*. New Delhi, India: John Wiley and sons.
2. Sinha, P.K., & Sinha, P. (2002). *Foundation of computing*. New Delhi, India: BPB.
3. O'Brien, J. A. (2005). *Introduction to information systems*. New Delhi, India: TMH.
4. Norton, P. (2001). *Introduction to computers*. New Delhi, India: TMH.
5. Rajaraman, V. (2004). *Introduction to information technology*. New Delhi, India: PHI.

If the course is available as Generic Elective then the students of following departments may opt it.

NA

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	18
2) Presentations /Seminar	3
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	
5) ESE	75
Total:	100

Prerequisites for the course: MBA 1st year

Course Learning Outcomes:

- CO1 The student will be able explain about the various types of database models.
- CO2 The student gains knowledge about the working of relational model with the help of various SQL queries.
- CO3 Students able to use database software like Oracle
- CO4 The conceptual knowledge of remote data access, data warehousing and mining helps the student understand more about working pattern of Industries.
- CO5 Able to know the security & administrative functions of database system
- CO6 The student able to use SQL like DDL and DML.