IIMT UNIVERSITY MEERUT
Transforming Education System, Transforming Lives
UGC Approved Section 2(f) & 12B
NAAC Accredited with A GRADE

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SCHOOL OF COMMERCE & MANAGEMENT

ACADEMIC HAND BOOK



+91-9897474598 www.iimtu.edu.in O-Pocket, Ganga Nagar, Mawana Road, Meerut-250001

ORDINANCE & ACADEMIC REGULATION
Bachelor of Commerce (Honours)
(Academic Session 2025-26)

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1. PREAMBLE

As per the recommendations of UGC/Higher Education Institutions in India/ UP Higher Education department, the IIMT-University has introduced Choice Based Credit System (CBCS) from the academic year 2021-22. Choice Based Credit System (CBCS) is a proven, flexible mode of learning in higher education which facilitates a student to have guided freedom in selecting his/her own choices of courses in the curriculum for completing a degree program.

CBCS offers a flexible system of learning.
The system permits a student to

(i) Learn at their own pace through flexible registration process.
(ii) Choose electives from a wide range of courses offered by parent and other departments.
(iii) Undergo additional courses to acquire the required number of credits for obtaining BACHELOR OF COMMERCE (HONOURS).
(iv) Undergo additional courses in their special areas of interest and earn additional credits to obtain Bachelor of Commerce (Honours) with Specialization.
(v) Adopt an interdisciplinary approach in learning.
(vi) Avail transfer of Credits.
(vii) Gain Non – CGPA credits to enhance skill/employability by taking up project work, entrepreneurship, co-curricular and vocational training.
(viii) Make the best use of the expertise of available faculty.
(ix) Learn and earn credits through MOOC, and Project Based Learning.
(x) Enhance their Knowledge, Skill and Attitude through participation in innovative Curriculum Design, Delivery and Assessments.

The Curriculum is designed to take into the factors listed in the Choice Based Credit System (CBCS) with focus on Project Based Learning and Industrial Training to enable the students to become eligible and fully equipped for employment in industries choose higher studies or entrepreneurship.

2. DEFINITIONS AND NOMENCLATURE

In these Regulations, unless the context otherwise requires:

1. "Programme" means Degree Programme like Bachelor of Commerce (Honours) Degree Programme.
2. "Discipline" means specialization or branch of Bachelor of Commerce (Honours).Degree Programme, (e.g., Bachelor of Commerce (HONOURS))
3. "Course" means a theory or practical subject that is normally studied in a semester.
4. "Vice – Chancellor of IIMT-University" means the Head of the University.
5. "Registrar" is the Head of all General Administration of the University.
6. "Dean" means the authority of the School who is responsible for all academic activities of various programmes and implementation of relevant rules of these Regulations pertaining to the Academic Programmes.
7. "Controller of Examinations" means the authority of the University who is responsible for all activities related to the University Examinations, publication of results, award of grade sheets and degrees.
8. "Dean – Student Welfare" is responsible for all student related activities including student discipline, extra and co – curricular activities, attendance and meetings with class representatives, Student Council and parent – teacher meet.

9. "HoD" means the Head of the Department concerned.
10. "University" means IIMT-University, Meerut.
11. "TCH" means Total Contact Hours – refers to the teaching – learning periods.
12. "BoS" means Board of Studies.
13. "Class Co-ordinator" is a faculty of the class who takes care of the attendance, academic performance, and the general conduct of the students of that class.
14. "IA" is Internal Assessment which is assessed for every student for every course during the semester.
15. "ESE" is End Semester Examination conducted by the University at the End of the Semester for all the courses of that semester.
16. "UGC" means University Grants Commission.
17. "MHRD" means Ministry of Education, Govt. of India.
18. "HEI" means Higher Education Institutions.

3. VISION AND MISSION OF THE SCHOOL

Vision of School of Commerce and Management

To evolve into centre of excellence imparting management education, consultancy & research promoting corporate excellence, entrepreneurship & global leadership.

Mission of School of Commerce and Management

M1 The essence of School of Commerce & Management is to constantly strive to provide an in-depth knowledge to its students so that they add value to the existing treasures of business and managerial concepts.

M2 To promote critical thinking and spirit of enquiry among our students so that they develop creative approach by which they are able to provide workable solutions to complex business problems.

M3 To deliver multidisciplinary knowledge through modern pedagogy in a way where ethics and social commitments will be the corner stone for our students.

4. PROGRAMME EDUCATIONAL OBJECTIVES (PEO)

The Programme Educational Objectives (PEOs) of Bachelor of Commerce (Honours):

PEO1:	Graduates of the program will receive adequate academic inputs to adapt themselves into business world.
PEO2:	Display practical skills, required to work as tax consultant, audit assistant and other financial supporting services and will be able to become a successful financial advisor.
PEO3:	Plan and develop the start-ups and entrepreneurial ventures independently through skills developed during the tenure of programme.
PEO4:	To foster the growth of morally and socially responsible corporate leaders.
PEO5:	To improve student's hard and soft skills.
PEO6:	Graduates of the program will have innovative ideas and potential to contribute for the development of and administration for Commerce, and business industry.
PEO7:	Graduates will be able to contribute favourably to the business world.
PEO8:	Demonstrate leadership qualities required to lead the diverse teams and small groups to achieve the common goals of the organization.

5. PROGRAM OUTCOMES (POS)

PO1:	Graduate Students can independently start up their own Business. Students can get thorough knowledge of finance and commerce.
PO2:	Graduates will have the knowledge of different specializations in Accounting, costing, banking and finance with the practical exposure helps the students to stand in organization.
PO3:	Graduates will exhibit relevant financial accounting career skills and application of both quantitative and qualitative knowledge to their future careers in business.
PO4:	Graduate will demonstrate the ability to design, analyze and conduct experiments, as well as to interpret data.
PO5:	Graduate will demonstrate the ability to design a Commerce system or a develop an administrative policy to meet the industry requirements and other professional fields.
PO6:	To develop moral values and professional code of ethics, to inculcate life skills and become a responsible citizen.
PO7:	Graduates will be able to segment the market based on analysis of the applicable factors and analysis of consumer behavior.
PO8:	Graduate will exhibit the awareness of contemporary issues focusing on the necessity to develop new material, design, testing and solution for environmental problems pertaining to Airlines, Aviation industry and allied travel industries.
PO9:	Graduates will appraise the multi-dimensional business situations and assess the financial health of companies.
PO10:	Graduate will be able to communicate effectively both in verbal and non-verbal forms. Graduates will have a firm administrative, Commerce and communication base that helps them to find a placement in the commerce & business.

6. PROGRAM SPECIFIC OUTCOMES: (PSO'S)

Graduates of the department will attain:

PSO1:	The course provides the students thorough and inclusive knowledge of the areas of commerce i.e. finance, marketing, international business, marketing, corporate and business laws, accounting and taxation etc.
PSO2:	The course will train the students to develop critical thinking approach to solve real life multi-dimensional business problems through method and procedures used in commerce.
PSO3:	The programme enables the students to be technologically updated and in still entrepreneurial skills and competencies to become an entrepreneur.
PSO4:	Students will learn relevant financial accounting skills, thereby applying both quantitative and qualitative knowledge for the holistic development of the society.

7. ADMISSION

The admission policy and procedure shall be decided from time to time by the University based on the guidelines issued by the UGC/ Ministry of Education (MOE), Government of India. Seats are also made available for Non-Resident Indians and foreign nationals, who satisfy the admission eligibility norms of the University as per the UGC Norms.

8. ELIGIBILITY IN ALL YEAR AS NEP (ENTRY & EXIT) AS PER NHEQF AND NSQF (IF APPLICABLE)

(i) Regular Entry

The Candidate should have qualified in 10 + 2 examination and should have obtained at least 40% marks (As per UGC/GOI/Sate govt. norms are applicable in case of candidate belonging to reserved category) in the qualifying examination.

9. CURRICULUM

The curriculum for Bachelor of Commerce (Honours) Programme is designed to have minimum and maximum credits as per the evaluation scheme. Credits are distributed across six semesters of study for the award of degree.

10. MEDIUM OF INSTRUCTION

The medium of instruction is English for all courses, examinations, seminar, presentations and project reports.

11. UNDER CHOICE BASED CREDIT SYSTEM (CBCS)/LOCF/OBE

Structure of the Bachelor of Commerce (Honours) Degree Programme

Bachelor of Commerce (Honours) Degree Programmes will have the curriculum and syllabus (for 3 years) as approved by the respective Board of Studies and Academic Council of the University.

The curriculum for Bachelor of Commerce (Honours) programme is designed to have minimum and maximum credits as per the scheme of 151-171 credits that are distributed across six semesters of study for the award of degree.

Under CBCS, the degree programme will consist of the following categories of courses:

1. Core Course-CC
2. Discipline Specific Elective-DSE
3. Generic Elective-GE
4. Ability Enhancement Compulsory Courses-AECC
5. Skill Enhancement Courses-SEC
6. Research Project (RP)
7. Internship (Industrial/Research)
8. MOOCS
9. Minor Certification Integrated with UG Degree
10. Comprehensive Viva

Table 1. Distribution of Credits (Evaluation Scheme)

No.	Category	
1.	Core Course (Theory)-CC	**As per Format 1 & 2 of CBCS**
2.	Discipline Specific Elective (Theory)- DSE	
3.	Generic Elective (Theory)-GE	
4.	Ability Enhancement Compulsory Courses-AECC	
5.	Skill Enhancement Courses-SEC	
6.	Research Project (RP)	
7.	Internship (Industrial/Research)	
8.	MOOCS	
9.	Minor Certification Integrated with UG Degree	
10.	Comprehensive Viva	

12. REGISTRATION FOR COURSES IN A SEMESTER

A student will be eligible for registration of courses only if he/she satisfies the regulation and has cleared all dues to the University, Hostel and Library up to the end of the previous semester if student is not debarred from enrolment on disciplinary grounds.

The university follows a flexible Choice Based Credit System. Accordingly, the students shall be given the option for selecting their courses, credits, teachers, slots and create their timetable. The student is given the option of selecting the number of credits to undergo in a semester, subject to the curriculum requirements of minimum and maximum.

Except for the first-year courses, registration for a semester will be done during as pacified week before the start of the semester as per the Academic Calendar.

Late registration /enrolment will be permitted by the Dean of the School for genuine cases, on recommendation by the Head of the respective department, with a late fee as decided from time to time.

The student shall make the choice of course in consultation with the Class Coordinator and as stipulated from time to time.

Students shall have to pay additional fee as prescribed, for registering in certain elective courses under Generic Electives courses offered by certain specific Departments and for higher level Foreign Languages, as decided from time to time.

13. ATTENDANCE

The faculty handling a course must finalise the attendance, 3 calendar days before the last instructional day of the course and submit to the HoD through the class teacher:

a. A student with less than 75% attendance (Total Contact Hours -"TCH") in any course, will not be permitted to appear for the end-semester examination in that course, irrespective of the reason for the shortfall of the attendance. The student is however permitted to avail Academic Leave up to 10% for attending academic related activities like, Industrial Visits, Seminars, Conferences, Competitions etc., with the prior approval of the HoD. After the event, the student should submit the relevant documents for proof to the HoD for approval of the Academic Leave.

b. The remaining 25% allowance in attendance is given to account for activities under NCC / NSS / Cultural / Sports/Medical exigencies etc.

13.1 Condonation of Medical Cases

For medical cases, submission of complete medical history and records with prior information from the parent / guardian to Dean (Students Welfare) DSW is mandatory. And put-up recommendations to the Vice–Chancellor. Such condonation is permitted only twice for a student in the entire duration of the programme.

13.2 Additional Condonation

Additional Condonation may be considered in rare and genuine cases which includes, approved leave for attending select NCC / Sports Camps, cases requiring prolonged medical

treatment and critical illness involving hospitalization. For such select NCC / Sports Camps prior permission for leave shall be obtained by the respective Dean / Director of sports from the designated authority, before deputing the students.

The Vice-Chancellor, based on the recommendation of Dean may then give condonation of attendance, only if the Vice-Chancellor deems it fit and deserving. But in any case, the condonation cannot exceed 10%.

14. ASSESSMENT PROCEDURE

14.1 Internal Assessment – 25 Marks (IA) & Eternal Assessment (EA) 75 Marks

14.2 Practical Assessment (as per format 1 and 2)
BACHELOR OF COMMERCE (HONOURS) course shall have two components of assessment namely,

a. Internal Assessment Marks "IA": This assessment will be carried out throughout the semester as per the Academic Schedule.

b. End Semester Examination Marks "ES": This assessment will be carried out at the end of the semester as per the Academic Schedule.

15. RESEARCH PROJECT/ SEMESTER PROJECT – ASSESSMENT CRITERIA

The general guidelines for assessment of Project are given in Table 2.

Table 2: Assessment pattern for Research Project / Semester Project

S. No.	Review / Examination scheme	Broad Guidelines	Weight age
1	First Review	Concept	10%
2	Second Review	Design	10%
3	Third Review	Experiment/Analysis	20%
4	Final Review/ESM	Project report and Viva – Voce, Results and Conclusion	60%

16. INTERNSHIP – RESEARCH/INDUSTRIAL INTERNSHIP

A student has to compulsorily attend summer internship at the end of 4th semester for a period of 3-4 weeks. In lieu of summer / winter internship, the student is permitted to register for undertaking project work under a faculty of the University and carry out the project for minimum period of 30 days. In both the cases, the internship report in the prescribed format duly certified by the faculty in-charge shall be submitted to the HoD. The evaluation will be done through presentation and viva. The course will have a weight age as defined in the respective curriculum.

For the final year project and Viva–Voce end semester examination, the student shall submit ta Project Report in the prescribed format issued by the School/University. The reviews will be conducted by a committee constituted by the Head of the Department. The end – semester assessment will be based on the project report and a viva on the project conducted by a committee constituted by Controller of examination. This may include an external expert.

17. FOR NON – CGPA COURSES/ AUDIT COURSES

The Assessment will be done based on the respective assessment as per rubrics approved by Board of Studies (BOS).

A student securing less than the minimum specified internal assessment marks in any course will not be permitted to appear for the end-semester examination in that course and will be graded under "CO (Carry Over)" category for that course. This will be denoted in the grade sheet as "CO (Carry Over)", till the course is successfully completed in the subsequent semester(s).

18. CREDIT WEIGHTAGE

Credits are the weightage, assigned to the courses based on the following general pattern:

One Hour	1 credit
Two Hour Practical	1 credit

19. MAXIMUM DURATION OF THE PROGRAMME/PROMOTION POLICY

A student may complete the programme at a slower pace than the regular pace, but in any case, in not more than N+2 years.

A student completing the degree programmes in the extended period will not be eligible for university ranking.

20. MAXIMUM GAPS BETWEEN SEMESTER/YEAR

As per UGC Norms

21. CREDIT SYSTEM AND GRADING CGPA/SGPA

Introduction

IIMT-University implemented the UGC guidelines for implementation of the choice-based credit system with a view to offer student's choice of courses within a programme with a flexibility to complete the programme by earning credits at a pace decided by the students themselves. The system allowed students to choose inter-disciplinary, intra-disciplinary courses according to their learning needs, interest and aptitude. It was considered as a cafeteria approach and was expected to provide mobility to students.

As per the Current credit system practiced in institutions needs comprehensive reforms as they offer very little flexibility, choice and are less learner centric. Degrees offered today are more self-contained focusing on a specialization area and depend a lot on knowledge available with the faculty from the department only. Though the most requisite credit system does exist, wherein students are given a wide choice and flexibility, these exist as small islands in the vast ocean of thousands of educational institutes in India. In such institutions, the curriculum is frequently designed which is learner centric and offering a wide specialization area for students to pick and choose courses from.

The institutions shall make attempts wherein the design of the credit system and the teaching and evaluation modes shall be the responsibility of individual course teachers. The students should have the freedom to opt for courses from other specializations and not just from their core specialization. For this there has to be stronger collaborations between departments of the University and outside.

21.1 Grading system

The school follow the absolute grading system which is a simple procedure wherein the marks obtained by students correspond to a specific grade and grade point. It reflects the individual performance in a particular subject without any reference to the group/class. The absolute grading system has limitations and may be susceptible to some inconsistencies.

The relative grading system on the other hand provides relative performance of a student to a group/class wherein the student is ranked in a group/class on basis of relative level of achievement. In this system decisions are made in advance by the faculty members as to what proportion of students would be awarded a particular grade on the basis of their relative performance and which is done by assigning grades on basis of a normal curve. This facilitates comparative performance and eliminates negative effect of pass or fail.

Relative grading system may be used if the number of students registered for the course is at least 30. For a class of smaller size, an absolute grading scheme may be used. The statistical method may be used with adjustments to calculate the mean (M), median (Md) and standard deviation (SD) of the total marks (TM) obtained by the students registered for the course. If the mean and median coincide, the mean may be used for further computations, otherwise the median may be used. If suppose the mean is used, then the letter grades may be awarded based on the ranges specified in table below:

A grading system as shown in Table 3 will be followed.

Table 3: Grading system

Letter Grade	Range
A+	TM>M+1.75SD
A	M+1.25 SD ≤TM<M+1.75SD
B+	M+0.75 SD ≤TM<M+1.25SD
B	M+0.25 SD ≤ TM < M+0.75 SD
C+	M-0.25 SD ≤ TM < M-0.25 SD
C	M-0.75 SD ≤ TM < M-0.25 SD
D+	M-1.25 SD ≤ TM < M-0.75 SD
D	M-1.75 SD ≤ TM < M-1.25 SD
E+	M-2.0 SD ≤ TM < M-1.75 SD
E	M-2.25 SD ≤ TM < M-2.0 SD
F	M-2.25 SD > TM
CO	Carry Over (Summer / Winter) due to Attendance deficiency (between 40% and 75%)and/or I. Lack of minimum IA marks as specified in clause 10.0 Table 3.
RA	Repeat the course due to (i) Lack of minimum attendance (below 40%) in regular course.
--	DETAINED “RC” or “RA” or both in all registered theory courses of a semester. The student is detained and has to repeat the entire semester.

Letter grades may be improved based on the following scheme: Use the table above to determine grade boundaries. Look for natural gaps in the neighbourhood of grade boundaries. Choose the largest gap in the neighbourhood and make this as the grade boundary.

An 'E', 'E+' and 'F' grade may not be a purely relative grade. These may be assigned on the following basis:

- A minimum, say 30/100, may be set as pass marks for the course. A fail grade may then be awarded only if the Total Marks for the course are less than 30. Otherwise, the students may be awarded the Just Pass Grade D.

- A fail grade may be awarded to students whose marks are below the prescribed minimum even if the table above leads to a pass grade.

Similarly, a lower limit may be set for the A grade also, for instance greater than or equal to 86. Students not achieving the prescribed minimum may be awarded a lower letter grade even if the table above indicates otherwise. A pass grade may be made mandatory for both internal as well as external examinations in the case of a separate internal and external assessment,

a. Internal and External marks may be summed up with appropriate weightages to compute a total out of 100 marks. The letter grade may be assigned on this computed total.

b. Internal and external marks may be graded separately and then the assigned grade points may be used, with appropriate weightages, to compute a final grade point and letter grade.

Grading in the case of Re-evaluations, Retests and Remedial Examinations may be based on the following guidelines:

a. The ranges of marks once computed for awarding letter grades the first time, called the First Distribution (FD), will not be modified.

b. If a re-evaluation leads to a change in marks, then FD will be used to award an appropriate letter grade.

c. A retest may be permitted if:

   i. A student gets a letter grade of E+ or E. In this case, irrespective of the marks obtained, at most D grade may be awarded.

   ii. A student is unable to complete course requirements because of certified illness or tragedy. In this case FD will be used to award an appropriate letter grade.

The use of relative grading system may be recommended in autonomous institutions, institutes of national importance and institutions with high ranking. The results of the relative grading system may be shared by such institutions later with other interested institutions to implement the same.

21.2 GPA and CGPA

GPA is the ratio of the sum of the product of the number of credits Ci of course "i" and the grade points Pi earned for that course taken over all courses "i" registered and successfully completed by the student to the sum of Ci for all "i". That is,

$$GPA = \frac{\sum_i C_i P_i}{\sum_i C_i}$$

CGPA will be calculated in a similar manner, in any semester, considering all the courses enrolled from the first semester onwards.

The Grade card will not include the computation of GPA and CGPA for courses with letter grade CO, RC and U until those grades are converted to the regular grades.
A course successfully completed cannot be repeated.

22. CLASS/DIVISION

22.1 Classification is based on CGPA and is as follows:
CGPA ≥ 8.0: First Class with distinction
6.5 ≤ CGPA <8.0: First Class
5.0 ≤ CGPA <6.5: Second Class.

22.2 (i) Further, the award of 'First class with distinction' is subject to the candidate becoming eligible for the award of the degree having passed the examination in all the courses in his/her first appearance with effect from II semester, within the minimum duration of the programme.

(ii) The award of 'First Class' is further subject to the candidate becoming eligible for the award of the degree having passed the examination in all the courses within 3 years for BACHELOR OF COMMERCE (HONOURS)-Bachelor of Commerce (Honours).

(iii) The period of authorized break of the programme (vide clause 11.0) will not be counted for the purpose of the above classification.

23. TRANSFER OF CREDITS / ACADEMIC CREDIT BANK

University Grants Commission initiated the concept of National Academic Credit Bank (NAC-Bank) which will be a digital / virtual / online entity to be established and managed by UGC. The main objective of the NAC-Bank would be to facilitate student mobility across the education system wherein the credits can be accumulated and be used at alter point of time for the requirements of partial fulfilment of a degree program.

a. "Credit-transfer" means the mechanism by which the eligible HEIs registered with ABC are able to receive or provide prescribed 'credits' to individual registered ABC account in adherence to the UGC credit norms for the 'courses' registered by the desirous students in any eligible higher education institution within India.

b. Within the broad framework of these regulations, the Academic Council, based on the recommendation of the Credit Transfer Committee so constituted may permit students

to transfer part of the credit earned in other approved Universities of repute & status in the India or abroad.

c. The Academic Council may also approve admission of students who have completed a portion of course work in another approved Institute of repute under Multiple entry& Exit system, based on the recommendation of the credit transfer committee on a case-to-case basis.

d. Students who have completed coursework, at least first year, at some university other than the university to which transfer is sought (may request for transfer of admission to this university. A student may be granted admission only through an admission process that will follow the same policy as for fresh admissions. However, a uniform credit system must be followed by all universities to effect transfer of credits.

Credit Transfer request can be submitted only after the student has been admitted in the concerned program and the following conditions are met:

i. The course work has been completed at a UGC approved and accredited University through fulltime formal learning mode.

ii. The university accreditation grade/ ranking are not lower than that of the university to which the transfer is sought.

iii. The courses prescribe to the common minimum syllabus under UGC CBCS system.

iv. The letter grade obtained in the courses is "B" or better.

v. The number of credits to be transferred does not exceed the prescribed limit.

vi. The program in question must have a similar credit system, in particular, modular or semester and the same numeric and letter grading system along with common meaning of the term "credit" in numerical terms.

The aspect of shelf life of courses needs to be considered while accepting credits as obsolescence of knowledge of certain field in terms of its current relevance needs to be investigated. The time lapsed between successful completion of certain courses of the program and the admission to which program transfer is sought needs to be considered. The maximum number of credit points that may be considered under a credit transfer needs to be specified. Contextual variables such as teaching-learning approach adopted, learning facilities offered, use of evaluation modes may also be considered while preparing the credit transfer policy.

23.1 Moderation

Moderation of assessment is an organized procedure which ensures use of valid assessment material and consistent application of criteria, to provide fair academic judgment and reliable outcome in the form of marks or grades. It assures appropriate designing and implementation of assessment activities along with generation of valid and reliable results.

Integration of moderation process with assessment system is imperative for the development of academic quality in higher educational institutions as:

- It addresses any difference in individual judgments of different evaluators.
- It ensures that all achievements in the form of marks and grades across courses reflect achievement of same level of standard.
- It is also carried out to develop a common understanding of the standards and criteria and to recognize performance which demonstrates that standard or fulfils those criteria.

Moderation may be conducted in case there are large number of fail grades or high grades, or when large numbers of students who have received the same grade or clustering of students on letter grades, or when there are discrepancies between grades allocated to individual students in different courses, or to find out the difficulty level of the question paper or whether the assessments modes used cover the entire syllabus or not.

Applicability - Moderation will be made applicable to both external and internal modes of assessment. All programs and courses will indicate, as part of their statements on assessment, arrangements for the moderation of assessed work. This can be done through formulation of a moderation policy and implemented across all programs and courses of instruction and delivery. The time frame for the moderation will be linked with the time frame for assessment.

In the event moderation is triggered, an evaluation will begin with a discussion on the following (though not exhaustive) lines:

a. What are the rubrics used for each of the different types of assessment in the course? Is a standardized/ prescribed rubric used or has the instructor developed his/ her own rubric. If the instructor is using a personally framed rubric, or if there is no identified rubric, then how does the assessment map to learning outcomes?

b. The difficulty level of the questions included in the assessments, i.e., is the difficulty level on the extremes, very easy or very hard.

c. The manner of awarding marks, i.e., has the correction been at the extremes, liberal or tough.

Each department will establish a committee and designate roles and responsibilities at different levels for smooth working of the moderation process. In order to maintain neutrality, it will be ensured that moderator should not be the assessor. Staff members will be trained professionally in assessment techniques and moderation procedures. All assessment material produced by learner including examination sheets, assignments, project reports, research reports etc. will be examined.

Institutions will be encouraged to make the moderation process online. In this system, assessment plans, moderation plans, assessment tools, samples of which may be submitted online. Moderation reports will be generated online so that progress can be tracked and submitted to the COE after the approval of dean by Head of the department. The moderation will not be restricted to just assessment but also include moderation of content and assessment design.

24. CHANGE OF DISCIPLINE

"Academic Flexibility" is the provision for innovative and interchangeable curricular structures to enable creative combinations of Courses/Programmes in Disciplines of study leading to Degree/Diploma/PG Diploma/Certificate of Study offering multiple entry and multiple exit facilities in tune with National Education Policy-2020, while removing the rigid curricular boundaries and creating new possibilities of life-long learning.

25. USE OF TECHNOLOGICAL INTERVENTIONS

With the proliferation of different types of access devices, especially mobile access devices, technology has the potential to augment traditional classroom practices and revolutionize learning and evaluation methods. Technology, in fact can be an important driver to enable lifelong learning. Learning and engagement of students is facilitated by use of technology through several modes such as synchronous learning, semi-synchronous learning, blended learning, collaborative learning, flipped classroom etc. MOOC's, especially provided through SWAYAM, are a window of opportunity for lifelong learning and are offered through technology-based platforms. Learning Commerce systems (LMS) may be used by institutions to integrate the entire teaching, learning and evaluation process. The Learning Commerce System may be used by institutions to deliver academic content in blended form and to assess learning through thesis, assignments etc. Open-source learning Commerce systems such as Moodlemay be used for posting content in the form of videos, audios, e-learning modules, live class sessions etc. Use of plagiarism detection software will be highly recommended to check originality of content.

In the conduct of examinations, universities face tremendous challenges such as need for trained manpower, distribution of question paper without delays and errors, delays in evaluation of answer scripts, lack of infrastructure to conduct examinations at a large scale, non-availability of faculty members for assessment, security issues faced during paper setting and paper distribution, tampering of certificates and answer scripts etc.

For a typical examination department of an institution will be an autonomous body right from registration of student to convocation through an integrated system. In fact, steps must be taken to implement a complete examination Commerce system that considers the complete life cycle of examination process. The use of technology will reduce dependency on human intervention and be error free. The following functions will be automated:

i. Registration of students and generating unique PRN,

ii. Filling up of examination form,

iii. Generation of seat numbers and admit cards/hall tickets,

iv. Preparation of list of paper setter,

v. use of question bank system to draw question sets, question paper generation,

vi. Online distribution of question papers on the day of examination with system of encryption,

vii. Barcode system for answer books (this will eliminate issues related to errors, avoid malpractices etc.),

viii. Digitization of answer scripts and onscreen evaluation of answer sheets,

ix. Tracking of student's performance, x. Marks submission through online software,

xi. Viewing of result through online system,

xii. Online verification and revaluation system,

xiii. Digitization of certificates and mark sheets (to avoid tampering and easy retrieval),

xiv. Certificate authentication system,

xv. Submission of various other applications through online system.

The above will lead to conduct of functions of the examination system in an efficient and transparent manner and timely availability of information to students.

26. STUDENT DISCIPLINE

Every student is required to observe utmost discipline and decorum both inside and outside the campus and not to indulge in any activity against any law which may affect adversely the prestige/reputation of the University.

27. STUDENT WELFARE

Any act of indiscipline of a student will be reported by Head of the Department to the Chief Proctor/Dean (Students Welfare) with an information to Dean will be referred to a Discipline Committee constituted for the purpose. The Committee will enquire into the charges and decide on a suitable punishment if the charges are substantiated. The committee will also authorize the Chief Proctor/Dean (Students Welfare) to recommend to the Vice-Chancellor for the implementation of the decision. The student concerned may appeal to the Vice-Chancellor, whose decision will be the final.

28. RAGGING

Ragging in any form is a criminal and non-bail able offence in our country. The current State and Central legislations provide stringent punishments including imprisonment. Once the involvement of a student(s) is established in ragging, offending fellow students/staff, harassment of any nature to the fellow students/staff etc. the student(s) will be liable to be dismissed from the University, as per the laid down procedures of the UGC / Govt. /Institute. Every senior student of the University, along with their parent, shall give an undertaking every year in this regard and the same should be submitted at the time of Registration.

29. POWER TO MODIFY

Notwithstanding all that has been stated above, the Academic Council is vested with powers to modify any or all the above regulations from time to time, if required, subject to the approval by the Board of Studies and Final approval by Vice-Chancellor.

30. EXIT POINT

As per NEP

31. NC/CREDIT COURSE

For non-credit courses 'Satisfactory' or "Unsatisfactory' shall be indicated instead of the letter grade and this will not be counted for the computation of SGPA/CGPA.

32. ANY OTHER HEADING AS PER YOUR PROGRAM

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Evaluation Scheme

Bachelor of Commerce (Hons.) Year: I / Semester: I										
Sl. No.	**Sub Code**	**Subjects Title**	**Course Category**	**Periods**			**Evaluation Scheme**		**Total**	**Credits**
				L	**T**	**P**	**IA**	**EA**		
1	NBCH-111a	Financial Accounting I	Core	4	1	0	25	75	100	5
2	NBCH-112a	Micro Economics	Core	4	1	0	25	75	100	5
3	NBCH-113a	Business Organization & Management	Core	4	0	0	25	75	100	4
4	NHU-NPR-112	Environment and Ecology	AECC	4	0	0	25	75	100	4
	NHU-NPR-112P	Environment and Ecology	PR	0	0	2	15	35	50	1
5	NBCH-114a	Indian Ethos for Modern Management	VAC	2	0	0	15	35	50	2
6	Generic	**To be decided by CBCS Committee**								4
7	GNCC-101	NCC	General Elective	1	0	2	15	35	50	2
8	SPT-PC-111	SPORTS/YOGA		0	0	2	25	-	25	NC
9	NIV-111	Industrial Visit/ Seminar or Presentation the report of Visits		0	0	0	25	-	25	NC
10	NUSR-111	University Social Responsibility		0	0	0	25	-	25	NC
		Total		**18+GE**	**2**	**4**	**205+GE--220+GE**	**370+GE--405+GE**	**575+GE--625+GE**	**25**

L- Lecture
T- Tutorial
P -Practical
IA- Internal Assessment
EA -External Assessment
AECC -Ability Enhancement Compulsory Course
SEC -Skill Enhancement Course
DSE- Discipline Specific Elective

Bachelor of Commerce (Hons.) Year: I / Semester: II										
Sl. No.	**Sub Code**	**Subjects Title**	**Course Category**	**Periods**			**Evaluation Scheme**		**Total**	**Credits**
				L	**T**	**P**	**IA**	**EA**		
1	NBCH-121a	Financial Accounting II	Core	4	1	0	25	75	100	5
2	NBCH-122a	Business Statistics	Core	4	1	0	25	75	100	5
3	NBCH-123a	Macro Economics	Core	4	1	0	25	75	100	5
4	NBCH-124a	Computer Applications in Business	SEC	1	0	2	15	35	50	2
5	NHU-121	English Communication	AECC	3	0	0	15	35	50	3
6	Generic	**To be decided by CBCS Committee**								4
7	NSEC-201	MOOCS/SWAYAM	SEC	1	0	2	0	25	25	2
8	GNCC-102	NCC	General Elective	1	0	2	15	35	50	2
9	SPT-PC-211	SPORTS/YOGA		0	0	2	25	-	25	1
10	NIV-122	Industrial Visit/ Seminar or Presentation the report of Visits		0	0	0	25	-	25	NC
11	NUSR-122	University Social Responsibility		0	0	0	25	-	25	NC
		Total		**18+GE--19+GE**	**3**	**6--6**	**180+GE--195+GE**	**330+GE--365+GE**	**500+GE--550+GE**	**25**

Bachelor of Commerce (Hons.) Year: II / Semester: III										
Sl. No.	**Sub Code**	**Subjects Title**	**Course Category**	**Periods**			**Evaluation Scheme**		**Total**	**Credits**
				L	**T**	**P**	**IA**	**EA**		
1	NBCH-231	Cost Accounting	Core	3	1	0	25	75	100	4
2	NBCH-232	Entrepreneurship & Innovation	SEC	3	0	0	25	75	100	3
3	NBCH-234	Auditing	Core	3	1	0	25	75	100	4
4	NBCH-235	Cyber Security	VAC	2	0	0	15	35	50	2
5	UVE-301	Universal Human Values	AECC	3	0	0	15	35	50	3
		To be decided by CBCS Committee								4
6	GNCC-201	NCC	General Elective	1	0	2	15	35	50	2
7	NSPS-233	SPORTS/YOGA		0	0	0	25	-	25	NC
8	NIV-233	Industrial Visit/ Seminar or Presentation the report of Visits		0	0	0	25	-	25	NC
9	NUSR-233	University Social Responsibility		0	0	0	25	-	25	NC
		TOTAL		**14+GE--15+GE**	**2**	**0--2**	**180+GE--205+GE**	**295+GE--330+GE**	**475+GE--525+GE**	**20**

Bachelor of Commerce (Hons.) Year: II / Semester: IV										
Sl. No.	**Sub Code**	**Subjects Title**	**Course Category**	**Periods**			**Evaluation Scheme**		**Total**	**Credits**
				L	**T**	**P**	**IA**	**EA**		
1	NBCH-241	Corporate Accounting	Core	3	1	0	25	75	100	4
2	NBCH-242	Research Methodology	Core	3	1	0	25	75	100	4
3	NBCH-243	Business Environment	DSE	3	0	0	25	75	100	3
4	NBCH-244	Business Law	Core	3	0	0	25	75	100	3
6	NBCH-245	Professional Skills	AECC	3	0	0	15	35	50	3
7		**To be decided by CBCS Committee**								4
8	NSEC-401	MOOCS/SWAYAM	SEC	1	0	2	0	25	25	2
9	GNCC-202	NCC	General Elective	1	0	2	15	35	50	2
10	NSPS-244	SPORTS/YOGA		0	0	0	25	-	25	NC
11	NIV-244	Industrial Visit/ Seminar or Presentation the report of Visits		0	0	0	25	-	25	NC
12	NUSR-244	University Social Responsibility		0	0	0	25	-	25	NC
		TOTAL		**16+GE--18+GE**	**2**	**2--4**	**190+GE--205+GE**	**360+GE--395+GE**	**550+GE--600+GE**	**23**

Bachelor of Commerce (Hons.) Year: III / Semester: V										
Sl. No.	**Sub Code**	**Subjects Title**	**Course Category**	**Periods**			**Evaluation Scheme**		**Total**	**Credits**
				L	**T**	**P**	**IA**	**EA**		
1	NEBCH-501	Management Accounting	Core	4	2	0	25	75	100	6
2	NEBCH-502	Strategic management	Core	4	0	0	25	75	100	4
3	NEBCH-513	E-filing of Returns	SEC	1	0	2	15	35	50	2
4	GENCC-301	NCC	General Elective	1	0	2	15	35	50	2
5	NESPS-555	SPORTS/YOGA		0	0	0	25	-	25	NC
6	NEREC-512	Project Report (Audit)	PR	0	0	8	0	150	150	4
***Discipline Specific Elective:- A student would choose two subjects from any one group**										
Group A (Accounting & Finance) (Any Two)										
7	NEBCH-503	E-Commerce	DSE -1	4	0	0	25	75	100	4
8	NEBCH-504	Personal Finance & Planning	DSE-2	4	0	0	25	75	100	4
9	NEBCH-505	Financial Markets, Institutions & Services	DSE-3	4	0	0	25	75	100	4
Group B (Banking & Insurance) (Any Two)										
10	NEBCH-506	Insurance and Risk Management	DSE -4	4	0	0	25	75	100	4
11	NEBCH-507	Principles Of Insurance	DSE-5	4	0	0	25	75	100	4
12	NEBCH-508	Compensation Management	DSE-6	4	0	0	25	75	100	4
Group C (International Business) (Any Two)										
13	NEBCH-509	Fundamentals of International Business Management	DSE -7	4	0	0	25	75	100	4
14	NEBCH-510	International HRM	DSE-8	4	0	0	25	75	100	4
15	NEBCH-511	Strategy in Emerging Markets	DSE-9	4	0	0	25	75	100	4
		TOTAL		**17-18**	**2**	**10--12**	**140-155**	**485-520**	**625-675**	**24-26**

Bachelor of Commerce (Hons.) Year: III / Semester: VI										
Sl.No.	**Sub Code**	**Subjects Title**	**Course Category**	**Periods**			**Evaluation Scheme**		**Total**	**Credits**
				L	**T**	**P**	**IA**	**EA**		
1	NEBCH-601	Income Tax	Core	4	2	0	25	75	100	6
2	NEBCH-602	Company Law	Core	4	0	0	25	75	100	4
3	NEBCH-612	Digital Marketing	SEC	2	0	0	15	35	50	2
4	GENCC-302	NCC	General Elective	1	0	2	15	35	50	2
5	NESPS-666	SPORTS/YOGA		0	0	0	25	-	25	NC
6	NEREC-613	Comprehensive Viva (Audit)	Core	0	0	0	-	100	100	4
***Discipline Specific Elective:- A student would choose two subjects from any one group**										
Group A (Accounting & Finance) (Any Two)										
7	NEBCH-603	Computerized Accounting systems	DSE-1	3	0	2	25	75	100	4
8	NEBCH-604	Business Tax Procedures & Management	DSE-2	3	1	0	25	75	100	4
9	NEBCH-605	Security Analysis & Portfolio Management	DSE-3	3	1	0	25	75	100	4
Group B (Banking & Insurance) (Any Two)										
10	NEBCH-606	Fundamentals of Investment	DSE-4	4	0	0	25	75	100	4
11	NEBCH-607	Banking and Insurance	DSE-5	4	0	0	25	75	100	4
12	NEBCH-608	Foreign Exchange	DSE-6	4	0	0	25	75	100	4
Group C (International Business) (Any Two)										
13	NEBCH- 609	International Trade Logistics	DSE-7	4	0	0	25	75	100	4
14	NEBCH-610	International Economics	DSE-8	4	0	0	25	75	100	4
15	NEBCH-611	Global Value Chain & Trade Facilitation	DSE-9	4	0	0	25	75	100	4
		TOTAL		**16-17**	**4**	**2--4**	**140-155**	**435-470**	**575-625**	**24-26**

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IIMTU-NEP IMPLEMENTATION

NEP-2020 IMPLEMENTATION (FORMAT-1)

CBCS: STATEMENT OF CREDITS DISTRIBUTION 2025

College/School: School of Commerce & Management **Programme:B.COM-H** **Duration: UG (Hons./Research) 8 Sem**	**Credit range: 160 for B.COM (Hons.)** **(Suggested by CBCS-NEP Committee)**

Attached guidelines to be followed:

Course	Credit	Semester	CORE (Th 4+P 2) Major	DSE (Th 4+P 2) Minor	AECC (Th 3)	SEC **	GE (Th 4) Interdisciplinary	General Elective (2)	Value Added Course (VAC) (2)	Industrial Training/ Survey / Research Project (4)	Total Credits
UG Level 5 Entry 1: The entry requirement for Level 5 is Secondary School Leaving Certificate **Exit1:A Certificate in Bachelor of Commerce (Honours) Will be awarded** when a student exits at the end of year 1 (Level 5).		Ist	NBCH-111a (C=5) Financial Accounting -I NBCH-112a (C=5) Micro Economics NBCH-113a (C=4) Business Organization and Management		NHU-NPR-112(C=5) Environment and Ecology	SPT-PC-111 (C=NC) Sports/Yoga NUSR-111 (C=NC) University Social Responsibility	GE (C=4)	GNCC-101 (C=2)	NBCH-114a (C=2) Indian Ethos for Modern Management	NIV-111 (C=NC) Industrial Visit/ Seminar or Presentation the report of Visits	25

		2nd	NBCH-121a (C=5) Financial Accounting -II NBCH-122a (C=5) Business Statistics NBCH-123a (C=5) Macro Economics		NHU-121 (C=3) English Communication	NBCH-124a (C=2) Computer Applications in Business NSEC-201 (C=2) MOOCS/SWAYAM NUSR-122 (C=NC) University Social Responsibility SPT-PC-211 (C=1) SPORTS/ YOGA	GE (C=4)	GNCC - 102(C=2)		NIV-122 (C=NC) Industrial Visit/ Seminar or Presentation the report of Visits	25
Entry and Exit point											
Level 6 Entry 2: The entry requirement for Level 6 is a certificate obtained after completing the first year (two semesters) of the undergraduate programme.		3rd	NBCH-231 (C=4) Cost Accounting NBCH-234 (C=4) Auditing		UVE-301 (C=3) Universal Human Values	NBCH-232 (C=3) Entrepreneurship and Innovation NSPS-233 (C=NC) SPORTS/YOGA NUSR-233 (C=NC) University Social Responsibility	GE (C=4)	GNCC - 201(C=2)	NBCH-235 (C=2) Cyber Security	NIV-233 (C=NC) Industrial Visit/ Seminar or Presentation the report of Visits	20

Exit 2: At the end of the 2nd year, if a student exits, **a diploma in Bachelor Of Commerce (Honours) Shall be awarded** (Level 6).						NSPS-233 (C=NC) SPORTS/YOGA NUSR-233 (C=NC) University Social Responsibility				
		4th	NBCH-241 (C=4) Corporate Accounting NBCH-242 (C=4) Research Methodology NBCH-244 (C=3) Business Law	NBCH-243 (C=3) Business Environment	NBCH-245 (C=3) Professional Skills	NSEC-401 (C=2) MOOCS/SWAYAM NSPS-244 (C=NC) SPORTS/YOGA NUSR-244 (C=NC) University Social Responsibility	GE (C=4)	GNCC-202 (C=2)	NIV-244 (C=NC) Industrial Visit/ Seminar or Presentation the report of Visits	23
Entry and Exit point										
UG		5th	NEBCH-501 (C=6) NEBCH-502 (C=4)		NEBCH-513 (C=2)	NEBCH-503 (C=4) NEBCH-504 (C=4) NEBCH505 (C=4) NEBCH-506(C=4) NEBCH-507 (C=4) NEBCH-508 (C=4) NEBCH-509(C=4) NEBCH-510 (C=4) NEBCH-511 (C=4) (4*2=8) A STUDENT CAN CHOOSE TWO SUBJECTS FROM EITHER GROUP		GENCC-301 (C=2) NESPS-555 (C=NC)	NEREC-512 (C=4)	

		6th	NEBCH-601 (C=6) NEBCH-602 (C=4)		NEBCH-603(C=2)	NEBCH-612 (C=4) NEBCH-604 (C=4) NEBCH605 (C=4) NEBCH-606(C=4) NEBCH-607 (C=4) NEBCH-608 (C=4) NEBCH-609(C=4) NEBCH-610 (C=4) NEBCH-611 (C=4) (4*2=8) A STUDENT CAN CHOOSE TWO SUBJECTS FROM EITHER GROUP		GENCC-302(C=2) NESPS-666 (C=NC)	NEREC-613 (C=4)	

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IIMTU-NEP Implementation (2025) : Exit Points

Programme	Year	Semester (15 weeks)	Paper	Credit	Periods per Week	Periods (Hours) per Semester	Paper Title	Unit (Periods per semester)	Prerequisite	Elective (For other faculty)
Certificate in Commerce (45+NCC Credits)	FIRST YEAR	SEMESTER -I	NBCH-111a	5	4 L+1T	50	Financial Accounting-I	5	10+2 Any Recognized Board or School	
			NBCH-112a	5	4L+1T	50	Micro Economics	5		
			NBCH-113a	4	4 L	40	Business Organization & Management	4		
			NHU-NPR-112	5	4 L+2P	50	Environment and Ecology	5		
			NBCH-114a	2	2L	20	Indian Ethos for Modern Management	2		
			----------	------	------	-----	Generic Elective by CBCS Committee	-------		
			GNCC-101	2	1L +2P	20	NCC			
			NIV-111	-	-	-	Industrial Visit/Seminar			
			NUSR-111	-	-	-	University Social Responsibility			
			SPT-PC-111	-	2P		SPORTS/YOGA			
		SEMESTER - II	NBCH-121a	5	4 L+1T	50	Financial Accounting-II	5		
			NBCH-122a	5	4 L+1T	50	Business Statistics	5		
			NBCH-123a	5	4L+1T	50	Macro Economics	5		
			NBCH-124a	2	1L+2P	30	Computer Applications in Business	3		
			NHU-121	3	3 L	30	English Communication	3		
			----------	---	-----	----20	Generic Elective by CBCS Committee	----		
			GNCC-102	2	1L+2P	20	NCC			
			NIV-122	-	1P	-	Industrial Visit/Seminar			
			NUSR-122	-	1P	-	University Social Responsibility			
			NSEC-201	2	1L+2P		MOOCS/SWAYAM.			
			SPT-PC-211	1	2P		SPORTS/YOGA			

Programme	Year	Semester (15 weeks)	Paper	Credit	Periods per Week	Periods (Hours) per Semester	Paper Title	Unit (Periods per semester)	Prerequisite	Elective (For other faculty)
Diploma in Commerce (88+NCC Credits)	SECOND YEAR	SEMESTER -III	NBCH-231	4	3 L+1T	60	Cost Accounting	5	Must have completed a certificate in Bachelor of Commerce	
			NBCH-232	3	3L	45	Entrepreneurship & Innovation	5		
			NBCH-234	4	3 L+1T	60	Auditing			
			NBCH-235	2	2L	30	Cyber Security	5		
			UVE-301	3	3 L	45	Universal Human Values			
			GE	----	----	----20	Generic Elective by CBCS Committee	5		
			GNCC-201	2	1 L+2P	20	NCC	5		
			NIV-233	-			Industrial Visit/Seminar	----		
			NUSR-233	-			University Social Responsibility			
			NSPS-233	-	2P		SPORTS/YOGA			
		SEMESTER - IV	NBCH-241	4	3 L+1T	60	Corporate Accounting	5		
			NBCH-242	4	3 L+1T	60	Research Methodology	5		
			NBCH-243	3	3L	45	Business Environment	5		
			NBCH-244	3	3L	45	Business Law	5		
			NBCH-245	3	3L	45	Professional Skills	5		
			GE	----	-----	-----	Generic Elective by CBCS Committee	-----		
			GNCC-202	2	1 L+2P		NCC			
			NIV-244	-			Industrial Visit/Seminar			
			NUSR-244	-			University Social Responsibility			
			NSEC-401	2	1L+2P		MOOCS/SWAYAM.			
			NSPS-244	-			SPORTS/YOGA			

Programme	Year	Semester (15 weeks)	Paper	Credit	Periods per Week	Semester	Paper Title	Unit (Periods per semester)	Prerequisite	Elective (For other faculty)
UG DEGREE COURSE B.COM (H) (151-171 Credits)	3rd YEAR	SEMESTER - V	1. NEBCH-501	6	4 T+2TU	60	Management Accounting	6		
			2. NEBCH-502	4	4 T	40	Strategic Management	4		
			3. NEBCH-513	2	1T+2P	20	E-Filing of Returns	2		
			GENCC-301	2	1Th+2P	20	NCC			
							Choose any two Subjects from any Group			
							A. Account & Finance			
			NEBCH-503	4	4 T	40	**a)** E-commerce	4		
			NEBCH-504	4	4 T	40	**b)** Personal Finance & Planning	4		
			NEBCH-505	4	4 T	40	**c)** Financial Market, Institutions & Services	4		
							B. Banking & Insurance			
			NEBCH-506	4	4 T	40	**a)** Insurance and Risk Management	4		
			NEBCH-507	4	4 T	40	**b)** Principles of Insurance	4		
			NEBCH-508	4	4 T	40	**c)** Compensation Management	4		
							C. International Business			
			NEBCH-509	4	4 T	40	**a)** Fundamentals of International Business management	4		
			NEBCH-510	4	4 T	40	**b)** International HRM	4		
			NEBCH-511	4	4 T	40	**c)** Strategy in Emerging markets	4		
			NESPS-555	-	1P	-	SPORTS/YOGA			
			NEREC-512	4	8P	-	Project Report (Audit)			

UG DEGREE COURSE B.COM	**3rd YEAR**	**SEMESTER -VI**	1. NEBCH-601	6	4 T+2TU	60	Income Tax	6		
			2. NEBCH-602	4	4T	40	Company Law	4		
			3. NEBCH-603	2	2T	20	Digital Marketing	2		
			GENCC-302	2	1 T+2P	20	NCC			
							Choose any two Subjects from any Group			
							A. **Account & Finance**			
			NEBCH-612	4	3 T+2P	40	a) Computerized Accounting System	4		
			NEBCH-604	4	3 T+1TU	40	b) Business Tax Procedure & Management	4		
			NEBCH-605	4	3 T+1TU	40	c) Security Analysis & Portfolio Management	4		
							B. Banking & Insurance			
			NEBCH-606	4	4 T	40	a) Fundamentals of Investment	4		
			NEBCH-607	4	4 T	40	b) Banking & Insurance	4		
			NEBCH-608	4	4 T	40	c) Foreign Exchange	4		
							C. International Business			
			NEBCH-609	4	4 T	40	a) International Trade Logistics	4		
			NEBCH-610	4	4 T	40	b) International Economics	4		
			NEBCH-611	4	4 T	40	c) Global Value Chain & Trade Facilitation	4		
			NESPS-666	-	-	-	SPORTS/YOGA			
			NEREC-613	4	-	-	Comprehensive Viva(Audit)			

PROGRAM OUTCOMES (PO'S)	PROGRAM SPECIFIC OUTCOMES: (PSO's) Graduates of the department will attain:
PO1: Graduate Students can independently start up their own Business. Students can get thorough expertise of finance and commerce.	PSO1: The course provides the students thorough and inclusive knowledge of the areas of commerce i.e. finance, marketing, international business, marketing, corporate and business laws, accounting and taxation etc.
PO2: Graduates will have the knowledge of different specializations in Accounting, costing, banking and finance with the practical exposure helps the students to stand in organization.	PSO2: The course will train the students to develop critical thinking approach to solve real life multi dimensional business problems through method and procedures used in commerce.
PO3: Graduates will exhibit relevant financial accounting career skills and application of both quantitative and qualitative knowledge to their future careers in business.	PSO3: The programme enables the students to be technologically updated and instill entrepreneurial skills and competencies to become an entrepreneur..
PO4: Graduate will demonstrate the ability to design, analyze and conduct experiments, as well as to interpret data.	PSO4: Students will learn relevant financial accounting skills, therby applying both quantitative and qualitative knowledge for the holistic development of the society**.**
PO5: Graduate will demonstrate the ability to design a Commerce system or a develop an administrative policy to meet the industry requirements and other professional fields.	
PO6: To develop moral values and professional code of ethics, to inculcate life skills and become a responsible citizen.	
PO7: Graduates will be able to segment the market based on analysis of the applicable factors and analysis of consumer behavior.	
PO8: Graduate will exhibit the awareness of contemporary issues focusing on the necessity to develop new material, design, testing and solution for environmental problems pertaining to Airlines, Aviation industry and allied travel industries business.	
PO9: Graduates will appraise the multi-dimensional business situations and assess the financial health of companies. PO10: Graduate will be able to communicate effectively both in verbal and non-verbal forms. Graduates will have a firm administrative, Commerce and communication base that helps them to find a placement in the commerce &	

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Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: Certificate **Class: B.Com (H)**	**Year: I** **Semester: I**
Credits: 5 **Theory: 5** **Practical: 0**	**Subject: FINANCIAL ACCOUNTING I**
Course Code: NBCH-111a	**Title: FINANCIAL ACCOUNTING I**

Course Objectives:

1. To understand the concepts and principles of financial accounting.
2. To Understand the IFRS and Indian AS in accounting discipline.
3. To examine a transaction and record the transaction using the double-entry accounting system employing debits and credits.
4. To get knowledge about methods of depreciation
5. To understand the financial accounting process.
6. To develop skills necessary to evaluate an enterprise's financial position.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 5 Credits

L:40,
T: 10
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit, (4Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Basic Concepts:** Introduction: Meaning and Scope, objectives of Financial Accounting, Difference between account, accounting and accountancy, Accounting v/s Book Keeping, Terms used in accounting, process of accounting, users of accounting information and limitations of Financial Accounting. Financial Accounting Principles: Concepts & Conventions. Double entry system, functions of accounting, Rules of accounts, accounting equation, role of accounting.	10
II	**Financial Accounting Standards, Capital and Revenue:** Concept, procedure for issuing accounting standards in India-General Accounting Accepted Principal, International Financial Reporting Standards (IFRS)-process of applicable, IFRS vs GAAP, List of IFRS, benefits of IFRS, Meaning and types of Capital and Revenue.	6
III	**Mechanics of Accounting:** Recording of transactions, Journal- Performa, journal entries, journalizing, different types of journal entires, Ledger, Trial Balance- features and objectives, Subsidiary Books,	12

IV	**Depreciation:** Depreciation, provisions and reserves: Meaning, need & importance of depreciation, causes of depreciation, important terms-obsolesce, depletion, scrap value, amortization, estimated life, methods of charging depreciation. Straight line method and diminishing balance method, (WDV &SLM), meaning of provisions & Reserves,	10
V	**Analysis of Financial Statement:** Preparation of final accounts, Preparation of Trading and Profit & Loss Account and Balance Sheet of sole proprietary business.	12

Reference / Text Books:

1. Maheshwari, S.N. and Maheshwari, S. K. (2018). *Financial Accounting*. Vikas Publishing House, New Delhi.
2. Tulsian, P.C. and Tulsian, B. (2016). *Financial Accounting*. S Chand Publishing, New Delhi.
3. Jain, S.P. and Narang, K.L. (2023). *Financial Accounting*. Kalyani Publishers, New Delhi.
4. Nirmal, G. (2017*). Financial Accounting*. Sahitya Bhawan Publications, Agra.
5. Shukla, M.C., Grewal, T.S. and Gupta, S.C. (2017). *Advanced Accounts*. S. Chand & Co., New Delhi.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Develop the ability to use accounting concepts, principles, and frameworks to analyze and effectively communicate information to a variety of audiences.
CO2: Understanding about IFRS and their application in Accounting.
CO3: Get Knowledge about the application of Double Entry system.
CO4: Understanding to differentiate capital and revenue receipt and expenditure.
CO5: Understanding about various methods of depreciation.
CO6:Develop the skills needed to analyze financial statements effectively.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: Certificate **Class: B.Com (H)**	**Year: I** **Semester: I**
Credits: 5 **Theory: 5** **Practical: 0**	**Subject: MICRO ECONOMICS**
Course Code: NBCH-112a	**Title: MICRO ECONOMICS**

Course Objectives:

1. To provide an introduction to a broad range of economic concepts and theories.
2. To highlight various economic factors and make students familiar with the fundamentals of economics.
3. To gain an understanding of core economic principles and how they apply to a wide range of real-world issues.
4. To make them aware about the concepts of utility analysis.
5. To make them understand about demand and supply.
6. To make them understand about the various type of cost.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 5 Credits

L:40
T:10
P:0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Basic Concepts and Principles:** Meaning and Definitions of Economics. Scope of economics, features of microeconomics, limitation of microeconomics, Basic problems of an economy, Various Methods of Economics, Inductive vs. Deductive methods, Micro vs. Macro Economics, Concept of Equilibrium – Stable, unstable and Neutral Equilibrium..	10
II	**Consumer Behavior & Demand Analysis:** Theory of consumption: Cardinal Vs Ordinal approach. Utility analysis – Total Marginal and Average utility. Law of diminishing marginal utility and Law of Equi – Marginal utility, Indifference curves, Marginal Rate of Substitution. Consumer buying behavior Indifference curve analysis, Budget line, Consumer's equilibrium. Demand Analysis: Concept of demand, type of demand, Determinants of demand, Demand curve – Individual and Market demand curve, derivation of demand curve Law of demand, Movement and shift in demand. Elasticity of demand: concept, type (price elasticity, Income elasticity & cross elasticity),	12

III	**Production and Cost Analysis:** **Production function:** meaning and factors of production, types of production function, fixed and variable inputs, total average and marginal product, Law of variable Proportions, Returns to scale. Stages of returns to scale, Economies and Diseconomies of scale. Isoquants, marginal rate of technical substitution, **Cost Analysis:** Concept of Cost, Cost Function, Short Run Cost, Long Run Cost, Explicit Cost and Implicit Cost, Private and Social Cost, Fixed Cost & Variable Cost, Shape of the long run and short run average cost, average variable cost and marginal cost and fixed cost.	12
IV	**Market Structure:** Meaning, types, factors of market structure, Perfect Competition: Features, Assumption; Equilibrium of the firm in the short run and long run, Monopoly: Short-run and long-run equilibrium of monopoly firm; Price discrimination. **Imperfect Competition:** Difference between perfect competitions, monopoly and imperfect competition; Monopolistic Competition: Assumption; Short – run Equilibrium; Long run Equilibrium; Oligopoly: Causes for the existence of oligopolistic firms	8
V	**Supply:** Concept of supply, Determinants of Supply; Law of supply, Concept of revenue: Total, Average and Marginal revenue. Income Distribution and Factor Pricing-Demand for factors. Supply of factor, backward bending supply curve for labor, concepts of economic rent; Functional Distribution of Income.	8

Reference / Text Books:

1. Myneni, S. R. (2017). *Principles of Economics*. Allahabad Law Agency Pvt. Ltd.
2. Baumol, William J. (2010*). Economic Theory and Operations Analysis*, 4th Ed, Prentice Hall & PHI Learning
3. Dwivedi, D.N (2018*) Principles of Economics*, Vikas Publishing House Pvt. Ltd.
4. Vaish, M. C. and Sundharam, K.P. (1982). *Principles of Economics*. Vikas Publishing House Pvt Ltd.
5. Oster, S., Case, K. E. and Fair, R. C. (2015). *Principles of Economics*. Pearson Publications India Ltd. DhanpatRai& Co., Delhi.
6. Koutsoyiannis, A. (2005*). Modern Microeconomics*, Macmillan Press LTD

If the course is available as Generic Elective then the students of following departments may opt it.
1., 2., 3., 4., 5., 6.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Describe how microeconomic models can be used to consider fundamental economic choices of households and firms.
CO2: Interpret and use economic models, diagrams and tables to analyse economic situations.
CO3: Explain how microeconomic factors influence production.
CO4: Analyze the behavior of consumers in terms of the demand for products
CO5: Analyze the performance of firms under different market structures.
CO6: Evaluate the factors affecting firm behavior, such as production and costs

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: Certificate **Class: B.Com (H)**	**Year: I** **Semester: I**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: BUSINESS ORGANIZATION & MANAGEMENT**
Course Code: NBCH-113a	**Title: BUSINESS ORGANIZATION & MANAGEMENT**

Course Objectives:

1. To provide basic understanding about planning as a function of management.
2. To make students aware of the theories and practices in the overall field of management.
3. To enable the students gain valuable insights of functions of management into the workings of business organizations.
4. To provide knowledge about organizational hierarchy.
5. To make them aware about the advantages of an effective control system.
6. To make them familiar about the emerging issues in business organization

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L:40
T: 0
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction:** Definition, Nature, Scope and significance of Management, the evolution of Management thought, Approaches of management-classical theories, neo classical theory, modern theory, contributions of F.W. Taylor, Henri Fayol and Chester Bernard to Management Science, Functions of a manager, and Social responsibility of Managers, Values and Ethics in Management.	10
II	**Planning:** Definition, Nature, Scope and significance of Planning, Objectives, Steps of Planning, Decision making as key step in planning. Types of plan-objective, strategy, policy, procedure, rules, program. Methods, budget. The process and techniques of Decision Making, Long Range Planning, Strategies and policies. Planning vs. forecasting, methods of planning, limitation of planning.	8
III	**Organization:** Definition, Nature, Scope and significance, Approaches to Departments, Line and Staff relationship, Delegation and Decentralization, Committee system, determinants of effective organizing, Staffing – nature and significance, need, functions, staffing process, elements of staffing- difference between recruitment and selection, Selection, Appraisal and Development of Managers,	8
IV	**Directing:** Issues in managing Human factors, Motivation – nature, scope and significance, Theories and techniques, Communication-Definition and significance, Communication Barriers, Building effective communication system.	8

V	**Controlling:** Meaning and Definitions, Elements of Control Techniques, Coordination, Determinants of an Effective Control System, Managerial Effectiveness. Emerging Issues and Challenges in Business organization; Sustainability; Digitalization and Technological innovations.	6

Reference / Text Books:

1. Basu, C. R. (2017). *Business Organization and Management*. Tata McGraw Hill, New Delhi.
2. Gupta, C. B. (2011). *Modern Business Organisation*. Mayoor Paperbacks, New Delhi.
3. Singh, B. P., & Chhabra, T. N. (2021). *Business Organisation and Management*. Dhanpat Rai & Co., Delhi.
4. Robbins, S. P., & Judge, T. A. (2013*). Organizational Behaviour*, 15th Ed, Pearson
5. Jain, V. (2000). *Theory of Management,* 3rd Ed, International Book House.

If the course is available as Generic Elective then the students of following departments may opt it.
1. , 2. , 3., 4., 5., 6.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Integrate management principles into management practices.
CO2: Explain the manager's role in promoting motivation.
CO3: Apply practically the functions of management.
CO4: Understanding the nature and importance of planning in business management.
CO5: Understanding of various organizational structures and approaches.
CO6: Helps in determining an effective control system for and organization and its management.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: Certificate **Class: B.Com (H)**	**Year: I** **Semester: I**
Credits: 5 **Theory: 4** **Practical: 1**	**Subject: ENVIRONMENT AND ECOLOGY**
Course Code: NHU-NPR-112 **NHU-NPR-112P**	**Title: ENVIRONMENT AND ECOLOGY**

Course Objectives:
1. To get basic understanding on the concepts of environmental science.
2. To enable realizing the impact of environment on world society.
3. To provide knowledge about the ecosystem, biodiversity and conservation.

Nature of Paper: AECC

Minimum Passing Marks/Credits: 40% Marks / 4 Credits,
50% Marks / 1 Credits

L:,
T: ,
P: , (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (5Hrs./Week=5 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction to environmental studies:** Multidisciplinary nature of environmental studies; Scope and importance; Concept of sustainability and sustainable development.	2
II	**Ecosystems:** What is an ecosystem? Structure and function of ecosystem; Energy flow in an ecosystem: food chains, food webs and ecological succession. Case studies of the following ecosystems: Forest ecosystem. Grassland ecosystem, Desert ecosystem, Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)	8
III	**Natural Resources : Renewable and Non---renewable Resources:** Land resources and land usage; Land degradation, soil erosion and desertification. Deforestation: Causes and impacts due to mining, dam building on environment, forests, biodiversity and tribal populations. Water: Use and over---exploitation of surface and ground water, floods, droughts, conflicts over water (international & interstate). Energy Resources: Renewable and non-renewable energy sources, use of alternate energy sources, growing energy needs, case studies.	8

IV	**Biodiversity and Conservation:** Levels of biological diversity: genetic, species and ecosystem diversity; Bio geographic zones of India; Biodiversity patterns and global biodiversity hot spots India as a mega---biodiversity nation; Endangered and endemic species of India Threats to biodiversity: Habitat loss, poaching of wildlife, man---wildlife conflicts, biological invasions; Conservation of biodiversity: In---situ and Ex---situ conservation of biodiversity. Ecosystem and biodiversity services: Ecological, economic, social, ethical, aesthetic and Informational value.	8
V	**Environmental Pollution:** Environmental pollution: types, causes, effects and controls; Air, water, soil and noise pollution Nuclear hazards and human health risks Solid waste management: Control measures of urban and industrial waste. Pollution case studies.	6
VI	**Environmental Policies & Practices:** Climate change, global warming, ozone layer depletion, acid rain and impacts on human communities and agriculture Environment Laws: Environment Protection Act; Air (Prevention & Control of Pollution) Act; Water (Prevention and control of Pollution) Act; Wildlife Protection Act; Forest Conservation Act. International agreements: Montreal and Kyoto protocols and Convention on Biological Diversity (CBD). Nature reserves, tribal populations and rights, and human wildlife conflicts in Indian context.	7
VII	**Human Communities and the Environment:** Human population growth: Impacts on environment, human health and welfare. Resettlement and rehabilitation of project affected persons; case studies. Disaster management: floods, earthquake, cyclones and landslides. Environmental movements: Chipko, Silent valley, Bishnois of Rajasthan. Environmental ethics: Role of Indian and other religions and cultures in environmental conservation. Environmental communication and public awareness, case studies (e.g., CNG vehicles in Delhi).	8
VIII	**Field work:** Visit to an area to document environmental assets: river/ forest/ flora/fauna, etc. Visit to a local polluted site---Urban/Rural/Industrial/Agricultural. Study of common plants, insects, birds and basic principles of identification. Study of simple ecosystems---pond, river, Delhi Ridge, etc.	(Equal to 5 lectures)

Reference / Text Books:

1. Carson, R. 2002. Silent Spring. Houghton Mifflin Harcourt.
2. Gadgil, M., & Guha, R.1993. This Fissured Land: An Ecological History of India. Univ. of California Press.
3. Gleeson, B. and Low, N. (eds.) 1999.Global Ethics and Environment, London, Routledge.
4. Gleick, P. H. 1993. Water in Crisis. Pacific Institute for Studies in Dev., Environment & Security. Stockholm Env. Institute, Oxford Univ. Press.
5. Groom, Martha J., Gary K. Meffe, and Carl Ronald Carroll.Principles of Conservation Biology. Sunderland: Sinauer Associates, 2006.

6. Grumbine, R. Edward, and Pandit, M.K. 2013. Threats from India's Himalaya dams. Science, 339: 36---37.
7. McCully, P. 1996. Rivers no more: the environmental effects of dams(pp. 29---64). Zed Books.
8. McNeill, John R. 2000. Something New Under the Sun: An Environmental History of the Twentieth Century.
9. Odum, E.P., Odum, H.T. & Andrews, J. 1971.Fundamentals of Ecology. Philadelphia: Saunders.
10. Pepper, I.L., Gerba, C.P. & Brusseau, M.L. 2011. Environmental and Pollution Science. Academic Press.
11. Rao, M.N. &Datta, A.K. 1987. Waste Water Treatment. Oxford and IBH Publishing Co. Pvt. Ltd.
12. Raven, P.H., Hassenzahl, D.M. & Berg, L.R. 2012.Environment. 8th edition. John Wiley & Sons.
13. Rosencranz, A., Divan, S., & Noble, M. L. 2001. Environmental law and policy in India. Tripathi 1992.
14. Sengupta, R. 2003. Ecology and economics: An approach to sustainable development. OUP.
15. Singh, J.S., Singh, S.P. and Gupta, S.R. 2014. Ecology, Environmental Science and Conservation. S. Chand Publishing, New Delhi.
16. Sodhi, N.S., Gibson, L. & Raven, P.H. (eds). 2013. Conservation Biology: Voices from the Tropics. John Wiley & Sons.
17. Thapar, V. 1998. Land of the Tiger: A Natural History of the Indian Subcontinent.
18. Warren, C. E. 1971. Biology and Water Pollution Control. WB Saunders.
19. Wilson, E. O. 2006.The Creation: An appeal to save life on earth. New York: Norton.
20. World Commission on Environment and Development. 1987.Our Common Future. Oxford University Press.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	5
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report/ Seminar On Research Project Report	-
5) ESE	35
Total:	**50**

Prerequisites for the course:

Course Learning Outcomes:

CO1: Understand the importance of healthy environment.
CO2: Management of waste for creating a healthy society.
CO3: Discover knowledge in ecological perspective and value of environment
CO4: Demonstrate a comprehensive understanding of the world's biodiversity and the importance of its conservation.
CO5: Sort various pollutions into categories and describe the controls for each and learning effective management techniques.
CO6: Understanding about environmental laws and sustainable development.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: Certificate **Class: B.Com (H)**	**Year: I** **Semester: I**
Credits: 2 **Theory: 2** **Practical: 0**	**Subject: Indian Ethos for Modern Management**
Course Code: NBCH-114a	**Title: Indian Ethos for Modern Management**

Course Objectives:

1. To introduce students to the concept, principles, and relevance of Indian Ethos in modern management practices.
2. To develop an understanding of ethical and value-based management through Indian philosophical traditions.
3. To examine the management teachings of Chanakya and their application in personal, professional, and organizational settings.
4. To explore management lessons embedded in Indian scriptures such as the Bhagavad Gita, Ramayana, Mahabharata, Vedas, Bible, and Quran.
5. To familiarize students with the concepts of Karma, self-management, and ancient Indian learning systems for personal and organizational development.
6. To promote ethical leadership, cultural values, and sustainable management practices in a global business environment.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 2 Credits

L:20
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (6Hrs./Week=6 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Indian Ethos:** Meaning, Features, Need, History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices, Indian Heritage in Business Management, Ethics v/s Ethos, Indian Vs Western Management.	4
II	**Chankaya's Philosophy – A Way to Personal and Public Victory and Management:** Application and Impact of Chanakya's Philosophy in Personal life, Achieving success in professional life with Chankaya, Corporate Chanakya.	4
III	**Management Lessons from Indian Scriptures –I:** Management Lessons from Mahabharata, Management lessons from Geeta, Management Lessons from Ramayana	4
IV	**Management Lessons from Indian Scriptures –II:** Management Lessons from the Vedas, Management Lessons from the Bible, and Management Lessons from the Quran.	4

V	**Indian Systems of Learning:** Modern System of Learning: Meaning, Features, Advantages, Disadvantages. **Karma:** Meaning, Importance of Karma to Managers, Nishkama Karma. **Laws of Karma:** The Great Law, Law of Creation, Law of Humility, Law of Growth, Law of Responsibility, Law of Connection. **Corporate Karma:** Meaning, Methodology, Guidelines for Good Corporate Karma. **Self-management:** Personal Growth and Lessons from Ancient Indian Education System.	4
VI	Relevance of Value-based& Ethics Based Management in Global Change Developing Code of Culture in Organization, Ethical, and Value-Based Leadership, the impact of Values on stakeholders; Trans-cultural human values; Secular - Vs Spiritual values; value system in work culture.	4

Reference / Text Books:

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Explain the concept, significance, and principles of Indian Ethos and evaluate its relevance in contemporary management practices.
CO2: Analyze the managerial insights derived from Chanakya's philosophy and apply them to personal effectiveness and organizational success.
CO3: Interpret management principles embedded in Indian scriptures and assess their applicability in solving modern managerial challenges.
CO4: Demonstrate an understanding of Karma philosophy, self-management, and ancient Indian educational systems for personal and professional growth.
CO5: Evaluate the importance of ethical values, cultural diversity, and value-based leadership in organizational decision-making.
CO6: Develop strategies for creating ethical work cultures and responsible leadership practices in a global business environment.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: II

Programme: Certificate **Class: B.Com (H)**	**Year: I** **Semester: II**
Credits: 5 **Theory: 5** **Practical: 0**	**Subject: FINANCIAL ACCOUNTING II**
Course Code: NBCH-121a	**Title: FINANCIAL ACCOUNTING II**

Course Objectives:

1. To develop skills to analyse financial statements.
2. To get theoretical and practical knowledge about the partnership agreement.
3. To understand accounting of branch and royalty accounts.
4. To get knowledge about accounting of hire purchase agreement.
5. To develop skill to understand the accounting of joint venture business.
6. To develop skills necessary to evaluate an enterprise's financial position.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 5 Credits

L:40
T: 10
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Analysis of Financial Statement:** Ratio Analysis, Common size Balance Sheet Analysis, Comparative Balance Sheet Analysis	10
II	**Branch Accounting:** Introduction, Branch vs departmental accounts, types of braches, Branch accounting methods, Advantages and disadvantages of branch accounting.	15
III	**Specialized Accounting:** Royalty Accounts: Introduction, parties involve in royalty procedure, important terms used in royalty, practical problems.	10
IV	**Accounting for Hire Purchase and Installment System :**Calculation of interest, partial and full repossession, Hire purchase trading (total cash price basis), stock and debtor system. Concepts of operating and financial lease (theory only).	8
V	**Accounting for joint ventures:** Meaning, characteristics of joint venture, Accounting treatment of joint venture records	7

Reference / Text Books:

1. Maheshwari, S.N. and Maheshwari, S. K. (2018*). Financial Accounting*. Vikas Publishing House, New Delhi.
2. Tulsian, P.C. and Tulsian, B. (2023). *Financial Accounting*. S Chand Publishing, New Delhi.
3. Jain, S.P. and Narang, K.L. (2018). *Financial Accounting*. Kalyani Publishers, New Delhi.
4. Nirmal, G. (2017). *Financial Accounting*. Sahitya Bhawan Publications, Agra.
5. Shukla, M.C., Grewal, T.S. and Gupta, S.C. (2023*). Advanced Accounts*. S. Chand & Co., New Delhi.

If the course is available as Generic Elective then the students of following departments may opt it.	
Evaluation/Assessment Methodology	
	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Ability to analyze financial statements effectively. CO2: Development of skill to solve problems of the partnership agreement. CO3: Develop the ability to use accounting information to solve a variety of business problems. CO4: Understanding of branch and royalty accounting systems. CO5: Development of skill needed for hire purchase agreement. CO6: Understanding of accounting for joint venture business.	

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: II

Programme: Certificate **Class: B.Com (H)**	**Year: I** **Semester: II**
Credits: 5 **Theory: 5** **Practical: 0**	**Subject: BUSINESS STATISTICS**
Course Code: NBCH-122a	**Title: BUSINESS STATISTICS**

Course Objectives:

1. To compute and understand the measures of central tendency, symmetrical and asymmetrical distribution.
2. To compute and understand the measures of dispersion and skewness.
3. To understand the time series analysis and to compute index number.
4. To Performing correlation and practical role of correlation in data analysis.
5. To gain an understanding about time series
6. To gain an understanding about index number and its use.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 5 Credits

L: 40
T: 10
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4 Credit)

Unit	Contents	No. of Lectures Allotted
I	**Introduction:** Meaning, Characteristics, scope and function, limitations & misuse of statistics, Primary & secondary data, collection & editing of data, classification, Frequency distribution and statistical series, Tabulation of data. Diagrammatic and graphical presentation of data: Type of diagram: one dimensional, two dimensional, types of graph of frequency distribution, comparision between histogram and frequency polygon, cumulative frequency curve or Ogive	10
II	**Measures of Central Tendency:** Meaning and importance, Central tendency measure: Mean, weighted mean, combined mean. Median, Mode.	10
III	**Measures of Dispersion and Skewness:** Range, inter-quartile range, percentile range, quartile deviation mean deviation, standard deviation with their co-efficient, Skewness.	10
IV	**Correlation & Regression:** Meaning, features, types, importance, Simple correlation – Kari Pearson formula in grouped and ungrouped. Data, Ranking method, con-current deviations method. Simple regression analysis.	10
V	**Time Series:** Meaning, Importance and Component of Time series, Additive model, Multiplication model, Measurement of Trend- Semi average method, Moving average method and Methods of Least squares. Index Number: Meaning and types, Limitation and use of index number Test: Moving Average Method and Method of Least Square	10

Reference / Text Books:

1. Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J. (2015). *Quantitative methods for business*. New Delhi, India: Cengage.
2. Gupta S. P. (2021). *Statistical Methods*, S. Chand & Co.
3. Black, K. (2016). *Business statistics*. New Delhi, India: Willey.
4. Donnelly, R. A. (2014). *Business statistics*. New Delhi, India: Pearson.
5. Mc Clave, J. T., Benson, P. G., & Sincich, T. (2017). *Statistics for business and economics*. New Delhi, India: Pearson.
6. Sharma, J. K. (2007*), Business Statistics*, Pearson Education India.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Calculate and interpret measures of central tendency, symmetrical and asymmetrical distribution.
CO2: Calculate and interpret measures of dispersion and skewness.
CO3: Estimate the time series analysis by least square method and to calculate, understand the significance and usage of index number.
CO4: Discuss critically the uses and limitations of statistical analysis
CO5: Solve a range of problems using the techniques covered
CO6:Conduct basic statistical analysis of data.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: II

Programme : Certificate **Class: B.Com (H)**	**Year: I** **Semester: II**
Credits: 5 **Theory: 5** **Practical: 0**	**Subject: MACRO ECONOMICS**
Course Code: NBCH-123a	**Title: MACRO ECONOMICS**

Course Objectives:

1. To promote basic understanding on the concepts of macroeconomics.
2. To provide knowledge about the domestic and international macroeconomic factors.
3. To provide the student with knowledge of basic concepts of the macroeconomics and modern tools of macro-economic analysis.
4. To interpret key metrics like GDP, unemployment, and inflation to assess economic health.
5. To understand the effects of monetary and fiscal policies on aggregate demand and economic stability.
6. To examine major macroeconomic theories and their implications for policy-making and real-world issues.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 5 Credits

L: 50
T: 0
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	Basic Macroeconomics Concepts: Meaning, characteristics, scope, difference between Micro & Macroeconomics, uses of macroeconomics, Treating GDP both as Income and Expenditure, Gross Domestic Product (GDP), Gross National Product (GNP),The Difference Between GDP and GNP, Net National Product, Personal Income, Personal Disposable Income, Components of GDP: Consumption, Investment, Government Purchases, Net Exports; Real and Nominal GDP: GDP Deflator, steps for calculating GDP deflator.	12
II	Economy in the short run: Meaning, Objective and Instruments of fiscal and monetary policy, AD-AS approach; Determination of aggregate demand, Shifts in aggregate demand, Aggregate supply in the short and long run, and Aggregate demand-Aggregate supply analysis.	10
III	Concept and Variables of macroeconomics. Income, Expenditure and The Circular flow-determinants of circular flow, models of circular flow-two sector, three sector, four sector and five sector, Components of expenditure, Consumption, Saving and Investment and S-I approach, Multiplier, Determination of supply, Determination of demand, and Conditions of equilibrium.	9

IV	Open Economy: Flows of goods and capital, Saving and Investment in a small and a large open economy. Exchange rates; Balance of payments, Trade balance, current and Capital Account, Autonomous and accommodating transactions and Measures to control disequilibrium on BOP. Types of BOT, BOP vs. BOT,	10
V	Inflation, Unemployment: Inflation, Causes and Effect of rising and falling inflation, Demand pull and Cost push inflation and Measures to control inflation, Social costs of inflation. Unemployment – Natural rate of unemployment, types of unemployment	9

Reference / Text Books:

1. Dornbusch, R., Fischer, S., & Startz, R. (2004). *Macroeconomics*, 9th Ed, McGraw-Hill
2. Ahuja, H. L. (2010). *Macro Economics*, S. Chand & Company Ltd.
3. Agarwal, V. (2018). *Macroeconomics Theory and Policy*, 1st Ed, Pearson India
4. Mankiw, N. G. (2012). *Macroeconomics*, 8th Ed, Worth Publishers
5. Dwivedi, D. N. (2018). *Macroeconomics Theory and Policy*, 4th Ed, Tata McGraw Hill.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Demonstrate an understanding of the forces that shape the economic structure
CO2: Develop analytical skills and widen the understanding of macro environmental issues by applying the knowledge of macroeconomic policies and their impact on economy.
CO3: Develop linkage current economic phenomena to accepted theory and provide their opinions on current economic concerns.
CO4: Explain the behavior of macroeconomic variables at the national and international levels using macroeconomic theory.
CO5: Describe the dynamics of the energy sectors by extending macroeconomics ideas.
CO6:Understanding effect of unemployment and inflation on the economy.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: II

Programme: Certificate **Class: B.Com (H)**	**Year: I** **Semester: II**
Credits: 2 **Theory: 2** **Practical: 0**	**Subject: COMPUTER APPLICATIONS IN BUSINESS**
Course Code: NBCH-124a	**Title: COMPUTER APPLICATIONS IN BUSINESS**

Course Objectives:

1. To understand the basic concepts of computers and internet.
2. To understand the MS-Office process and usage in business.
3. To develop skills necessary to prepare an enterprise's financial statements using computer system.
4. To provide them practical application of MS power point.
5. To provide them practical application of MS Excel formulas.
6. To provide them practical application of MS Excel spread sheet.

Nature of Paper: Minor/ Elective

Minimum Passing Marks/Credits: 40% Marks / 2 Credits

L: 30
T:0
P: 30 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Basics:** Characteristics of a Computer, Advantages of Computers, Limitation of Computers, Types of Computers, Overview of operating system, function of operating system; Application software: General Purpose Packaged Software and tailor-made software. Computers in Business, Facilities Available in Computerised System, Indian Computing Environment, Meaning of Internet, Growth of internet, Owner of Internet, Anatomy of Internet, Net Etiquette, World Wide Web, Internet Protocols, Usage of Internet to business society, Search Engines.	8
II	**Overview of MS-Word:** Introduction to word Processing, Menus & Commands, Word processing concepts, features of MS- word, uses of MS-word, Use of templates, Working with word document, Opening an existing document/creating a new document, Saving, extension of Doc, Selecting text, Editing text, Finding and replacing text, Formatting text, Bullets and numbering, Tabs, Paragraph Formatting, Page Setup, Printing &various printing options, Introduction of Google docs.	8

III	**Overview of MS-Excel:** Spreadsheet concepts, Creating a work book, saving a work book, editing a work book, inserting, deleting work sheets, entering data in a cell, formula Copying, Moving data from selected cells, Handling operators in formulae: Inserting Charts- LINE, PIE, BAR, Mathematical-ROUND ALL, SUM, SUMIF, COUNT, COUNTIF, Introduction of Google sheet. Extension of Excel.	7
IV	**Overview of MS-PowerPoint:** Power point window and its elements, Different software used for PPTs, Elements of presentation, Creating an embedded word table, Creating a presentation, Moving the slides, Editing, Formatting, Sorting, Layout, Set-up row, Rehears timing. Extension of Power point, Introduction of Google slides.	7

Reference / Text Books:

1. Sanjay Saxena (2015), *A First Course in Computers,* Vikas Publishing House, New Delhi
2. Pradeep K. Sinha and Preeti Sinha (2003), *Foundation of Computing*, BPB, Publication.
3. Deepak Bharihoka (2007), *Fundaments of Information Technology*, Excel Book, New Delhi
4. V. Rajaraman (2018), Introduction to Information Technology, PHI. New Delhi
5. R. Hunt, J. Shelley (1979), *Computers and Commonsense*, Prentice Hall of India New Delhi

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	5
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report /Seminar On Research Project Report	-
5) ESE	35
Total:	**50**

Prerequisites for the course:

Course Learning Outcomes:

CO1: Develop the skills needed to operate computer system in business.
CO2: Develop the ability to use MS-Word effectively to create business documents.
CO3: Develop the ability to apply practical knowledge of computer to solve a variety of business problems.
CO4: Develop the ability to work on MS-Excel using formulas and Google sheet.
CO5: Develop understanding of MS-Power point and its working
CO6:Develop the ability to apply the knowledge practically.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: II

Programme: Certificate **Class: B.Com (H)**	**Year: I** **Semester: II**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: ENGLISH COMMUNICATION**
Course Code:NHU-121	**Title: ENGLISH COMMUNICATION**

Course Objectives:

1. To enable students to understand the mechanism of speech.
2. To learn how to use grammar communicatively to become effective and efficient communicator.
3. To develop communicative skills in real-life situations.
4. To make them understand different between verbal and non-verbal communication.
5. To make them aware about the communication barriers.
6. To improve their writing skills.

Nature of Paper: AECC

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit 2Hrs./Week=2 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction:** Nature and Process of Communication, Levels of	10
II	**Language of Communication:** Verbal and Non-verbal, Spoken and Written, Difference between General and Business Communication, Personal, Social and Business, Barriers and strategies, Intra-personal, Inter-personal and Group communication	10
III	**Speaking Skills:** Monologue, Dialogue, Group Discussion, Interview, Public Speech,	10
IV	**Reading and Understanding:** Reading Comprehension, Difference between abstract and summary, Summary Paraphrasing, Precis writing, Reading comprehension	8
V	**Writing Skills:** Notice, Report Writing, Email writing, Letter writing	7

Reference / Text Books:

1. Fluency in English- Part II (2006), Oxford University Press.
2. Business English (2008), Pearson, 2008.
3. Kumar S P (2013), *Language, Literature and Creativity*, Orient Black swan
4. John Seely (2013), *Oxford Guide to writing and speaking*, O.U.P
5. M. Asraf Rizvi (2017*), Effective Technical Communication*, Tata McGraw Hill.
6. Sydney Green baum (1996*), Oxford English Grammar*, Oxford.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	5
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report/ Seminar On Research Project Report	-
5) ESE	35
Total:	**50**

Prerequisites for the course:

Course Learning Outcomes:

CO1: Develop fluency in conversation and efficiency in interactional skills.
CO2: Produce English sounds correctly with appropriate stress and intonation.
CO3: Write effective application in English.
CO4: Students will become more conscious of using proper English grammar while writing and speaking.
CO5: Increasing students' reading fluency.
CO6:Helps students in improving their abilities to create academic papers, essays, and summaries.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: B.Com (H)**	**Year: II** **Semester: III**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: COST ACCOUNTING**
Course Code: NBCH-231	**Title: COST ACCOUNTING**

Course Objectives:

1. To gain a basic understanding of various types of costs and their relevance in decision making.
2. To have an understanding of accounting for material, labor and overheads with its application in decision making.
3. To understand the concept of cost records and reconciliation of cost and financial accounts.
4. To apply the technique for ascertainment of cost.
5. To make them aware about various costing methods.
6. To make them aware about various costing techniques.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 45,
T: 15,
P: 0 (In Hours/Week),
Theory – 1 Hr. = 1 Credit ,
Practical- 2 Hrs.=1 Credit, (4 Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Cost Accounting** Nature and scope of cost accounting, essentials of cost accounting, Cost concepts and classification. Costing methods and techniques. Installation of costing system Elements of Cost, Preparation of Cost Sheet and Statement of Cost, importance of cost sheet, difference between financial accounting, management accounting and cost accounting, relationship between financial accounting and cost accounting.	12
II	**Accounting for Material** Concept and techniques of material control. Pricing of material issues. Treatment of material losses. LIFO,FIFO, Difference between LIFO & FIFO, Theoretical concept of HIFO	13
III	**Accounting for Labour** Labour cost control procedure. Labour turnover, idle time and overtime. Methods of wage payment-time and piece rates with incentive schemes.	12
IV	**Accounting for Overheads** Classification and Departmentalization of overheads. Absorption of overheads. Determination of overhead rates with Machine hour rate.	11

V	**Methods of Costing** Job Costing, Contract Costing-meaning and features, difference between job order and contract costing, Process Costing.-meaning, features, purpose, Integral and Non- Integral Accounting System Reconciliation of cost and financial accounts.	12

Reference / Text Books:

- Arora, M. N. (2016). Cost accounting-principle and practice. New Delhi, India: Vikas Publishing House.
- Jain, S.P., & Narang, K. L. (2018). Cost accounting. New Delhi, India: Kalyani Publishers.
- Horngren, C. T., Datar, S. M., & Rajan, M. V. (2014).Cost accounting. New Delhi, India: Pearson.
- Khan, M.Y., & Jain, P. K. (2013). Management accounting. New Delhi, India: Tata Mc Graw Hill.
- Tulsian, P. C. (2018). Practical costing. New Delhi, India: Vikas Publishing House.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Demonstrate an understanding of the context within which cost accounting is used for planning and control purposes.
CO2: Understand the use of various costing systems and techniques
CO3: Prepare cost estimates using appropriate assumptions.
CO4: Appreciate the impact on management information of using different costing systems and techniques.
CO5: Understanding of labor accounting and turn-over.
CO6: Analyzing overhead costs and using various methods of costing.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: B.Com (H)**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: ENTREPRENEURSHIP & INNOVATION**
Course Code: NBCH-232	**Title: ENTREPRENEURSHIP & INNOVATION**

Course Objectives:

1. To discuss and analyze the concepts of entrepreneurship and innovation.
2. To demonstrate an ability to engage in entrepreneurial and innovation processes.
3. To analyze market trends and consumer needs to identify viable business opportunities for innovation.
4. To cultivate innovative thinking and problem-solving skills to generate creative solutions and ideas.
5. To provide orientation towards entrepreneurship and innovation.
6. To encourage creative thinking for effectiveness at work.

Nature of Paper: SEC

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0
P: 0 (In Hours/Week),
Theory – 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit, (4 Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction:** Concept of Entrepreneur. Concept of Entrepreneurship. Function of Entrepreneurs. Types of Entrepreneurship, factors affecting entrepreneurship. Economic System and Entrepreneurship. Government as an Entrepreneur. Meaning and types of innovation Importance of innovation for entrepreneurship, process of innovation, factors affecting new venture success, Challenges of entrepreneurship, Theories of Entrepreneurship. Role and Importance of Entrepreneurship in Economic Development.	10
II	**Entrepreneurial Behavior**: Meaning, characteristics of entrepreneurial behavior, approaches and model of entrepreneurial behavior, Innovation and entrepreneur, Entrepreneurial behavior and Psycho-Theories, Social responsibility. Role Of Entrepreneur: Role of an entrepreneur in economic growth as an innovator, generation of employment opportunities.	10

III	**Entrepreneurial Sustainability** Public and private system of stimulation, support and sustainability of entrepreneurship. Requirement, availability and access to finance, marketing assistance, technology, and industrial accommodation. The concept, role and functions of business incubators, angel investors, venture capital and private equity funds.	8
IV	**Business Plan Preparations** Sources of business ideas and tests of feasibility. Feasibility Study, Need for Feasibility Plan, Meaning of Business Plan/Project Report, Essential of a Good Business Plan, Difference between feasibility Study and Business Plan, Significance of Writing Business Plan/Project Proposal, Contents of business plan/ project proposal. Business process, plant layout, Process Planning, preparation of project report.	8
V	**Start up issues** What is Resource Mobilization, Types of Resources required for a Startup Business, Mobilizing resources for start-up. Accommodation and utilities. Preliminary contracts with the vendors, suppliers, bankers, principal customers; Contract management: Basic Start-up Problems/Challenges of Start-up Business. Funding opportunities for start-ups. Contract Problems of Start-up.	9

Reference / Text Books:

- Bhide, Amar V. The Origin and Evolution of New Businesses. Oxford University Press, New York
- Kuratko and Rao, Entrepreneurship: A South Asian Perspective, Cengage Learning.
- Desai, Vasant. Dynamics of Entrepreneurial Development and Management. Mumbai, Himalaya Publishing House.
- Dollinger, Mare J. Entrepreneurship: Strategies and Resources. Illinois, Irwin.
- Holt, David H. Entrepreneurship: New Venture Creation. Prentice-Hall of India, New Delhi.
- Jain, Arun Kumar. Competitive Excellence: Critical Success Factors. New Delhi: Viva Books Limited.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Sessional Examination	10
2) Presentations/Seminar	5
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: Demonstrate an understanding of the context for entrepreneurship and innovation.
CO2: Understand the Entrepreneurial Sustainability.
CO3: Prepare creative business plan.
CO4: Solve issues and problems in setting up new business.
CO5: Evaluating entrepreneurial sustainability and its investment planning.
CO6: Gaining understanding of start-ups and issues associated with it.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: B.Com (H)**	**Year: II** **Semester: III**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: AUDITING**
Course Code: NBCH-234	**Title: AUDITING**

Course Objectives:

1. To explain the meaning and fundamental concepts of Auditing.
2. To impart the knowledge of current developments in Auditing and Assurance services.
3. To discuss the issues of legal liability arising from Auditing.
4. To apply various audit techniques and procedures to evaluate the accuracy and completeness of financial records.
5. To develop skills to compile and present clear, concise audit reports that communicates findings and recommendations effectively.
6. To examine relevant laws, regulations, and industry standards to maintain compliance and enhance audit practices.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 45,
T:15
P: 0 (In Hours/Week),
Theory – 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit, (4 Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction:** Introduction: meaning, characteristics, scope, principle and objective of auditing, detection of errors, detection and prevention of frauds, types of audit; advantages and limitations, internal audit. Internal Check system: Internal control, difference between accounting and auditing.	10
II	**Audit Process:** Audit process: Audit program, Audit books, types of audit working program, audit procedure, internal check, advantages and disadvantages of internal check, internal control, routine checking and test checking.	10
III	**Verification and Valuation:** Vouching: meaning, vouchers, precautions to be taken by auditor while examining vouchers, and Verification of assets and liabilities, objective, importance of verification, difference between verification and valuation. Relationship between verification and valuation. Valuation: meaning, importance.	10

IV	**Audit of limited companies:** Company auditor – Appointment of auditor, its powers, duties and liabilities. Auditor's report –Standard report and qualified report. Special audit of banking companies, Audit of educational institutions, Audit of insurance companies. Audit of non-profit companies	15
V	**Recent Trends in Auditing:** Recent trends in Auditing. Nature and significance of Cost, Tax and Management Audit.	15

Reference / Text Books:

1. Sharma, T.R. (2015). Auditing Principles and Problems. Agra, Sahitya Bhawan Publications.
2. Gupta K. (1999). Contemporary auditing. New Delhi, Tata Mc Graw Hill.
3. Tandon, B.N. (1993). Principles of Auditing. New Delhi, S. Chand & Company.
4. Dinkar, P. (2013). Principles and Practice of Auditing. New Delhi, S. Chand & Company.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Explain internal control, vouching, verification and valuation
CO2: Describe the processes involved in auditing.
CO3: Discuss the duties of auditors and other assurance providers and how these have changed overtime.
CO4: Develop skills for preparation of both auditor's Standard report and qualified report
CO5: Explain why external audits and other types of assurance services are conducted.
CO6: Understanding of Tax and Management Audit.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D., **Class: B.Com (H)**	**Year: II** **Semester: III**
Credits: 2 **Theory: 2** **Practical: 0**	**Subject: Cyber Security**
Course Code: NBCH-235	**Title: Cyber Security**

Course Objectives:

Learn the foundations of Cyber security and threat landscape.

- To equip students with the technical knowledge and skills needed to protect and defend against cyber threats.
- To develop skills in students that can help them plan, implement, and monitor cyber security mechanisms to ensure the protection of information technology assets.
- To expose students to governance, regulatory, legal, economic, environmental, social and ethical contexts of cyber security.
- To expose students to responsible use of online social media networks.
- Understand the significance of networks, internet, WWW and cyber security.

Nature of Paper: VAC

Minimum Passing Marks/Credits: 40% Marks / 2 Credits

L:30,
T: 0
P: 0 (In Hours/Week),
Theory – 1 Hr. = 1 Credit ,
Practical- 2 Hrs.=1 Credit, (4 Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction of Cyber Security:** Definition, and importance of cyber security, Communication and web technology, Internet, World wide web, Advent of internet, Internet infrastructure for data transfer and governance, Internet society, Regulation of cyberspace, Concept of cyber security, Issues and challenges of cyber security.	6
II	**Cybercrime and Cyber law:** Classification of cybercrimes, Common cybercrimes-cybercrime targeting computers and mobiles, cybercrime against women and children, financial frauds, Reporting of cybercrimes, Legal perspective of cybercrime, IT Act 2000 and its amendments, Cybercrime and offences, Organizations dealing with Cybercrime and Cyber security in India.	6
III	**Digital Devices Security, Tools and Technologies for Cyber Security:** End Point device and Mobile phone security, Password policy, Data backup, Downloading and management of third party software, Device security policy, Cyber Security best practices, Significance of host firewall and Ant-virus, Management of host firewall and Anti-virus, Wi-Fi security, Configuration of basic security policy and permissions.	6

IV	**Cyber Security in Business:** Securing financial transactions: E-commerce and payment gateways. Protecting customer data in digital marketing. Cyber security challenges in supply chain management. Identifying and assessing cyber risks in a business. Implementing mitigation strategies. Role of insurance in cyber security risk management.	6
V	**Cyber Security Measures and Tools:** Firewalls, anti-virus software, and intrusion detection systems. Password management and multi-factor authentication. Cyber Security Frameworks: ISO/IEC 27001, NIST Cyber security Framework. Role of policies and procedures in maintaining security. Security Tools for Businesses, Encryption: Importance and applications. Data backup strategies and disaster recovery plans.	6

Reference / Text Books:

1. Cyber Security (2024), Praveen Kumar Tripathi and Niraj Kumar Tiwari, published by S.K. Kataria & Sons.
2. Introduction to Cyber Security (2023), Dr. Jyoti Parashar, Ms. Apurva Jain, and Ms. Iram Fatima.
3. Cyber Security (2019), Dr. Krishan Kumar Goyal and Prof. Amit Garg, Published by Laxmi Publications in 2019.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	5
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report / Seminar On Research Project Report	-
5) ESE	35
Total:	**50**

Prerequisites for the course:

Course Learning Outcomes:

CO1: Understand the basics of cyber security and its relevance to businesses.
CO2: Identify common cyber threats and vulnerabilities.
CO3: Apply preventive measures and security tools to protect business operations.
CO4: Recognize the importance of cyber security in protecting business assets.
CO5: Explore career paths in the field of cyber security.
CO6: Identify and analyze various types of cyber threats, vulnerabilities, and risks.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: B.Com (H)**	**Year: II** **Semester: IV**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Corporate Accounting**
Course Code: NBCH-241	**Title: Corporate Accounting**

Course Objectives:

1. To provide a comprehensive treatment of accounting for different types of capital.
2. To get the students acquainted with fundamental concepts and processes of corporate accounting.
3. To calibrate the procedure involved in preparing consolidated financial statements of companies.
4. To make them understand about debentures issue procedure.
5. To explain them various components of final accounts of a company.
6. To make them understand the importance of consolidated financial statements.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 45,
T: 15,
P: 0 (In Hours/Week),
Theory – 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit, (4 Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Accounting for Share Capital-I** Meaning, definitions and kinds of company, meaning of share, types of shares, sweat equity shares, terms of issue of shares-face value, nominal value, issue price, Kinds of share capital; Issue of shares- at par, at premium, subscription of public issue of share- full subscription, over- subscription of shares, under-subscription of shares, calls in arrears, calls in advance, minimum subscription.	15
II	**Accounting for Share Capital-II** Forfeiture and Re-issue of forfeited share capital; Buy-back of equity shares; Preference shares - issue and redemption of preference shares. New concept of Issue of Shares- an overview	15
III	**Accounting for Debentures** Issue of debentures- at par, at premium, at discount; Redemption of debentures with the various methods under redemption of debentures.	10
IV	**Final Accounts of Companies** Concept of final accounts; objectives of final account, Components of final accounts of a company; Components of Profit and Loss Account and Preparation of Profit and Loss Account of a company; Components of Balance Sheet, types of assets and Preparation of Balance Sheet of a Company.	10

V	**Consolidation of Financial Statements** Concept of Holding and Subsidiary Company, advantages and disadvantages of holding company, Consolidated Balance Sheet with one subsidiary only, Practical problems on preparation of Consolidated Financial Statements - minority interest, cost of control/goodwill or capital reserve, pre- acquisition reserves, unrealized profit, bonus share, and profits, post-acquisition profits. Relevant provisions of AS- 21	10

Reference / Text Books:

1. Gupta R. L., & Radha swamy, M. (2013). *Company Accounts*. New Delhi, India: Sultan Chand.
2. Jain, S. P. (2011). *Advance Accountancy-II*. New Delhi, India: Kalyani.
3. Maheshwari S. N. (2018). *Corporate Accounting*. New Delhi, India: Vikas.
4. Monga, J. R. (2017). *Basic Corporate Accounting*. New Delhi, India: MKM.
5. Shukla M. C., Grewal, T.S., & Gupta, S. C. (2016). *Advanced Accounts*. New Delhi, India: Sultan Chand.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Develop the procedure involved in accounting for share capital.
CO2: Understanding the process of Forfeiture and Re-issue of forfeited shares.
CO3: Devise a plan for redemption of preference shares.
CO4: Understanding of Debentures and their redemption.
CO5: Construct the financial statements of company according to the company Act 2013.
CO6: Develop the procedure involved in preparation of consolidated financial statement.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D., Class: B.Com (H)	**Year: II** **Semester: IV**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: RESEARCH METHODOLOGY**
Course Code: NBCH-242	**Title: RESEARCH METHODOLOGY**

Course Objectives:

1. To understand the concept and fundamentals of research and their types.
2. To understand the practical application of various research techniques.
3. To ability to summarize and present data to a diverse audience
4. To demonstrate the ability to draw inferences from the results.
5. To understand the components of research report.
6. To able to apply data analysis tools to research.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 45,
T: 15,
P: 0 (In Hours/Week),
Theory – 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit, (4 Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction: Definition, Importance, types of research, Process of research, Research applications in functional areas of Business, Formulation of the research problem, development of the research hypotheses, Types of Hypotheses, Research Proposal	12
II	Research Design: Definition, Features of a good research design, Qualitative and Quantitative research approaches Data collection: Primary Data, Secondary Data, Tools of Primary and secondary data	12
III	Measurement and Scaling: Comparative and non-comparative scaling techniques, Questionnaire Sampling: Defining target population, Sampling frame, Sampling units; Sampling Methods	12
IV	Data processing- Editing, Coding and Tabulating; Construction of frequency distributions, Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Histogram; Hypothesis testing Data analysis- Measures of Central Tendency, Correlation, Regression, T test and Chi-square .Introduction of SPSS and Microsoft excel for data analysis.	14
V	Report Writing- Meaning and Types of Report. Characteristics of Good Research Report, Ethics and Scientific Integrity in research.	10

Reference / Text Books:

1. Garg. B.L., Karadia, R., Agarwal, F. and Agarwal, U.K., (2019). An introduction to Research Methodology, RBSA Publishers.
2. Kothari, C.R. (2019) Research Methodology: Methods and Techniques. 4th Edition, New Age International Publishers, New Delhi.
3. Sinha, S.C. and Dhiman, A.K., (2008). Research Methodology, Ess, Publications. 2 volumes.
4. Gupta S.P. (2021). Statistical Methods. 46th Edition, Sultan Chand and Sons. New Delhi.
5. Kothari, C. R.; Garg, G. (2019) *Research Methodology-Methods and Techniques*, 4th Edition. New Age International, New Delhi.
6. Panneerselvam, R., (2013) Research Methodology, 2nd Edition, Prentice hall of India, New Delhi.
7. Chawla, D.and Sondhi, N. (2018), *Research Methodology: Concepts and Cases*, Vikas Publishing House Pvt. Ltd, New Delhi

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Identify, classify and compare different types of research and research designs
CO2: Understand the importance of scaling & measurement techniques and sampling techniques
CO3: Synthesizing different techniques of coding, editing, tabulation and analysis in doing research.
CO4: Understanding and applying the concept of statistical analysis techniques of report writing.
CO5: Able to apply appropriate data analysis techniques with the aid of statistical software packages.
CO6: Application of ethical code of conduct which doing research.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: B.Com (H)**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: BUSINESS ENVIRONMENT**
Course Code: NBCH-243	**Title: BUSINESS ENVIRONMENT**

Course Objectives:

1. To promote basic understanding of the business environment.
2. To impart knowledge of the provisions of the legal and political environment.
3. To create awareness about various environment affecting the business firm.
4. To create awareness about various socio-cultural environment on business.
5. To make them understand about technological leadership.
6. To make them aware about Status of technology in India.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45
T: 0
P: 0 (In Hours/Week),
Theory – 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit, (4 Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Overview of Business Environment:** Type of Environment-internal, external, micro and macro environment, Competitive structure of industries, environmental analysis and strategic management, Managing diversity, Scope of business, characteristics of business. Objectives and the uses of study, Process and limitations of environmental analysis.	10
II	**Economic Environment:** Nature of Economic Environment. Economic factors-growth strategy, basic economic system, economic planning, Economic policies- new industrial policy, FEMA, Monetary and fiscal policies, Consumer Protection Act 2019 and Competition Law, Liberalization, Privatization and Globalization of Indian Economy, Trends and Issues.	10
III	**Socio-Cultural Environment:** Nature and impact of culture on business, social responsibilities of business, social audit, business ethics and corporate governance, Corporate social responsibility, Demographic environment. **Political Environment:** Functions of state, economic roles of government, government and legal environment. Reasons of state intervention	10

IV	**Global Environment**: Globalization-meaning, nature, importance, International organization –WTO, world bank, IMF, SAARC.	7
V	**Natural and Technological Environment:** Innovation, technological leadership and followership, sources of technological dynamics, impact of technology on globalization, transfer of technology, time lags in technology, Management of technology; Features and Impact of technology	8

Reference / Text Books:

1. Cherunilam, Francis; Business Environment - Text and Cases, Himalaya Publishing House.
2. Aswathappa, K.; Essentials of Business Environment, Himalaya Publishing House, New Delhi.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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 of meaning, types, objectives and uses of business environment.
CO2: Acquire a sound understanding of various provisions of the legal and political environment.
CO3: Acquire a sound understanding of economic policies such as Consumer Protection Act and FEMA.
CO4: Acquire a sound understanding of impact of technology on globalization and its effective management.
CO5: Appraise the legal environment of the company and develop analytical skills.
CO6: Analyze a given business context using basic understanding of the applicable acts.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D., **Class: B.Com (H)**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Business Law**
Course Code: NBCH-244	**Title: Business Law**

Course Objectives:

1. To acquaint the commerce students with the Legal framework applicable to business in India.
2. To create awareness among the students about the Indian contract Act
3. To develop skills regarding business and how to deal with them according to law.
4. To make them understand the consumer dispute settlement procedure.
5. To make them aware about Information technology Act.
6. To create awareness about features of sale and agreement to sell.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0
P: 0 (In Hours/Week),
Theory – 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit, (4 Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Indian Contract Act 1872** Contract – meaning, characteristics and kinds, Essentials of valid contract - Offer and acceptance, consideration, contractual capacity, free consent, Void agreements, Discharge of contract – modes of discharge including breach and its remedies, Contingent contracts, Quasi – contracts, Contract of Indemnity and Guarantee, Contract of Bailment, Contract of Agency	10
II	**The Sales of Goods Act, 1930,** Sale and Agreement to sell, Condition and Warranty, Transfer of Ownership, Unpaid Seller and his Rights	10
III	**Consumer Protection Act 2019** Definition, objective, meaning of consumer, rights and duties of consumer, ways of consumer protection, legislative measures to consumer protection, agencies to settle to consumer dispute, key highlights of consumer protection act 2019, e-complaint	8
IV	**Negotiable instruments Act 1881** Definition, Features, Types of negotiable instrument: promissory note, Essential elements of Promissory, parties involve in bill, Bill of exchange, elements of bill of exchange, and Cheque, Crossing of Cheque, Types of Crossing- general crossing, special crossing, difference between promissory note, bill of exchange and cheque, Dishonor and Discharge of Negotiable Instrument.	10

V	**The Information Technology Act 2000** Purpose, Digital signature, Electronic governance; Attribution, Acknowledgement and Dispatch of electronic records, Certifying Digital Signature, penalties and other provisions.	7

Reference / Text Books:

1. Tulsian, P.C., Business Laws, Tata McGraw Hill, New Delhi
2. Information Technology Act 2000, Taxmann Publications Pvt. Ltd., New Delhi.
3. Kapoor. N.D.- Business Law, Sutan Chand and Sons., New Delhi
4. Sharma, Ashok., V.K. Publications, New Delhi.
5. Aggarwal, A.K., Penguin Portfolio, Westminser, London.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Identify the fundamental legal principles behind contractual agreements.
CO2: Identify legal constraints faced by business professionals as well as the legal alternatives.
CO3: Ability to know about rights and duties of consumers.
CO4:.Understanding about role of law in economic, political and social context.
CO5: Develop critical thinking through the use of law cases.
CO6: Demonstrate an understanding of the Legal Environment of Business.

Foramt-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D., **Class: B.Com (H)**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: PROFESSIONAL SKILLS**
Course Code:NBCH-245	**Title: PROFESSIONAL SKILLS**

Course Objectives:

1. To equip the students with necessary professional skill
2. To Identify the Common Errors in Writing and Speaking of English.
3. To achieve better Technical writing and Presentation skills for employment.
4. To read Technical proposals properly and make them to write good technical reports.
5. To Acquire Employment and Workplace communication skills.
6. To learn about Techniques of Information Transfer through presentation in different level.

Nature of Paper: AECC

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0
P: 0 (In Hours/Week),
Theory – 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit, (4 Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	Identifying Common Errors in Writing and Speaking English: Common errors identification in parts of speech, Use of verbs and phrasal verbs, Auxiliary verbs and their forms, Subject Verb Agreement (Concord Rules), Common errors in Subject-verb agreement, Sequence of Tenses and errors identification in Tenses. Words Confused/Misused.	8
II	Nature and Style of sensible writing: Organizing Principles of Paragraphs in Documents, Writing Introduction and Conclusion, Importance of Proper Punctuation, Precise writing and Techniques in Essay writing, Sentence arrangements and Corrections activities. Misplaced modifiers, Contractions, Collocations, Word Order, Errors due to the Confusion of words	8
III	Technical Reading and Writing Practices: Technical writing process, Introduction to Technical Reports writing, Significance of Reports, Types of Reports. Introduction to Technical Proposals Writing, Types of Technical Proposals, Characteristics of Technical Proposals. Scientific Writing Process. Grammar – Voices and Reported Speech, Spotting Error & Sentence Improvement, Cloze Test and Theme Detection Exercises.	10

IV	Professional Communication for Employment: Listening Comprehension, Types of Listening, Listening Barriers, Improving Listening Skills. Reading Comprehension, Tips for effective reading. Job Applications, Types of official/employment/business Letters, Resume vs. Bio Data, Profile, CV. Writing effective resume for employment, Emails, Blog Writing and Memos.	10
V	Professional Communication at Workplace: Group Discussion and Professional Interviews, Characteristics and Strategies of a GD and PI's, Intra and Interpersonal Communication Skills at workplace, Non-Verbal Communication Skills and its importance in GD and Interview. Presentation skills and Formal Presentations by Students, Strategies of Presentation Skills.	9

Reference / Text Books:

1. McGrath E.H., Basic Management Skills for All, Prentice Hall of India Pvt. Ltd.
2. Barun K. Mitra, Personality Development and Soft Skills, Oxford University Press
3. Sherfield, R.M., Montgomery, R.J., Moody, P.G., Developing Soft Skills, Pearson
4. Bhardwaj, Professional Communication, Wiley 5. UGC-Jeevan Kausha
5. Fillip Learning, Professional Writing Skills in English, Education (ILS), Bangalore

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Sessional Examination	10
2) Presentations/Seminar	5
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- To understand and identify the Common Errors in Writing and Speaking.
CO2- To Achieve better Technical writing and Presentation skills.
CO3- To read Technical proposals properly and make them to Write good technical reports.
CO4- Acquire Employment and Workplace communication skills.
CO5- To learn about Techniques of Information Transfer through presentation in different level.
CO6- To develop interview skills and professional etiquette.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: B.Com (H)**	**Year: III** **Semester: V**
Credits: 6 **Theory: 6** **Practical: 0**	**Subject: MANAGEMENT ACCOUNTING**
Course Code:NEBCH-501	**Title: MANAGEMENT ACCOUNTING**

Course Objectives:
1. To understand the basic concepts of Management Accounting..
2. To analyze and evaluate information in financial statements for managerial decision making.
3. To apply and analyze the different types of activity-based management tools.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 6 Credits

L:40
T:20
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (6Hrs./Week=6 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Management Accounting** Management Accounting: Meaning, nature, scope, and its functions. Role of management accounting in decision making. Management accounting versus financial accounting. Tools and techniques of management accounting.	15
II	**Analysis of Financial Statements – Ratio Analysis** Analysis of 'Financial Statements' for managerial decision making. Meaning and types of financial statements. Limitations of financial statements. Objectives and methods of financial statements analysis; Ratio analysis – Meaning, advantage and limitations. Classification of ratios – Profitability, Turnover, Liquidity and Solvency ratios.	15
III	**Cost Volume Profit Analysis** Cost Volume profit Analysis: Marginal Costing: tool for decision making – make or buy; Change of product mix; Break-even analysis: P/V Ratio, Margin of safety Shutdown decision.	10
IV	**Budgetary Control** Budgeting for Profit Planning and Control: Meaning of budget and budgetary control; Objectives; Merits and limitations; Types of budgets; Fixed and flexible budgeting; Zero base budgeting; Performance budgeting.	10
V	**Standard Costing and Variance Analysis** Standard Costing and Variance Analysis: Meaning of standard cost and standard costing; Advantages and application; Variance analysis – material; Labour Variances, responsibility accounting.	10

Reference / Text Books:

- Khan, M. Y. and Jain, P. K. (2013). Management Accounting. New Delhi, Tata McGraw-Hill.
- Anthony, Robert and Reece. (1999). Principles of Management Accounting. Richard Irwin Inc.
- Gupta, K. L. (2008). Management Accounting. Agra, Sahitya Bhawan Publication.
- Gupta, S. P. (2005). Management Accounting. Vikas Publishing House

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Sessional Examination	10
2) Presentations/Seminar	5
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: Integrate management accounting tools into management practices.
CO2: Execute variance analysis as a decision making tool.
CO3: Analyze and evaluate information for cost ascertainment, planning, control and decision making.
CO4: Ability to formulate legal problems and using appropriate concepts and methods to solve them

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: B.Com (H)**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: STRATEGIC MANAGEMENT**
Course Code:NEBCH-502	**Title: STRATEGIC MANAGEMENT**

Course Objectives:

1. To understand the key concepts and principles of strategic management.
2. To Develop useful analytical skills, tools and techniques for analyzing a company strategically
3. To provide understanding of the nature and dynamics of Business strategy and corporate culture.
4. The ability to identify business issues and design appropriate courses of action.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (6Hrs./Week= 6 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction:** Meaning, nature, importance and scope of strategy, Introduction to the strategic management and related concepts; Strategic decision-making, Process of strategic management and levels at which strategy operates, Introduction to Business policy, Company's vision and mission, need for a mission statement. Business definition , Goals and Objectives.	10
II	**Environmental Scanning:** Factors considered, approaches, External environment analysis: PESTEL Analysis; Michael E. Porter's 5 Forces model; Internal Appraisal–The internal environment analysis, Organizational Capability Factors, organizational appraisal-factors affecting, approaches, VRIO Framework, Value Chain Analysis, Internal Factor Evaluation matrix (IFE matrix).	10
III	**Formulation of Competitive Strategies:** Corporate, Business, Functional strategy, Concentration Strategies, Integration Strategies: Horizontal & Vertical, Diversification: Related & Unrelated, Internationalization, Cooperative: Mergers & acquisition Strategies, Joint Venture, Strategic Alliance, Digitalization Strategies.	8
IV	**Strategy Analysis:** Process, Tools & Techniques of strategic Analysis, Analysing Strategic alternative, Evaluating and choosing among Strategic Alternative, portfolio analyses – BCG, GE, Ansoff Grid, McKinsey's 7'S framework.	6

V	**Strategy implementation:** Resource allocation, Projects and Procedural issues. Organistion structure and systems in strategy implementation. corporate culture, Values, Ethics and Social responsibility.	6

Reference / Text Books:

- G. V. Satya Sekhar Business Policy and Strategic Management I. K. International Pvt. Ltd,
- C Appa Rao, B Parvathiswara Rao, K Sivaramakrishna Strategic Management and Policy Excel Books India, 2009
- Kazmi A.-Business Policy and Strategic Management (Tata McGraw Hill, 2nd Ed.)
- Cliff Bowman-Business Policy and Strategy (Prentice Hall of India)
- McCarthy D.J., Minichiello Robert J., and Curran J.R.-Business Policy and Strategy (AITBS)

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Formulate strategically the organizational vision, mission, goals, and values.
CO2: Develop policies and action plans to achieve an organization's vision, mission, and goals.
CO3: Develop powers of managerial judgment, how to assess business risk, and improve ability to make sound decisions and achieve effective outcomes.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: B.Com (H)**	**Year: III** **Semester: V**
Credits: 2 **Theory: 2** **Practical: 0**	**Subject: E-FILING OF RETURNS**
Course Code: NEBCH-513	**Title: E-FILING OF RETURNS**
Course Objectives: 1. To understand the process of filing income tax and GST returns. 2. To get knowledge about applications of income tax and Goods & Services Tax. 3. To get practical knowledge of tax portals to file the various returns.	
Nature of Paper: Generic Elective	
Minimum Passing Marks/Credits: 40% Marks / 2 Credits	
L: 10 T: 0 P: 20 (In Hours/Week) Theory - 1 Hr. = 1 Credit Practical- 2 Hrs.=1 Credit (4Hrs./Week=4 Credits)	

Unit	Contents	No. of Lectures Allotted
I	**Introduction:** Meaning of e-filing; difference between e-filing and regular filing of returns; benefits and limitations of e-filing. Types of e-filing; e-filing process: relevant notifications.	4
II	**Income tax and E-filing of ITRs:** Introduction to income tax - basic terminology, types of assets, income taxable under different heads, basics or computation or total income and tax liability, deductions available from gross total income, PAN card, due date or filing of income tax return . CBDT, Notifications from CBDT	4
III	**Income tax Portal:** Instructions for filling out form ITR-1. ITR-2, ITR-3. ITR-4. ITR-4S. ITR-S, ITR-6. Introduction to Income tax Portal: preparation of electronic return (practical workshops)	4
IV	**GST and E-filing of GST returns:** Introduction to GST portal, relevant notifications regarding e-filing of GST returns: steps for preparing GST returns: practical workshop on-filing of GST returns.	4
V	**TDS and e-filing of TDS returns:** Introduction to the concept of TDS; provision regarding returns of TDS: types of forms for filing TDS returns; practical workshop one-filing on TDS returns.	4

Reference / Text Books:

- Puliani, R. and Puliani, M. (2019). Goods and Services Tax Mannual. New Delhi, Bharat Law House.
- Singhania, V. K. (2021). Student Guide to GST and Custom Law. New Delhi, Taxman Publication.
- Ahuja, Girish ..and Gupta. Ravi. Systematic Approach to Income Tax. Bharat Law House. Delhi.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	5
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report/Seminar On Research Project Report	-
5) ESE	35
Total:	**50**

Prerequisites for the course:

Course Learning Outcomes:

CO1: Gain a more advanced understanding of the fundamental principles of GST.
CO2: Provide working knowledge of principles and provisions of GST.
CO3: Understand the law and provisions relating to Goods & Services Tax.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: B.Com (H)**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: E-COMMERCE**
Course Code:NEBCH-503	**Title: E-COMMERCE**
Course Objectives: 1. To promote basic understanding on the concepts of ecommerce. 2. To understand the mechanism of ecommerce. 3. To provide knowledge about planning of online business.	
Nature of Paper: Skill Enhancement Course	
Minimum Passing Marks/Credits: 40% Marks / 4 Credits	
L: 40 T: 0 P: 0 (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 to E Commerce and Definition, E-Commerce based activities, Goals of E-Commerce, Technical Components of E-Commerce, Functions, Advantages and disadvantages of E-Commerce, Scope of E-Commerce, Electronic Commerce Applications, Framework of E-Commerce, Supply Chain Management, Electronic Commerce and Electronic Business.	8
II	**Planning Online-Business** Nature and dynamics of the internet. Electronic business models: B2B, B2C, C2C, C2B. Web-site Design: Web sites as market place. E–commerce, pure online vs. brick and click business; assessing requirement for an online business designing, developing and deploying the system.	8
III	**Operations of E Commerce** Online-payment mechanism; Electronic Payment systems; payment Gateways; Visitors to website; Tools for promoting websites; Risk management options for e - payment systems.	8
IV	**Technology for Online-Business** Internet and its Evolution, IT Infrastructure, Middleware, Domain names, Contents: Text and Integrating E-business applications. Component of Internet Information technology structure, Development of Intranet, Extranet and their Difference.	8

V	**Security and Legal Aspects of E-Commerce** Threats in E-Commerce, Security of Clients and Service-Provider; Cyber Laws – Relevant provisions of Information Technology Act 2000,offences, secure electronic records and digital signatures penalties and adjudication.	8

Reference / Text Books:

- Agarwala, Kamlesh N., Amit Lal and Deeksha Agarwala, Business on the Net: An Introduction to the Whats and Hows of E -Commerce, Macmillan India Ltd.
- Bajaj, Deobyani Nag, E-Commerce, Tata McGraw Hill Company, New Delhi.
- Turban, E., et. al., Electronic commerce: A Managerial Perspective, Pearson Education Asia.
- Diwan, Prag and Sunil Sharma, Electronic Commerce -A Manager's Guide to E-Business, Vanity Books International, Delhi.
- Dietel, Harvey M., Dietel, Paul J., and Kate Steinbuhler., E-business and E-commerce for managers, Pearson Education.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Understand the mechanism for excelling in ecommerce based employments.
CO2: Apply the knowledge for online business planning.
CO3: Understand the mechanism for excelling in ecommerce based self-employment opportunities.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: B.Com (H)**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Personal Finance & Planning**
Course Code:NEBCH-504	**Title: Personal Finance & Planning**

Course Objectives:

1. To familiarize the students with different financial literacy aspects.
2. To assist the students with various financial planning tools.
3. To make the students aware of managing their personal savings & investments, taxation, insurance & retirement planning.
4. To upgrade the knowledge of students with overall sound financial planning.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (6Hrs./Week=6 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Financial Planning** Financial goals, Time value of money, steps of financial planning, personal finance/loans, education loan, car loan & home loan schemes. Introduction of savings, benefits of savings, management of spending & financial discipline, Net banking and UPI, digital wallets, security and precautions against Ponzi schemes and online frauds such as phishing, credit card cloning, skimming etc.	8
II	**Investment planning** Process and objectives of investment, Concept and measurement of return & risk for various assets class, Measurement of portfolio risk and return, Diversification & Portfolio formation. Real estate, financial derivatives & Commodity market in India. Mutual fund schemes including SIP.	8
III	**Personal Tax Planning** Tax Structure in India for personal taxation, Steps of Personal tax planning, Exemptions and deductions for individuals, tax avoidance versus tax evasion.	8
IV	**Insurance Planning** Need for Protection planning. Risk of mortality, health, disability and property. Importance of Insurance: life and non-life insurance schemes.	8
V	**Retirement Planning** Retirement Planning Goals, Process of retirement planning, Pension plans available in India, Reverse mortgage, New Pension Scheme.	8

Reference / Text Books:

- Introduction to Financial Planning (4th Edition 2017) – Indian Institute of Banking & Finance.
- Sinha, Madhu. Financial Planning: A Ready Reckoner July 2017, Mc Graw Hill.
- Halan, Monika. Lets Talk Money: You've Worked Hard for It, Now Make It Work for You July 2018 Harper Business.
- Pandit, Amar The Only Financial Planning Book that You Will Ever Need , Network 18 Publications Ltd.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Understand the meaning and relevance of financial planning, time value of money & process of financial planning.
CO2: Explain the concept of investment planning and its methods.
CO3: Examine the concept of personal tax planning.
CO4: Analyze insurance planning.
CO5: Understand retirement planning.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III/ Semester: V

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: B.Com (H)**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Financial Markets, Institutions & Services**
Course Code:NEBCH-505	**Title: Financial Markets, Institutions & Services**

Course Objectives:

- To make the students aware about the financial system of India comprising financial markets, institutions and services.
- To familiarize the students with the various financial markets operating in India.
- To make the students aware about the various financial developmental and regulatory institutions of India.
- To familiarize the students with various latest financial operations in India.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (6Hrs./Week=6 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Financial System:** Meaning of Financial System; Financial System & Economic Development; Reforms in Financial Systems; Role & structure of Indian Financial System. Understanding of Financial Markets, Institutions & Services.	8
II	**Financial Markets:** Meaning of Financial Markets; Financial Markets operating in India; Money Market, Capital Market, Primary & Secondary Market, Government Securities Market, Debt Market, Foreign Exchange Market & Derivative Market.	8
III	**Financial Institutions:** Developmental Financial Institutions; Banking & Non-Banking Institutions; Commercial Banks; Cooperative Banks; Mutual Funds, Insurance Companies; Overview of Financial Instruments; Non-Banking Financial Intermediaries.	8
IV	**Regulatory Financial Institutions:** The purpose and levels of Regulation; RBI; SEBI; IRDA: Statutory Financial Organizations; Small Savings; Provident Funds; Pension Funds.	8
V	**Financial Services:** Merchant Banking; Venture Capital; Self Help Groups; Crowd Funding: Angel Investors; Leasing &Factoring; Credit rating Services.	8

Reference / Text Books:

- Bhole, L.M. (2018). Financial Institutions and Markets: Growth & Innovation. New Delhi, India: Tata McGraw Hill.
- Gupta, N. K. (2017). Financial Markets, Institutions and Services. New Delhi, India: Ane Books Pvt. Ltd.
- Khan, M. Y. (2018). Financial Services. New Delhi, India: Tata Ms Graw Hill.
- Yogesh, M. (2019). Investment Management. New Delhi, India: PHI Learning Pvt. Ltd.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Describe the financial system of India with knowledge of financial markets, institutions and services.
CO2: Knowledge of various financial markets operating in India.
CO3: Knowledge of various financial Institutions (developmental and regulatory) operating in India.
CO4: Assess and Evaluate the various financial services of India.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: B.Com (H)**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Insurance and Risk Management**
Course Code:NEBCH-506	**Title: Insurance and Risk Management**

Course Objectives:

- To make students aware of the fundamentals of Insurance in order to enhance their knowledge and decision-making skills required for this specialty sector.
- To make the student understand life insurance, general insurance and reinsurance market in India.
- To discuss the issues related to risk management in view of life insurance.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L:40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (6Hrs./Week=6 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction:** History and Development of Insurance in general and in India in particular. Basic nature of insurance. Definition of insurance. Role of Insurance in Economic Development . Comparison of Life Insurance with other forms of insurance. Principles of contract and its applicability to the valid insurance contract.	8
II	**Insurance:** Concept of Insurance, Need for Insurance, Globalization of Insurance Sector, Reinsurance, Co-insurance, Assignment. Endowment. The Insurance market, Legal Environment, the Intermediaries & the Customer.	8
III	**Risk:** Concept of Risk, Types of Risk, Managing Risk, Sources and Measurement of Risk, Risk Evaluation and Prediction. Disaster Risk Management, Insurable and non-insurable risk, Risk Retention and Transfer.	8
IV	Principles of Life insurance and its impact on insurability. Morality tables and its kind. Basic elements in computation of premium. Peculiarities of life insurance product and the classification Nature of group insurance and types of group Insurance covers Policy claims and its procedures for settlement of various type of claims. Policy document and its various components including conditions and privileges under the policy.	8

V	**Insurance Policy and Proposal:** Study of various proposal and policy forms used in general Insurance Scope of coverage of fire insurance and Marine insurance, Motor insurance Various kinds of miscellaneous insurances Describe classes of insurances requiring specialized knowledge i.e. industrial all risk insurance, aviation insurance, oil and gas insurance Regulatory provisions under Insurance Act 1938, and IRDA Act 1999. Underwriting practice and procedures, types and classification of hazards	8

Reference / Text Books:

- George, E. Rejda, Principles of Risk Management and Insurance, Pearson Education.
- Dorfman, Marks S., Introduction to Risk Management and Insurance, Pearson
- Gupta. P.K, Insurance and Risk Management, Himalaya Publishing House.
- Mishra, M. N., Principles and Practices of Insurance, S. Chand and Sons.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: To develop an understanding of what risk is, how it can be measured and transferred.
CO2: To familiarize students with insurance business and its environment in India.
CO3: To acquire knowledge and skills to understand the present and future problems in insurance worlds and allowing them to find solutions.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: B.Com (H)**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Principles of Insurance**
Course Code: NEBCH-507	**Title: Principles of Insurance**

Course Objectives:

- To make students aware of the principle of Insurance in order to enhance their knowledge and decision-making skills required for this specialty sector.
- To make the student understand the general insurance and insurance market.
- To discuss the issues related to risk management in view of insurance.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L:40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (6Hrs./Week=6 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction:** The basics and nature of insurance, evolution and nature of insurance, Role of Insurance in Economic Development, how insurance operates today, different classes of insurance, importance of insurance, how insurance takes care of unexpected eventualities.	8
II	**Risk Management:** Provides an understanding of risk management, different types of risks, actual and consequential losses , management of risks, loss minimization techniques.	8
III	**The Insurance Market:** The various constituents of the insurance market, operations of insurance companies, operations of intermediaries, specialist insurance companies, insurance specialists, the role of regulators, other bodies connected with insurance.	8
IV	**The Insurance Contract:** Terms of an insurance contract, principles which form the foundation of insurance, significance of the principle of insurable interest, the principle of indemnity-the principle of subrogation, the principle of contribution, disclosure of all relevant information, principle of utmost good faith, the relevance of proximate cause, the insurance contract.	8

V	**Insurance Policy and Proposal:** Regulatory provisions under Insurance Act 1938, and IRDA Act 1999. Underwriting practice and procedures, types and classification of hazards, Various proposal and policy forms used in general Insurance, Scope of coverage of general Insurance, Describe classes of insurances requiring specialized knowledge i.e. industrial all risk insurance, aviation insurance, oil and gas insurance.	8

Reference / Text Books:

- Mishra, M. N., Principles and Practices of Insurance, S. Chand and Sons. George, E. Rejda,
- Principles of Risk Management and Insurance, Pearson Education.
- Dorfman, Marks S., Introduction to Risk Management and Insurance, Pearson.
- Gupta. P.K, Insurance and Risk Management, Himalaya Publishing House.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: To develop an understanding of what risk is, how it can be measured and transferred.
CO2: To familiarize student with insurance business and its environment in India.
CO3: To acquire knowledge and skills to understand the present and future problems in insurance worlds and allowing them to find solutions.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: B.Com (H)**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Compensation Management**
Course Code:NEBCH-508	**Title: Compensation Management**

Course Objectives:

- Recognize how pay decisions help the organization achieve a competitive advantage.
- Analyze, integrate, and apply the knowledge to solve compensation related problems in Organizations.
- Demonstrate comprehension by constructing a compensation system encompassing; Internal consistency, external competitiveness, employee contributions, organizational benefit systems, and administration issues.
- Design rational and contemporary compensation systems in modern organizations.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit(6Hrs./Week=6 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Compensation:** Types of compensation, conceptual framework of compensation management, Theories of wages, criteria of wage fixation, Institutional and cultural factors on compensation practices, National differences in compensation, Compensation system design issues: Compensations Philosophies, compensation approaches.	8
II	**Strategic Compensation Planning:** Developing a total compensation strategy–Competitive Advantage–Job evaluation systems, the compensation structure- Wage and salary surveys, The wage curve, pay grades and rate ranges, preparing salary matrix, fixing pay, significant compensation issues.	8

III	**Variable Pay:** Strategic reasons for incentive plans, administering incentive plans, individual incentive plans – group incentive plans – team compensation, ESOPs – Performance measurement issues, incentive application and globalization. **Wage Determination:** Principles of wage and salary administration, methods of wage determination in India; internal and external equity in compensation systems, wage administration in India: wage policy in India, wage boards: structure, scope and functions – Pay Commissions.	8
IV	**Managing Employee Benefits:** Nature and types of benefits, employee benefits programs security benefits, retirement security benefits, health care benefits, time–off benefits, benefits administrations, employee benefits required by law, discretionary major employee benefits, employee services designing a benefits package. Executive compensation-elements of executive compensation and its management, Executive compensation in an international context.	8
V	**International Compensation -** Global convergence of compensation practices - Pay for performance for global employees - practices in different industries - Employee benefits around the world - CEO pay in a global context - Beyond compensation.	8

Reference / Text Books:

1. R.C. Sharma, Sulabh Sharma, Compensation Management, SAGE Publications Pvt. Ltd., 2019.
2. Luis R. Gomez-Mejia & Steve Werner, Global compensation - Foundations and perspectives Routledge, 2008.
3. Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 2009, 10th Edition.
4. B D Singh, Compensation And Reward Management, Excel Books, 2008.
5. Tapomoy Deb, Compensation Management, Text and Cases, Excel Books, 2009, 1st Edition.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: To learn basic compensation concepts and the context of compensation practice
CO2: To illustrate different ways to strengthen the pay-for-performance link.
CO3: To learn the concepts of Payment and employee benefits issues for contingent workers.
CO4: To understand the Legally required employee benefits.
CO5: To learn some of the implications for strategic compensation and possible employer approaches to managing legally required benefits.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: B.Com (H)**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject : Fundamentals of International Business Management**
Course Code: NEBCH-509	**Title: Fundamentals of International Business Management**

Course Objectives:

- Knowledge: Basic and broad knowledge in international business environment, strategies and management. Ability to apply concepts, principles and theories to simple business situations.
- Global Perspective: Awareness of the different thinking and viewpoints of diverse cultures.
- Awareness of the global business environment and its impacts on businesses.
- Practical Application: Use of excel tools in real world scenarios.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (6Hrs./Week=6 Credits)

Unit	Contents	No. of Lectures Allotted
I	**International Business**: An Overview – Evolution of International Business, Drivers of Globalization, Influences of International Business, Stages of Internationalization, Differences between Domestic and International Business, International Business Approaches, Advantages of International Business.	8
II	**Theories of International Trade** – Mercantilism, Theory of absolute cost advantage, Comparative cost advantage theory, Relative factor endowment theory, Country similarity theory, Product life cycle theory. **International Business Environment** – Social and Cultural Environment, Technological Environment, Economic Environment, Political Environment.	8
III	**Modes of Entering International Business** – Modes of Entry, Exporting, licensing, franchising, contract manufacturing, management contracts, turnkey projects, foreign direct investment, alliances like mergers and acquisitions, joint ventures, Comparison of Different Modes of Entry. **Foreign Direct Investment** – Factors Influencing FDI, Reasons for FDI, Costs and Benefits of FDI, Trends in FDI, Foreign Direct Investment in India.	8
IV	**World Trade Organization** – General Agreement on Tariffs and Trade (GATT), Establishment of World Trade Organization, **The Uruguay Round Package**: Organization Structure of the WTO, WTO – The Third Pillar in the Global Business.	8

V	**Global Strategic Management and Business Ethics** – Peculiarities of Global Strategic Management, Value Creation, Global Strategic Management Process, Collaborative Strategies, Ethics and Global Business.	8

Reference / Text Books:

1. International Business, Michael R. Czinkota, Ilkka A. Ronkainen, Suraksha Gupta, Cambridge University Press,2021
2. International Business Management, Kamal Fatehi, Jeongho Choi, Springer International Publishing, 2018
3. International Business: K Aswathappa, McGraw Hill
4. Charles W L Hill & Arun Kumar Jain, International Business, Tata McGraw-Hill, 2006.
5. Francis Cherunilam, International Business, PHI.
6. Joshi, Rakesh Mohan, International Business, Oxford University Press, 2009.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Explain the concepts in international business with respect to foreign trade/international business
CO2: Apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects
CO3: Analyze the principle of international business and strategies adopted by firms to expand globally
CO4: Integrate concept in international business concepts with functioning of global trade.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: B.Com (H)**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: International HRM**
Course Code: NEBCH-510	**Title: International HRM**

Course Objectives:

- To familiarize the students with HR management in a Global perspective.
- Understand external forces (e.g. globalization, sociocultural changes, political and economic changes) that have the potential to shape international HRM.
- Understand issues, opportunities and challenges pertaining to international HRM.
- Develop competency in dealing with cross cultural situations.
- To make the students understand the complexity of workforce diversity in international context.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L:40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (6Hrs./Week=6 Credits)

Unit	Contents	No. of Lectures Allotted
I	Defining international HRM, Difference between domestic and International HRM, Issues in IHRM, Understanding culture, its coverage, Determinants, cross- cultural theory (Halls & Lorange) Organizational Structure in MNC.	8
II	Cross–cultural Negotiations, planning and preparation parameter, Types and strategy of organizational cultural. International Labour Standards, Global Unions, Regional Integration and Framework Agreements.	8
III	International business and IHRM: Approaches, Globalization approaches, Globalization and strategies, Competency required for International Managers	8
IV	International Labour market, sources, Recruitment and selection, Training, Types of cross cultural training, Multinational Performance Management, Developing International staff and multinational team.	8
V	Compensation: Objectives of International compensation, Key components of an international compensation program, Approaches to International compensation, Patterns in complexity.	8

Reference / Text Books:

- Peter J Dowling, Marion Fosting, Allen D Engle Sr-International Human Resource Management (Cengage learning)
- Anne – Wil Harzing, Ashly H Pinnington-International Human Resource Management (Sage Publication)

<table>
<tr><td colspan="2">

- P L Rao – International Human Respource Management (Excel Books)
- P SubbaRao – International Human Resource Management (Himalaya Publishing)
- K Ashwathappa & Sadhna Dash – International Human Resource Management (McGraw Hill Education)

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<tr><td colspan="2">If the course is available as Generic Elective then the students of following departments may opt it.</td></tr>
<tr><td colspan="2">Evaluation/Assessment Methodology</td></tr>
<tr><td></td><td>Max. Marks</td></tr>
<tr><td>1) Class tasks/ Sessional Examination
2) Presentations /Seminar
3) Assignments
4) Research Project Report/Seminar On Research Project Report
5) ESE</td><td>10
5
10
-
75</td></tr>
<tr><td>Total:</td><td>100</td></tr>
<tr><td colspan="2">Prerequisites for the course:</td></tr>
<tr><td colspan="2">Course Learning Outcomes:
CO1: Understanding the Contexts of International HRM.
CO2: Knowledge about the HR Processes in International Context.
CO3: Able to evaluate the impacts of Globalization on HRM.
CO4: Desired level of expertise on organizational HRM.
CO5: Understanding the International culture in SHRM.</td></tr>
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Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: B.Com (H)**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Strategy in Emerging Markets**
Course Code: NEBCH-511	**Title: Strategy in Emerging Markets**

Course Objectives:

- To help students understand overview of emerging markets.
- To provide understanding of the concept of economic environment.
- To impart learning Opportunities and Trend in Emerging Markets.
- To help students understanding about the entry in emerging market.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L:40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (6Hrs./Week=6 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction:** Overview of emerging markets, Political, legal and cultural framework in emerging markets, Ethical issues, Trade and foreign Investment, Demographic characteristics, Market characteristics, Factors effecting international business.	8
II	**The Economic Environment:** Differences in economic environment in emerging markets, Institutional voids, framework and developing institutions, Infrastructure & infrastructural gap, Income distribution, Business Groups.	8
III	**Opportunities and Trend in Emerging Markets:** The growth of middle income and rise in consumption level, Growth of mid-sized cities, rural development, Services, technology and telecommunication, inequalities, taking advantage and adopting business models, Business at the bottom of pyramid.	8
IV	**Strategies for the Entry:** An overview for the entry in emerging market, Trade based entry strategies, export, Bidding for global tenders, global sourcing and outsourcing, contract based entry strategy, licensing, franchising, technology transfer projects, management contracts, Investment entry modes-marketing subsidiaries, joint ventures, wholly owned entry strategy, Factors influencing entry strategy.	8
V	**An Analysis of Selected Emerging Markets BRIC Economies**: Brazil, Russia, India, China New frontier economies in Latin America- Mexico, Chile, Peru Emerging economies of CIS countries Emerging economies of Africa Other emerging Economies in Eastern Europe.	8

Reference / Text Books:

- "Doing Business in Emerging Markets" 2nd edition, by S Tamer Cavusgil, Pervez N Ghauri, Ayse A. Akcal – 2012 published SAGE Publications Ltd.
- "International Business Strategy in Emerging Country Markets: The Institutional Network Approach" by Hans Jansson published by Edward Elgar Publishing House 2008.
- "Emerging Markets Rule: Growth Strategies of the New Global Giants", by Mauro Guillen, Esteban Garcia-Canal published by McGraw Hill Professional 3013.
- "Emerging Markets: Lessons for Business Success andthe Outlook for Different Markets" by Nenad Pacek, Daniel Thorniley published by The Economist in association with Profile book Ltd 2007.
- "The Global Emerging Market: Strategic Management and Economics" By Vladimir Kvin published by Rouledge 2009

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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. Students will develop an understanding of emerging market.
CO2. Students will develop understanding of the free trade market.
CO3. Students will develop understanding of the economic environment.
CO4. Students will develop understanding about Analysis of Selected Emerging Markets BRIC Economies.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: VI

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: B.Com (H)**	**Year: III** **Semester: VI**
Credits: 6 **Theory: 6** **Practical: 0**	**Subject: INCOME TAX**
Course Code:NEBCH-601	**Title: INCOME TAX**

Course Objectives:

1. To provide basic knowledge and provisions of Income-tax Act, 1961.
2. To equip students with application of principles and provisions of Income-tax Act, 1961.
3. To understand the techniques of tax calculation.
4. To apply the technique in real practice.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 6 Credits

L: 40
T: 10
P: 10 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1Credit (4Hrs./Week= 4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction:** Basic concepts-Income, agricultural income, person, assesse, assessment year, previous year, gross total income, total income, maximum marginal rate of tax. Permanent Account Number (PAN), Residential status; Scope of total income on the basis of residential status, Exempted income under section 10, Different heads of income.	10
II	**Computation of income under different heads:** Income from Salaries, Income from house property	15
III	**Computation of income under different heads:** Profits and gains of business or profession, Income from Capital gains, Income from other sources.	15
IV	**Total income and tax computation:** Income of other persons included in assessee's total income, Aggregation of income and set-off and carry forward of losses, Deductions from gross total income, Rebates and reliefs	10
V	**Computation of Total Income and E-filing:** Computation of Total Income of individuals and firms, Tax Liability of individual and firm, Preparation of return of income, Process of E-filing of different returns	10

Reference / Text Books:

- Singhania, Vinod K. and Monica Singhania. Students' Guide to Income Tax, University Edition, Taxmann Publications Pvt. Ltd., New Delhi.
- Ahuja, Girish and Ravi Gupta. Systematic Approach to Income Tax. Bharat Law House, Delhi.
- Pagare, Dinkar. Law and Practice of Income Tax. Sultan Chand and Sons, New Delhi.
- Lal, B.B. Income Tax Law and Practice. Konark Publications, New Delhi.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Demonstrate an understanding of the context within which income tax law is used.
CO2: Understand various heads of income to compute tax thereon.
CO3: Prepare and file returns using provisions of the law.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: VI

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: B.Com (H)**	**Year: III** **Semester: VI**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: COMPANY LAW**
Course Code: NEBCH-602	**Title: COMPANY LAW**

Course Objectives:

1. To promote basic understanding of company laws.
2. To impart knowledge of the provisions of the Companies Act 2013.
3. To create awareness about various documents used in company and its formation
4. To provide basic understanding of company meetings, accounts and audit.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L:40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit 6Hrs./Week=6 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction** Characteristics of a company; lifting of corporate veil; types of companies including one person company, small company, associate company, dormant company, producer company; association not for profit; illegal association; formation of company, promoters and their legal position, preincorporation contract and provisional contracts; on-line registration of a company.	8
II	**Documents** Memorandum of association and its alteration, articles of association and its alteration, doctrines of constructive notice and indoor management, prospectus, shelf prospectus and red herring prospectus, misstatement in prospectus; issue, allotment and forfeiture of share, calls on shares; issue of sweat capital; employee stock option; issue of bonus shares; transfer and transmission of shares, buyback; share certificate; D-Mat system.	8
III	**Organization of the Company** Classification of directors, director identity number (DIN); appointment, removal of directors; legal positions, powers and duties; key managerial personnel, managing director, manager; committees of board of directors – audit committee, nomination and remuneration committee, stakeholders relationship committee, corporate social responsibility committee; prohibition of insider trading.	8

IV	**Company Meetings** Meetings of shareholders and board; types of meeting, convening and conduct of meetings, requisites of a valid meeting-notice, agenda, chairman, quorum, proxy, resolutions, minutes; postal ballot, meeting through video conferencing, e-voting. Provisions relating to audit, auditors' appointment, rotation of auditors, auditors' report.	8
V	**Winding Up of Companies** Concept and modes of winding up, Liquidator, National Company Law Tribunal (NCLT), Appellate Tribunal (NCLAT), Special Courts.	8

Reference / Text Books:

- Gowar, LCB, Principles of Modern company Law, Stevens & Sons, London.
- Hanningan, Brenda, Company Law, Oxford University Press, U.K.
- Kuchhal M C, Corporate Laws, Shri Mahaveer Book Depot, New Delhi.
- Sharma, J.P., An Easy Approach to Corporate Laws, Ane Books Pvt. Ltd., New Delhi
- Ramaiya, A Guide to Companies Act, Lexis Nexis, Wadhwa and Buttersworth.
- Kannal, S., & V.S. Sowrirajan, Company Law Procedure, Taxman's Allied Services (P) Ltd., New Delhi.
- Singh, Harpal, Indian Company Law, Galgotia Publishing, Delhi.
- Companies Act and Corporate Laws, Bharat Law House Pvt Ltd, New Delhi.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Acquire a sound understanding of various provisions of company laws.
CO2: Appraise the legal environment of the company and develop analytical skills.
CO3: Analyze a given business context using basic understanding of the applicable acts
CO4: Ability to formulate legal problems and using appropriate concepts and methods to solve them

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: VI

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: B.Com (H)**	**Year: III** **Semester: VI**
Credits: 2 **Theory: 2** **Practical: 0**	**Subject: Digital Marketing**
Course Code: NEBCH-603	**Title: Digital Marketing**

Course Objectives:

- To help students understand digital and social media marketing practices.
- To provide understanding of the concept of social media platforms
- To impart learning on various digital channels and how to acquire and engage consumers online.
- To provide insights on building organizational competency by way of digital marketing practices and cost considerations.
- To develop understanding of the latest digital practices for marketing and promotion.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 2 Credits

L:20
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1Credit (4Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Digital Marketing:** Meaning of Digital Marketing, Differences from Traditional Marketing, Return of Investments on Digital Marketing vs. Traditional Marketing, E Commerce, Tools used for successful marketing, SWOT Analysis of Business for Digital Marketing, Meaning of Blogs, Websites, Portal and Their Differences, Visibility.	4
II	**Search Engine Optimization (SEO)**: On page Optimization Techniques, Off Page Optimization Techniques, Preparing Reports, Creating Search Campaigns, Social Media Optimization (SMO): Introduction to Social Media Marketing, Advanced Facebook Marketing,	4
III	Marketing on Social networking websites, viral marketing and its importance, Facebook Marketing, Twitter Marketing, Linkedln Marketing, Google plus Marketing, Video Marketing, Pinterest Marketing.	4
IV	Understanding Google Analytics, set up Analytics account, add Analytics code in a website, understanding goals and conversions, setup goals, understanding bounce rate, Difference between bounce rate and exit rate, reduce bounce rate, Monitoring traffic sources.	4
V	Introduction to Google Ad Words, overview, Understanding Ad Words Algorithm, Creating Ads, Tracking performance/conversion.	4

Reference / Text Books:

- Eric Greenberg, and Kates, Alexander; Strategic Digital Marketing: Top Digital Experts Share the Formula for Tangible Returns on Your Marketing Investment; McGraw-Hill Professional (October, 2013).
- Moutsy Maiti: Internet Marketing, Oxford University Press India 2.
- Ryan, Damian; Understanding Digital Marketing: marketing strategies for engaging the digital generation; Kogan Page (3rd Edition, 2014).
- Tracy L. Tuten & Michael R. Solomon : Social Media Marketing (Sage Publication)

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	5
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report/Seminar On Research Project Report	-
5) ESE	35
Total:	**50**

Prerequisites for the course:

Course Learning Outcomes:

CO1: Students will develop an understanding of digital and social media marketing practices.
CO2: Students will develop understanding of social media platforms.
CO3: Students will acquire the skill to acquire and engage consumers online.
CO4: Students will develop understanding of the latest digital practices for marketing and promotion.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: VI

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: B.Com (H)**	**Year: III** **Semester: VI**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Computerized Accounting systems**
Course Code:NEBCH-612	**Title: Computerized Accounting systems**

Course Objectives:

1. To promote basic understanding of Computerized Accounting systems.
2. To gain knowledge of computerized Accounting.
3. To generate computerized accounting reports.
4. To provide basic understanding of ERP module.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L:40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (6Hrs./Week=6 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction** Meaning of Computerized Accounting, Implementation of Accounting Cycle in Computerized Accounting, Old methods and machines used in accounting, Basics of Computerized Accounting, Computerized Processing system, Advantages and disadvantages of using the computer in accounting, Accounting packages: Custom Tailored vs. Standardized packages, single vs. multiple user, Consideration for Selection of a good Accounting package,	8
II	Introduction of Top-5 Accounting Software's in the market, Introduction to MS-Excel, Accounting formulae used in MS-Excel, Generating financial statements in MS-Excel-Statement of Profit & Loss, Balance sheet, Cash Flow Statement and Fund Flow Statement.	8
III	**ORGANIZATION OF ACCOUNTING DATA:** Organizing and storing accounting data, Concept of Data processing, Techniques of Storage of Data, Concept of Data Warehouse, The Lifecycle of Data, Concept of Database Archiving, Functions of Accounting, Basics of Accounting Process, Traditional Computerized Accounting Systems: File-Oriented Systems, Designing simple accounting vouchers, Extracting desired accounting information from sources, Database Approach to Accounting Systems.	8

IV	**BASICS FUNDAMENTALS OF ACCOUNTING AND GENERATING REPORTS:** Basics of Accounting ledger, How to write Ledger, Balancing the Accounts, Necessity of Ledger, Differences between Journal and Ledger, Accounting Sub Journals - Cash Book, Basics of Cash Book, Trial Balance, Balance Sheet.(USING ACCOUNTING SOFTWARE) Provisions relating to audit, auditors' appointment, rotation of auditors, auditors' report.	8
V	**EXPOSURE TO ERP:** Basics of ERP, Advantages of ERP: ERP accounting and financial modules.	8

Reference / Text Books:

- Basset P.H. – Computerised Accounting.
- Computerised Accounting - Combined Text and Workbook – by Kaplan A.C

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Acquire a sound understanding of Computerized Accounting systems.
CO2: Ability to gain knowledge of computerized Accounting.
CO3: Ability to generate computerized accounting reports.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: VI

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: B.Com (H)**	**Year: III** **Semester: VI**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Business Tax Procedures & Management**
Course Code: NEBCH-604	**Title: Business Tax Procedures & Management**

Course Objectives:
1. To promote basic understanding of Business Tax Procedures.
2. To have the skills of Business Tax Management.
3. To file different types of returns online and generate reports.
4. To get basic understanding of GST Portal, Income tax portal.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L:40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (6Hrs./Week=6 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction** Meaning of tax, Central and State Powers of taxation, Direct and Indirect taxes- Income Tax, Wealth tax, Central excise, Customs duty, Securities Transaction Tax (STT), Stamp Duty, Entertainment Tax, Tax on profession, trade and business, CBDT-Powers and functions, GST Council-Powers and functions, distribution of revenues between Union and States,.	8
II	**Customs Duty** – Role of customs in international trade, organization of Customs in India, administrative authorities, their powers and duties, definitions of Assessable value, baggage, bill of entry, dutiable goods, foreign vessel, import-manifest, prohibited goods, bill of lading, F.O.B., CIF, Letter of Credit and kinds duties. **Excise Duty**- Meaning, Distinction between Central Excise and Customs, bases of excise duty, kinds of excise duty, definition of important terms.	8
III	**Computation of tax liability** Computation of taxable income and tax liability of firms, Computation of taxable income and tax liability of Companies (Practical problems)	8
IV	**Tax Planning and Management** Concept of Tax Planning and Management, Selection of form of business organization from the tax angle, Tax planning relating to capital structure, Tax planning in case of carry forward of losses.	8

V	**Exposure to tax Portals:** Introduction to GST portal and Income tax eportal, Different types of GST returns and Income Tax returns, Filing of return in the prescribed form and procedure for claiming refund of tax, appeals and revision, Practical case study to understand e-filing and Challans.	8

Reference / Text Books:

- Direct Taxes Procedure and Practice – Gaur & Narang.
- Direct Taxes – B. B. Lal.
- Direct Taxes – Mehrotra and Goyal
- Tax Planning for Companies – Agarwal.
- Corporate Tax Planning – Vinod K Singhania

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Acquire a sound understanding of Business Tax Procedures..
CO2: Ability to gain knowledge of Business Tax Procedures and Management.
CO3: Ability to generate e-filing and e-challans.
CO4: Get practical exposure of direct as well as indirect taxation of business

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: VI

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: B.Com (H)**	**Year: III** **Semester: VI**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Security Analysis and Portfolio Management**
Course Code: NEBCH-605	**Title: Security Analysis and Portfolio Management**

Course Objectives:

1. Explain investment decision process, various types of investors as well as calculate various types of risks and returns.
2. Calculate value and yields of bonds and analyse them in terms of valuation, yield sand risks.
3. Determine value of equity shares using different approaches and models as well as explaining various behavioural biases.
4. Calculate portfolio risk and return, construct portfolios and explain capital market theory.
5. Explain financial derivatives, analyse various options trading strategies and critically examine various innovations in derivatives market.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L:30
T:10
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction:** The Investment environment, various investment alternatives and risk return trade off; Investment decision process; Risk aversion; Types of investors; Risk-Return analysis and impact of taxes and inflation; Types and sources of returns and risks and their measurement; Diversification and Hedging;	8
II	**Analysis of Fixed Income Securities:** Bond fundamentals; Types of bonds; innovations in bond market; Valuation of bonds; Bond yields (Yield to Maturity, Yield to Call, and Realized Annual Yield); Risks in bonds- interest rate risk, price risk, inflation risk, default risk.	8
III	**Equity Analysis:** Approaches to security valuation; Fundamental Analysis- Economy, Industry, Company Analysis (EIC framework); Equity Valuation Models (DDM, P/E Ratio model and Free Cash Flow Valuation approach); Forecasting P/E ratio. Technical Analysis – basic premise and Dow theory; types of charts and Chart patterns; Moving average analysis; Odd lot theory; Efficient market hypothesis .	8

IV	**Portfolio Analysis, Selection and Management:** The concept and significance of portfolio; Calculation of portfolio return and risk; Risk aversion and capital allocation to risky assets and risk free asset; Optimal risky portfolio; Optimal complete portfolio; Markowitz portfolio selection model; Sharpe‘ s single Index Model and optimal portfolio construction.	10
V	**Financial Derivatives:** Futures- features, types and payoffs; Pricing of financial futures (Cost of carry model); Options- features, types, styles, payoffs and valuation using Black and Scholes Model; Put call parity principle.	6

Reference / Text Books:

1. Bodie, et al. (2009). Investments. McGraw Hill., Unit (s)-I, II and IV
2. Chandra, P. (2017). Investment Analysis and Portfolio Management. Tata Mc Graw Hill. Unit(s)-I, IV
3. Elton, E. and Gruber (2010). Modern Portfolio Theory and Investment Analysis. John Wiley and Sons. Unit(s)-IV
4. Fischer, Donald E. and Ronald, J. Jordan (2007). Security Analysis and Portfolio Management. PHI Learning., Unit(s)-I, II and III
5. Hull, J. C. and Basu (2016). Options, Futures and Other Derivatives. Pearson., Unit(s)-V

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

Evaluation/Assessment Methodology

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

Prerequisites for the course:

Course Learning Outcomes:

CO1: Understand the environment of investment and risk return framework.
CO2: Analyse bonds in terms of valuation, yields and risks as well as build up immunized bond portfolio.
CO3: Analyse equity shares using different approaches and models.
CO4: Construct, analyze, select and evaluate portfolios along with a deep understanding of Capital market theory and associated models.
CO5: Understand and analyse futures and options, use various options trading strategies and critically examine various innovations in derivatives market.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: VI

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: B.Com (H)**	**Year: III** **Semester: VI**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: FUNDAMENTALS OF INVESTMENT**
Course Code: NEBCH-606	**Title: FUNDAMENTALS OF INVESTMENT**

Course Objectives:

1. To promote basic understanding on the concepts of investments
2. To enable realizing the impact of capital market marketing.
3. To provide knowledge about Stock Analysis and Valuation.
4. To provide the student with knowledge of Financial Derivatives and Investor's Protection.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	**Investing Fundamentals** Types of Investment – Equity Shares, IPO/ FPO, Bonds. Indian Securities Market, Market participants, Trading of securities, security market indices. Sources of financial information. Stock exchanges in India- BSE, NSE, MCX. Buying and selling of stocks using brokerage and analysts' recommendations. Use of limit order and market order.	6
II	**Stock Analysis and Valuation** Online trading of stocks. Understanding stock quotations, types and placing of order. Risk: its valuation and mitigation, Analysis of the company-financial characteristics (as explained by ratio analysis, future prospects of the company, assessing quality of management using financial and non-financial data, balance sheet and quarterly results, cash flows and capital structure). Comparative analysis of companies, Stock valuations: using ratios like PE ratio, PEG ratio, and Price Revenue ratio. Use of Historic prices, simple moving average, basic and advanced interactive charts. Examining the shareholding pattern of the company. Pitfalls to avoid while investing: high P/E stocks, low price stocks, stop loss, excess averaging,	10
III	**Investing in Mutual Funds** Background of Mutual Funds: Needs and advantages of investing in Mutual Funds. Net Asset Value, Types of Mutual funds: Open ended, closed ended, equity, debt, hybrid, money market, Load vs. no load funds, Factors affecting choice of mutual funds. CRISIL Mutual Fund Ranking and its Usage.	8

IV	**Portfolio Analysis and Financial Derivatives** Portfolio and Diversification, Portfolio Risk and Return, Introduction to Financial Derivatives-Forwards, Futures & Options, Financial Derivatives Markets in India.	8
V	**Investor Protection** Role of SEBI and stock exchanges in investor protection; Investor grievances and their redressal system, insider trading.	8

Reference / Text Books:

- Gitman and Joehnk, Fundamentals of Investing, Pearson.
- Madura, Jeff, Personal Finance, Pearson.
- Chandra, Prasanna, Investment Analysis and Portfolio Management, Tata McGraw Hill.
- Damodaran, Aswath, Investment Valuation: Tool and Techniques for Determining the Value of Any Asset, Wiley Finance.
- Bodie, Alex, Marcus and Mohanty, Investments, McGraw Hill Publishing Co.
- Hirt and Block, Fundamentals of Investment Management, McGraw Hill Publishing Co.
- Pandiyan, Punithavathy, Security Analysis and Portfolio Management, Vikas Publications

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Understand the mechanism of investment.
CO2: Apply knowledge of investing for investment decisions.
CO3: Implement the knowledge in real practice.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: VI

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: B.Com (H)**	**Year: III** **Semester: VI**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Banking and Insurance**
Course Code:NEBCH-607	**Title: Banking and Insurance**

Course Objectives:

- To impart knowledge about the basic principles of the banking and insurance
- To understand the role of banking in economic system
- To understand the role of in financial services economic system
- To infuse various concepts necessary for banking and finance.
- To prepare students for opting the suitable banking and financial services.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L:40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1Credit (4Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction** Origin of banking: definition, functioning of banks Origin and growth of commercial banks in India. Financial Services offered by banks, changing role of commercial banks, types of banks.	8
II	**Financial intermediaries** Financial services, need for financial services various types of financial service: Fund based and Non-Fund based. Characteristics and role of financial intermediaries.	8
III	**Bank Lending** Principles of sound lending, Secured vs. unsecured advances, Types of advances, Advances against various securities..	8
IV	**Financial Services** Merchant Banking, Factoring, Forfaiting, Leasing, Securitisation, Custodial services, Credit Rating Mortgages. Performance, evaluation of mutual funds, Depository Services.	8
V	**Insurance** Basic concept of risk, Types of business risk, Assessment and transfer, Basic principles of utmost good faith, Indemnity, Economic function, Proximate cause, Subrogation and contribution, Types of insurance: Life and Non-life, Re-insurance, Risk and return relationship, Need for coordination. Power, functions and Role of IRDA, Online Insurance.	8

Reference / Text Books:

- Agarwal, O.P., Banking and Insurance, Himalaya Publishing House.
- Satyadevi, C., Financial Services Banking and Insurance, S. Chand.
- Suneja, H.R., Practical and Law of Banking, Himalya Publishing House .
- Khan M.Y., Financial Services, 4th ed., McGraw Hill, New Delhi, 2007.
- Dietrich J.K. Financial Services and Financial Institutions: Value Creation in Theory and Practice, Prentice Hall, New Jersey, 1996.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations/Seminar	5
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: Develop the skills needed to get the best financial and banking services.
CO2: Develop the ability to get understanding of depository Non-depository institutions.
CO3: Develop the ability to measure insurable and non-insurable risk.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: VI

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: B.Com (H)**	**Year: III** **Semester: VI**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Foreign Exchange**
Course Code: NEBCH-608	**Title: Foreign Exchange**

Course Objectives:

- To impart knowledge about the basics of Foreign Exchange
- To understand the role of Forex in international economic system
- To understand the concepts of international parity relations
- To prepare students for currency derivatives to hedge currency risk

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L:40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1Credit (4Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction** Foreign Exchange (Forex)-Meaning, Need and influencing factors, Characteristics of the Forex, Market participants, Exchange rate systems, Exchange rates, Concepts of appreciation and depreciation	8
II	Bid and Ask quotations, Real Exchange Rate, Spot and Forward rates, Cross rates, Intermarket arbitrage, Intermarket arbitrage with bid-ask quotes, Triangular arbitrage.	8
III	Absolute PPP, Relative PPP, Deviations from PPP, Interest Rate Parity, Covered Interest Rate Parity, Uncovered Interest Rate Parity, Deviations from IRP	8
IV	Hedging foreign exchange risk, Transaction exposure: Long & Short positions, Concept of speculation, Hedging instruments: Forward markets, Forward purchase contract, Forward sale contract	8
V	Hedging instruments: Foreign currency Futures, Long and Short hedge, Marking to market process, Closing out a futures position, Hedging instruments; currency swaps.	8

Reference / Text Books:

- Eiteman, D. et al. (2015). Multinational Business Finance. (14th edn). Pearson.
- Kirt C. Butler, K. (2016). Multinational Finance. (6th edn). John Wiley & Sons.
- Levi, M. (2009). International Finance. (5th edn). Routledge.
- Copeland. L. (2014). Exchange Rates and International Finance. (6th edn). Pearson.

Evaluation/Assessment Methodology	
	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Explain the differences between foreign exchange spot and forward markets.

CO2: Demonstrate the ability to estimate and forecast foreign exchange rates using the relevant theories and models.

CO3: Explain the concepts of international parity relations, such as interest rate parity and purchasing power parity.

CO4: Understand exchange rate exposure for a multinational corporation.

CO5: Use currency derivatives to hedge currency risk.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: VI

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: B.Com (H)**	**Year: III** **Semester: VI**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: International Trade Logistics**
Course Code:NEBCH-609	**Title: International Trade Logistics**

Course Objectives

- To understand the various processes involved in International Trade and the various types of Marketing Channels and its role in Logistics.
- To introduce the Concept of Multimodal transportation, their legal classifications, Characteristics and the choice of transport.
- To understand the basic concepts of Containerization and also focuses on Chartering.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L:40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1Credit (4Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Overview:** Marketing Logistics: Concept, Components, Objectives and Scope; Logistic Subsystem; International supply chain management and logistics: Concepts, Components and Scope.	8
II	**Marketing and Logistics:** International Marketing: Introduction, Basis for International Trade, Process and Importance; International Marketing Channel: Role of Clearing Agent, Various Modes of Transport, Choice and Issues for Each Mode, Transport Cost Characteristics.	8
III	**Basics of Transportation:** International Air Transport; Air Cargo Tariff Structure; Freight: Definition, Rate; Freight Structure and Practice; Chartering: Kinds of Charter, Charter Party, and Arbitration.	8
IV	**Containerization:** Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR.	8
V	**Inventory Management:** Introduction, Characteristics, Functionality and Components; Packaging and Packing: Labels, Functions of Packaging, Designs and Kinds of Packaging; Significance and types of warehousing facilities.	8

Reference / Text Books:

- International Marketing by SakOnk visit & John J. Shaw, Publisher: Prentice Hall of India
- International Marketing by Gupta and Varshing, Publisher: Sultan Chand and Sons
- Logistic Management and World Sea Borne Trade by Multiah Krishnaveni, Publisher: Himalaya Publication
- Logistic and Supply Chain Management by Donald J. Bowerson, Publisher: Prentice Hall of India.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: The students should understand the various components of International Logistics management.

CO2: The students are able to relate the importance of international marketing with the logistic functions.

CO3: The students should be able to apply the knowledge in designing suitable marketing channel for international trade and to suitably design a packaging.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: VI

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: B.Com (H)**	**Year: III** **Semester: VI**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: International Economics**
Course Code:NEBCH-610	**Title: International Economics**
Course Objectives: • To make students aware of the international economics in order to enhance their • Knowledge and decision-making skills required for this specialty sector. • To make the student understand international trade and commercial policy. • To discuss the issues related to International Monetary Economics	
Nature of Paper: Discipline Specific Elective	
Minimum Passing Marks/Credits: 40% Marks / 4 Credits	
L:40 T: 0 P: 0 (In Hours/Week) Theory - 1 Hr. = 1 Credit Practical- 2 Hrs.=1Credit (4Hrs./Week=4 Credits)	

Unit	Contents	No. of Lectures Allotted
I	**Introduction** Meaning and Importance of International Trade, Difference between Internal and International Trade, Tools of International Trade, Production Possibility Curve, Community Indifference Curve, Price Line, Offer Curves, General Equilibrium Analysis, Theories of Trade-, Adam Smith's Absolute Advantage theory, Ricardo's Comparative Advantage theory, Heckscher–Ohlin's Factor Endowment Theory d) Terms of Trade-Meaning and Concepts of Terms of Trade – Net Barter, Gross Barter and Income Terms of Trade, Determination of Terms of Trade using Offer Curves, Terms of Trade and Economic Development: Secular Deterioration Hypothes.	8
II	**Trade and Commercial Policy** Free Trade vs. Protection, Tariffs-Meaning and Types of Tariffs, Effects of Tariff under Partial Equilibrium Analysis, Non-Tariff Barriers- Voluntary Export Restraints, Export Subsidy, Government Procurement Policy, Import Quotas, Exchange Control.	8
III	**Capital Movements Foreign Capital**–Role and Sources of Foreign Capital, Foreign Aid–Meaning and Types, FDI and Portfolio Investments, MNCs–Meaning and a Critical Evaluation of its Role in Development.	8

IV	**Economics of Integration** Meaning and Forms of Integration, Static and Dynamic Effects of Economic Integration, European Union–objectives, Structure and Functions, European Crisis, Globalization-Meaning of Globalization, Critical Evaluation of the Globalization Process , WTO-Objectives, Functions, Structure and Agreements, Critical Evaluation of the functioning of WTO.	8
V	**International Monetary Economics** Balance of Payments-Meaning and Structure, Causes for BOP Disequilibrium and its Adjustment Mechanism, Foreign Exchange Market-Meaning and Structure, Types of Foreign Exchange Transactions-Spot and Forward transactions, Hedging and Arbitrage, Determination of Foreign Exchange Rate-Purchasing Power Parity Theory and Balance of Payments Theories, Exchange Rate System-Fixed and Flexible Exchange Rates, Devaluation-Meaning and Effects of Devaluation	8

Reference / Text Books:

- International Economics- Robert J. Carbaugh, Thomson South-Western
- International Economics- Bo Sodersten and Geoffrey Reed, MacMillan Press
- International Economics- W.Charles Sawyer and Richard L. Sprinkle , Prentice-Hall of India
- International Economics- M.L. Jhingan, Vrinda Publications

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: To develop an understanding of balance of payment.
CO2:To familiarize student with trade and commercial policy.
CO3:To acquire knowledge and skills to understand the integration and effect of integration.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: VI

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: B.Com (H)**	**Year: III** **Semester: VI**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Global Value Chain & Trade Facilitation**
Course Code:NEBCH-611	**Title: Global Value Chain & Trade Facilitation**
Course Objectives: • This course aims to equip students with a broad based knowledge of trade practices in India. • To provide the general understanding of supply chain management and trade logistics	
Nature of Paper: Discipline Specific Elective	
Minimum Passing Marks/Credits: 40% Marks / 4 Credits	
L: 40 T: 0 P: 0 (In Hours/Week) Theory - 1 Hr. = 1 Credit Practical- 2 Hrs.=1Credit (4Hrs./Week=4 Credits)	

Unit	Contents	No. of Lectures Allotted
I	**Basic Framework:** Concept of supply chain management (SCM); SCM and trade logistics; Value chain analysis and SCM; Internationalization of SCM.. Integrated SCM: Concept, span and process of integrated SCM:, Supply Chain performance measurement; Supply chain modeling; Forecasting and financial implications: Supply chain and after–sales service; Creating life-cycle ownership value; Customer service management; Product development Process and SCM.	8
II	**Managing Relationship:** Role of Relationship marketing in SCM; Managing relationships with suppliers and customers; Captive buyers and suppliers. Purchasing Process: Types of purchases; Purchasing cycle; Supplier selection and evaluation; Purchase agreement; Purchasing cost management.	8
III	Logistics in the organization, inventory management, warehousing, inbound logistics and procurement, global transportation systems, logistics environment, strategic organizing for logistics effectiveness, customer service, managing logistics information. General characteristics of shipping industry and its structure, liner and tramp operations, fright structure, shipment procedure, World seaborne trade	8
IV	**Trade its meaning and types**. Difference between internal and international trade. Theories of International Trade. India's Internal Trade- Characteristics and Problems. Coastal trade and trade of Uttar Pradesh. Terms of Trade. Trade: Terminology and abbreviations.	8

V	**Foreign Trade of India** – Before independence, During Planning Period, Recent trends in India's Foreign Trade. Major Items of Exports: Composition, Direction and Future Prospects, Major Items of Imports: Composition, Direction and Future Prospects.	8

Reference / Text Books:

- Ballau, R.H., Business Logistics Management, Pren tice Hall, Englewood Cliffs, 1992.
- Christopher., M., Logistics and Supply Chain Management: Strategies for Reading Cost and improving Services, Pitsman, London, 1992.
- Bhagwati J. Srinivasan – Foreign Trade regimes and Economics development.
- Singh, M – India's Export trends.
- Varshney R.L. – India's Foreign Trade.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Understand the concept / framework of supply chain management.
CO2: Understand the practical application of SCM
CO3: Understand the importance of logistics in the organization.

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SCHOOL OF COMMERCE & MANAGEMENT

ACADEMIC HAND BOOK



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ORDINANCE & ACADEMIC REGULATION

BACHELOR OF BUSINESS ADMINISTRATION

(Academic Session 2025-26)

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    Internal Assessment (IA) (External Assessment (EA)
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1. PREAMBLE

As per the recommendations of UGC/Higher Education Institutions in India/ UP Higher Education department, the IIMT-University has introduced Choice Based Credit System (CBCS) from the academic year 2024-25. Choice Based Credit System (CBCS) is a proven, flexible mode of learning in higher education which facilitates a student to have guided freedom in selecting his/her own choices of courses in the curriculum for completing a degree program.

CBCS offers a flexible system of learning.
The system permits a student to

(i) Learn at their own pace through flexible registration process.
(ii) Choose electives from a wide range of courses offered by parent and other departments.
(iii) Undergo additional courses to acquire the required number of credits for obtaining BACHELOR OF BUSINESS ADMINSTRATION.
(iv) Under go additional courses in their specific areas of interest and earn additional credits to obtain BACHELOR OF BUSINESS ADMINSTRATION with Specialization.
(v) Adopt an interdisciplinary approach in learning.
(vi) Avail transfer of Credits.
(vii) Gain Non – CGPA credits to enhance skill/employability by taking up project work, entrepreneurship, co-curricular and vocational training.
(viii) Make the best use of the expertise of available faculty.
(ix) Learn and earn credits through MOOC, and Project Based Learning.
(x) Enhance their Knowledge, Skill and Attitude through participation in innovative Curriculum Design, Delivery and Assessments.

The Curriculum is designed to take into the factors listed in the Choice Based Credit System (CBCS) with focus on Project Based Learning and Industrial Training to enable the students to become eligible and fully equipped for employment in industries choose higher studies or entrepreneurship.

2. DEFINITIONS AND NOMENCLATURE

In these Regulations, unless the context otherwise requires:

1. "Programme" means Degree Programme like BACHELOR OF BUSINESS ADMINSTRATION Degree Programme.
2. "Discipline" means specialization or branch of BACHELOR OF BUSINESS ADMINSTRATION. Degree Programme, (e.g., BACHELOR OF BUSINESS ADMINSTRATION)
3. "Course" means a theory or practical subject that is normally studied in a semester.
4. "Vice – Chancellor of IIMT-University" means the Head of the University.
5. "Registrar" is the Head of all General Administration of the University.
6. "Dean" means the authority of the School who is responsible for all academic activities of various programmes and implementation of relevant rules of these Regulations pertaining to the Academic Programmes.
7. "Controller of Examinations" means the authority of the University who is responsible for all activities related to the University Examinations, publication of results, award of grade sheets and degrees.

8. "Dean – Student Welfare" is responsible for all student related activities including student discipline, extra and co–curricular activities, attendance and meetings with class representatives, Student Council and parent–teacher meet.
9. "HoD" means the Head of the Department concerned.
10. "University" means IIMT-University, Meerut.
11. "TCH" means Total Contact Hours – refers to the teaching – learning periods.
12. "BoS" means Board of Studies.
13. "Class Co-ordinator" is a faculty of the class who takes care of the attendance, academic performance, and the general conduct of the students of that class.
14. "IA" is Internal Assessment which is assessed for every student for every course during the semester.
15. "ESE" is End Semester Examination conducted by the University at the End of the Semester for all the courses of that semester.
16. "UGC" means University Grants Commission.
17. "MHRD" means Ministry of Education, Govt. of India.
18. "HEI" means Higher Education Institutions.

3. VISION AND MISSION OF THE SCHOOL

Vision of School of Commerce and Management

To evolve into centre of excellence imparting management education, consultancy & research promoting corporate excellence, entrepreneurship & global leadership.

Mission of School of Commerce and Management

M1 The essence of School of Commerce & Management is to constantly strive to provide an in-depth knowledge to its students so that they add value to the existing treasures of business and managerial concepts.

M2 To promote critical thinking and spirit of enquiry among our students so that they develop creative approach by which they are able to provide workable solutions to complex business problems.

M3 To deliver multidisciplinary knowledge through modern pedagogy in a way where ethics and social commitments will be the corner stone for our students.

4. PROGRAMME EDUCATIONAL OBJECTIVES (PEO)

- The Programme Educational Objectives (PEOs) of BACHELOR OF BUSINESS ADMINSTRATION:

PEO1:	To professionally prepare students to face business difficulties.
PEO2:	To improve pupils' ability to operate as a team
PEO3:	To close the knowledge gap between students' theoretical and practical understanding by implementing cutting-edge teaching methods
PEO4:	To foster the growth of morally and socially responsible corporate leaders
PEO5:	To improve pupils' hard and soft skills
PEO6:	To encourage pupils' entrepreneurship
PEO7:	Graduates will be able to contribute favourably to the business world.
PEO8:	Graduating students will increase theoretical and applied understanding in business management.

5. PROGRAM OUTCOMES (PO'S)

PO1:	The graduate of the BBA programme must exhibit maturity, professionalism, and teamwork abilities.
PO2:	Upon completion of the BBA program the students will have general idea of operations in business
PO3:	After completing the BBA degree, the student will be able to analyse, research, and resolve important business problems.
PO4:	After completing the BBA degree, the student will be equipped with the particular knowledge needed to address difficulties that are unique to their field.
PO5:	After completing the BBA programme, the student will be able to use their knowledge of technology to improve their firm.
PO6:	The graduate of the BBA programme must exhibit Knowledge of Business Processes
PO7:	Developing Capabilities for Critical and Analytical Thinking
PO8:	Fostering social awareness and comprehending CSR, ethical, and sustainable business practises Show consideration for social, moral, and environmental issues.

6. PROGRAM SPECIFIC OUTCOMES: (PSO's)

Graduates of the department will attain:

PSO1:	Through industry exposure, including guest lectures, industrial visits, and facilitation by faculty members with corporate expertise, prepare leaders for a dynamic and global business environment.
PSO2:	The capacity to create and show the usage of the tools and approaches necessary to give answers based on the plentiful data points accessible in an organisation.
PSO3:	The BBA Programme includes experiential learning to provide students the analytical and synthesis skills they need to succeed in the global economy.
PSO4:	Determine the various PEST (Political, Economic, and Social Technological) factors influence on changes of business environment.

7. ADMISSION

The admission policy and procedure shall be decided from time to time by the University based on the guidelines issued by the UGC/ Ministry of Education (MOE), Government of India. Seats are also made available for Non-Resident Indians and foreign nationals, who satisfy the admission eligibility norms of the University as per the UGC Norms.

8. ELIGIBILITY IN ALL YEAR AS NEP (ENTRY & EXIT) AS PER NHEQF AND NSQF (IF APPLICABLE)

(i) Regular Entry

The Candidate should have qualified in 10 + 2 examination and should have obtained at least 40% marks (As per UGC/GOI/Sate govt. norms are applicable in case of candidate belonging to reserved category) in the qualifying examination.

9. CURRICULUM

The curriculum for BACHELOR OF BUSINESS ADMINSTRATION Programme is designed to have minimum and maximum credits as per the evaluation scheme. Credits that are distributed across eight semesters of study for the award of degree.

10. MEDIUM OF INSTRUCTION

The medium of instruction is English for all courses, examinations, seminar, presentations and project reports.

11. UNDER CHOICE BASED CREDIT SYSTEM (CBCS)/LOCF/OBE

Structure of the BACHELOR OF BUSINESS ADMINSTRATION Degree Programme

BACHELOR OF BUSINESS ADMINSTRATION Degree Programmes will have the curriculum and syllabi (for 4 years) as approved by the respective Board of Studies and Academic Council of the University.

The curriculum for BACHELOR OF BUSINESS ADMINSTRATION programme is designed to have minimum and maximum credits as per the scheme of 132-176 credits that are distributed across six semesters of study for the award of degree.

Under CBCS, the degree programme will consist of the following categories of courses:

1. Core Course-CC
2. Discipline Specific Elective-DSE
3. Generic Elective-GE
4. Ability Enhancement Compulsory Courses-AECC
5. Skill Enhancement Courses-SEC
6. Value added course-VAC
7. Research Project (RP)
8. Internship (Industrial/Research)
9. MOOCS
10. Minor Certification Integrated with UG Degree
11. Comprehensive Viva

Table 1. Distribution of Credits (Evaluation Scheme)

S. No.	Category	
1.	Core Course (Theory)-CC	**As per Format 1 & 2 of CBCS**
2.	Discipline Specific Elective (Theory)- DSE	
3.	Generic Elective (Theory)-GE	
4.	Ability Enhancement Compulsory Courses-AECC	
5.	Skill Enhancement Courses-SEC	
6.	Value added course-VAC	
7.	Research Project (RP)	
8.	Internship (Industrial/Research)	
9.	MOOCS	
10.	Minor Certification Integrated with UG Degree	
11.	Comprehensive Viva	

12. REGISTRATION FOR COURSES IN A SEMESTER

A student will be eligible for registration of courses only if he/she satisfies the regulation and has cleared all dues to the University, Hostel and Library up to the end of the previous semester if student is not debarred from enrolment on disciplinary grounds.

The university follows a flexible Choice Based Credit System. Accordingly, the students shall be given the option for selecting their courses and credits. The student is given the option of selecting the number of credits to undergo in a semester, subject to the curriculum requirements of minimum and maximum.

Except for the first-year courses, registration for a semester will be done during a specified week before the start of the semester as per the Academic Calendar.
Late registration /enrolment will be permitted by the Dean of the School for genuine cases, on recommendation by the Head of the respective department, with a late fee as decided from time to time.

The student shall make the choice of course in consultation with the Class Coordinator and as stipulated from time to time.

13. ATTENDANCE

The faculty handling a course must finalise the attendance, 3 calendar days before the last instructional day of the course and submit to the HoD through the class teacher.

a. A student with less than 75% attendance (Total Contact Hours -"TCH") in any course, will not be permitted to appear for the end-semester examination in that course, irrespective of the reason for the shortfall of the attendance. The student is however permitted to avail Academic Leave up to 10% for attending academic related activities like, Industrial Visits, Seminars, Conferences, Competitions etc., with the prior approval of the HoD. After the event, the student should submit the relevant documents for proof to the HoD for approval of the Academic Leave.

b. The remaining 25% allowance in attendance is given to account for activities under NCC / NSS / Cultural / Sports/Medical exigencies etc.

13.1 Dispensation of Medical Cases

For medical cases, submission of complete medical history and records with prior information from the parent / guardian to Dean (Students Welfare) DSW is mandatory. And put-up recommendations to the Vice – Chancellor. Such condonation is permitted only twice for a student in the entire duration of the programme.

13.2 Additional Condonation

Additional Condonation may be considered in rare and genuine cases which includes, approved leave for attending select NCC / Sports Camps, cases requiring prolonged medical treatment and critical illness involving hospitalization. For such select NCC / Sports Camps prior permission for leave shall be obtained by the respective Dean / Director of sports from the designated authority, before deputing the students.
The Vice-Chancellor, based on the recommendation of Dean may then give condonation of attendance, only if the Vice-Chancellor deems it fit and deserving. But in any case, the condonation cannot exceed 10%.

14. ASSESSMENT PROCEDURE

14.1 Internal Assessment – 25 Marks (IA) & Eternal Assessment (EA) 75 Marks

14.2 Practical Assessment (as per format 1 and 2) BACHELOR OF BUSINESS ADMINSTRATION course shall have two components of assessment namely,

a. Internal Assessment Marks "IA": This assessment will be carried out throughout the semester as per the Academic Schedule.

b. End Semester Examination Marks "ES": This assessment will be carried out at the end of the Semester as per the Academic Schedule.

15. RESEARCH PROJECT/ SEMESTER PROJECT – ASSESSMENT CRITERIA

The general guidelines for assessment of Project are given in Table 2.

Table 2: Assessment pattern for Research Project / Semester Project

S.No.	Review / Examination	Broad Guidelines	Weight age
1	First Review	Concept	10%
2	Second Review	Design	10%
3	Third Review	Experiment/Analysis	20%
4	Final Review/ESM	Project report and Viva – Voce, Results and Conclusion	60%

16. INTERNSHIP – RESEARCH/INDUSTRIAL INTERNSHIP

A student has to compulsorily attend summer internship at the end of 4th semester for a period of 3-4 weeks. In lieu of summer / winter internship, the student is permitted to register for undertaking project work under a faculty of the University and carry out the project for minimum period of 30 days. In both the cases, the internship report in the prescribed format duly certified by the faculty in-charge shall be submitted to the HoD. The evaluation will be done through presentation and viva. The course will have a weight age as defined in the respective curriculum.

For the final year project and Viva – Voce end semester examination, the student shall submit a Project Report in the prescribed format issued by the School/University. The reviews will be conducted by a committee constituted by the Head of the Department. The end – semester assessment will be based on the project report and a viva on the project conducted by a committee constituted by Controller of examination. This may include an external expert.

17. FOR NON – CGPA COURSES/ AUDIT COURSES

The Assessment will be done based on the respective assessment as per rubrics approved by Board of Studies (BOS).

A student securing less than the minimum specified internal assessment marks in any course will not be permitted to appear for the end-semester examination in that course and will be graded under "CO (Carry Over)" category for that course. This will be denoted in the grade sheet as "CO (Carry Over)", till the course is successfully completed in the subsequent semester(s).

18. CREDIT WEIGHTAGE

Credits are the weightage, assigned to the courses based on the following general pattern:

One Hour	1 credits.
Two Hour Practical	1 credits.

19. MAXIMUM DURATION OF THE PROGRAMME/PROMOTION POLICY

A student may complete the programme at a slower pace than the regular pace, but in any case, in not more than N+2 years.

A student completing the degree programmes in the extended period will not be eligible for university ranking.

20. MAXIMUM GAPS BETWEEN SEMESTER/YEAR

As per UGC Norms.

21. CREDIT SYSTEM AND GRADING CGPA/SGPA

Introduction

IIMT-University implemented the UGC guidelines for implementation of the choice-based credit system with a view to offer student's choice of courses within a programme with a flexibility to complete the programme by earning credits at a pace decided by the students themselves. The system allowed students to choose inter-disciplinary, intra-disciplinary courses according to their learning needs, interest and aptitude. It was considered as a cafeteria approach and was expected to provide mobility to students.

As per the Current credit system practiced in institutions needs comprehensive reforms as they offer very little flexibility, choice and are less learner centric. Degrees offered today are more self-contained focusing on a specialization area and depend a lot on knowledge available with the faculty from the department only. Though the most requisite credit system does exist, wherein students are given a wide choice and flexibility, these exist as small islands in the vast ocean of thousands of educational institutes in India. In such institutions, the curriculum is frequently designed which is learner centric and offering a wide specialization area for students to pick and choose courses from.

The institutions shall make attempts wherein the design of the credit system and the teaching and evaluation modes shall be the responsibility of individual course teachers. The students should have the freedom to opt for courses from other specializations and not just from their core specialization. For this there has to be stronger collaborations between departments of the University and outside.

21.1 Grading system

The school follow the absolute grading system which is a simple procedure wherein the marks obtained by students correspond to a specific grade and grade point. It reflects the individual performance in a particular subject without any reference to the group/class. The absolute grading system has limitations and may be susceptible to some inconsistencies.

The relative grading system on the other hand provides relative performance of a student to a group/class wherein the student is ranked in a group/class on basis of relative level of achievement. In this system decisions are made in advance by the faculty members as to what

proportion of students would be awarded a particular grade on the basis of their relative performance and which is done by assigning grades on basis of a normal curve. This facilitates comparative performance and eliminates negative effect of pass or fail.

Relative grading system may be used if the number of students registered for the course is at least 30. For a class of smaller size, an absolute grading scheme may be used. The statistical method may be used with adjustments to calculate the mean (M), median (Md) and standard deviation (SD) of the total marks (TM) obtained by the students registered for the course. If the mean and median coincide, the mean may be used for further computations, otherwise the median may be used. If suppose the mean is used, then the letter grades may be awarded based on the ranges specified in table below:

A grading system as shown in Table 3 will be followed.

Table 3: Grading system

Letter Grade	Range
A+	TM>M+1.75SD
A	M+1.25 SD ≤TM<M+1.75SD
B+	M+0.75 SD ≤TM<M+1.25SD
B	M+0.25 SD ≤ TM < M+0.75 SD
C+	M-0.25 SD ≤ TM < M-0.25 SD
C	M-0.75 SD ≤ TM < M-0.25 SD
D+	M-1.25 SD ≤ TM < M-0.75 SD
D	M-1.75 SD ≤ TM < M-1.25 SD
E+	M-2.0 SD ≤ TM < M-1.75 SD
E	M-2.25 SD ≤ TM < M-2.0 SD
F	M-2.25 SD > TM
CO	Carry Over (Summer / Winter) due to Attendance deficiency (between 40% and 75%) and/or I. Lack of minimum IA marks as specified in clause 10.0 Table 3.
RA	Repeat the course due to (i) Lack of minimum attendance (below 40%) in regular course.
--	DETAINED "RC" or "RA" or both in all registered theory courses of a semester. The student is detained and has to repeat the entire semester.

Letter grades may be improved based on the following scheme: Use the table above to determine grade boundaries. Look for natural gaps in the neighbourhood of grade boundaries. Choose the largest gap in the neighbourhood and make this as the grade boundary.

An 'E', 'E+' and 'F' grade may not be a purely relative grade. These may be assigned on the following basis:

- A minimum, say 30/100, may be set as pass marks for the course. A fail grade may then be awarded only if the Total Marks for the course are less than 30. Otherwise, the students may be awarded the Just Pass Grade D.

- A fail grade may be awarded to students whose marks are below the prescribed minimum even if the table above leads to a pass grade.

Similarly, a lower limit may be set for the A grade also, for instance greater than or equal to 86. Students not achieving the prescribed minimum may be awarded a lower letter grade even if the table above indicates otherwise. A pass grade may be made mandatory for both internal as well as external examinations in the case of a separate internal and external assessment,

a. Internal and External marks may be summed up with appropriate weightages to compute a total out of 100 marks. The letter grade may be assigned on this computed total.

b. Internal and external marks may be graded separately and then the assigned grade points may be used, with appropriate weightages, to compute a final grade point and letter grade.

Grading in the case of Re-evaluations, Retests and Remedial Examinations may be based on the following guidelines:

a. The ranges of marks once computed for awarding letter grades the first time, called the First Distribution (FD), will not be modified.

b. If a re-evaluation leads to a change in marks, then FD will be used to award an appropriate letter grade.

c. A retest may be permitted if

   i. A student gets a letter grade of E+ or E. In this case, irrespective of the marks obtained, at most D grade may be awarded.

   ii. A student is unable to complete course requirements because of certified illness or tragedy. In this case FD will be used to award an appropriate letter grade.

The use of relative grading system may be recommended in autonomous institutions, institutes of national importance and institutions with high ranking. The results of the relative grading system may be shared by such institutions later with other interested institutions to implement the same.

21.2 GPA and CGPA

GPA is the ratio of the sum of the product of the number of credits Ci of course "i "and the grade points Pi earned for that course taken over all courses "i" registered and successfully completed by the student to the sum of Ci for all "i". That is,

$$GPA = \frac{\sum_i C_i P_i}{\sum_i C_i}$$

CGPA will be calculated in a similar manner, in any semester, considering all the courses enrolled from the first semester onwards.

The Grade card will not include the computation of GPA and CGPA for courses with letter grade CO, RC and U until those grades are converted to the regular grades.

A course successfully completed cannot be repeated.

22. CLASS/DIVISION

22.1 Classification is based on CGPA and is as follows:
CGPA ≥ 8.0: First Class with distinction
6.5 ≤ CGPA <8.0: First Class
5.0 ≤ CGPA <6.5: Second Class.

22.2 (i) Further, the award of 'First class with distinction' is subject to the candidate becoming eligible for the award of the degree having passed the examination in all the courses in his/her first appearance with effect from II semester, within the minimum duration of the programme.

(ii) The award of 'First Class' is further subject to the candidate becoming eligible for the award of the degree having passed the examination in all the courses within 3 years for BACHELOR OF BUSINESS ADMINSTRATION-BACHELOR OF BUSINESS ADMINSTRATION (Hons.).

(iii) The period of authorized break of the programme (vide clause 11.0) will not be counted for the purpose of the above classification.

23. TRANSFER OF CREDITS / ACADEMIC CREDIT BANK

University Grants Commission initiated the concept of National Academic Credit Bank (NAC-Bank) which will be a digital / virtual / online entity to be established and managed by UGC. The main objective of the NAC-Bank would be to facilitate student mobility across the education system wherein the credits can be accumulated and be used at alter point of time for the requirements of partial fulfilment of a degree program.

a. "Credit-transfer" means the mechanism by which the eligible HEIs registered with ABC are able to receive or provide prescribed 'credits' to individual registered ABC account in adherence to the UGC credit norms for the 'course/s' registered by the desirous students in any eligible higher education institution within India.

b. Within the broad framework of these regulations, the Academic Council, based on the recommendation of the Credit Transfer Committee so constituted may permit students to transfer part of the credit earned in other approved Universities of repute & status in the India or abroad.

c. The Academic Council may also approve admission of students who have completed a portion of course work in another approved Institute of repute under Multiple entry & Exit system, based on the recommendation of the credit transfer committee on a case-to-case basis.

d. Students who have completed coursework, at least first year, at some university other than the university to which transfer is sought (may request for transfer of admission to this university. A student may be granted admission only through an admission process that will follow the same policy as for fresh admissions. However, a uniform credit system must be followed by all universities to effect transfer of credits.

Credit Transfer request can be submitted only after the student has been admitted in the concerned program and the following conditions are met:

i. The course work has been completed at a UGC approved and accredited University through fulltime formal learning mode.

ii. The university accreditation grade/ ranking is not lower than that of the university to which the transfer is sought.

iii. The courses prescribe to the common minimum syllabus under UGC CBCS system.

iv. The letter grade obtained in the courses is "B" or better.

v. The number of credits to be transferred does not exceed the prescribed limit.

vi. The program in question must have a similar credit system, in particular, modular or semester and the same numeric and letter grading system along with common meaning of the term "credit" in numerical terms.

The aspect of shelf life of courses needs to be considered while accepting credits as obsolescence of knowledge of certain field in terms of its current relevance needs to be investigated. The time lapsed between successful completion of certain courses of the program and the admission to which program transfer is sought needs to be considered. The maximum number of credit points that may be considered under a credit transfer needs to be specified. Contextual variables such as teaching-learning approach adopted, learning facilities offered, use of evaluation modes may also be considered while preparing the credit transfer policy.

23.1 Moderation

Moderation of assessment is an organized procedure which ensures use of valid assessment material and consistent application of criteria, to provide fair academic judgment and reliable outcome in the form of marks or grades. It assures appropriate designing and implementation of assessment activities along with generation of valid and reliable results.

Integration of moderation process with assessment system is imperative for the development of academic quality in higher educational institutions as:

- It addresses any difference in individual judgments of different evaluators.
- It ensures that all achievements in the form of marks and grades across courses reflect achievement of same level of standard.

- It is also carried out to develop a common understanding of the standards and criteria and to recognize performance which demonstrates that standard or fulfils those criteria.

Moderation may be conducted in case there are large number of fail grades or high grades, or when large numbers of students who have received the same grade or clustering of students on letter grades, or when there are discrepancies between grades allocated to individual students in different courses, or to find out the difficulty level of the question paper or whether the assessments modes used cover the entire syllabus or not.

Applicability - Moderation will be made applicable to both external and internal modes of assessment. All programs and courses will indicate, as part of their statements on assessment, arrangements for the moderation of assessed work. This can be done through formulation of a moderation policy and implemented across all programs and courses of instruction and delivery. The time frame for the moderation will be linked with the time frame for assessment.

In the event a moderation is triggered, an evaluation will begin with a discussion on the following (though not exhaustive) lines:

a. What are the rubrics used for each of the different types of assessment in the course? Is a standardized/ prescribed rubric used or has the instructor developed his/ her own rubric. If the instructor is using a personally framed rubric, or if there is no identified rubric, then how does the assessment map to learning outcomes?

b. The difficulty level of the questions included in the assessments, i.e., is the difficulty level on the extremes, very easy or very hard.

c. The manner of awarding marks, i.e., has the correction been at the extremes, liberal or tough.

Each department will establish a committee and designate roles and responsibilities at different levels for smooth working of the moderation process. In order to maintain neutrality, it will be ensured that moderator should not be the assessor. Staff members will be trained professionally in assessment techniques and moderation procedures. All assessment material produced by learner including examination sheets, assignments, project reports, research reports etc. will be examined.

Institutions will be encouraged to make the moderation process online. In this system, assessment plans, moderation plans, assessment tools, samples of which may be submitted online. Moderation reports will be generated online so that progress can be tracked and submitted to the COE after the approval of dean by Head of the department. The moderation will not be restricted to just assessment but also include moderation of content and assessment design.

24. CHANGE OF DISCIPLINE

"Academic Flexibility" is the provision for innovative and interchangeable curricular structures to enable creative combinations of Courses/Programmes in Disciplines of study leading to Degree/Diploma/PG Diploma/Certificate of Study offering multiple entry and multiple exit facilities in tune with National Education Policy-2020, while removing the rigid curricular boundaries and creating new possibilities of life-long learning.

25. USE OF TECHNOLOGICAL INTERVENTIONS

With the proliferation of different types of access devices, especially mobile access devices, technology has the potential to augment traditional classroom practices and revolutionize learning and evaluation methods. Technology, in fact can be an important driver to enable lifelong learning. Learning and engagement of students is facilitated by use of technology through several modes such as synchronous learning, semi-synchronous learning, blended learning, collaborative learning, flipped classroom etc. MOOC's, especially provided through SWAYAM, are a window of opportunity for lifelong learning and are offered through technology-based platforms. Learning Commerce systems (LMS) may be used by institutions to integrate the entire teaching, learning and evaluation process. The Learning Commerce System may be used by institutions to deliver academic content in blended form and to assess learning through thesis, assignments etc. Open-source learning Commerce systems such as Moodle, may be used for posting content in the form of videos, audios, e-learning modules, live class sessions etc. Use of plagiarism detection software will be highly recommended to check originality of content.

In the conduct of examinations, universities face tremendous challenges such as need for trained manpower, distribution of question paper without delays and errors, delays in evaluation of answer scripts, lack of infrastructure to conduct examinations at a large scale, non-availability of faculty members for assessment, security issues faced during paper setting and paper distribution, tampering of certificates and answer scripts etc.

For a typical examination department of an institution will be an autonomous body right from registration of student to convocation through an integrated system. In fact, steps must be taken to implement a complete examination Commerce system that considers the complete life cycle of examination process. The use of technology will reduce dependency on human intervention and be error free. The following functions will be automated:

a. Registration of students and generating unique PRN,

b. Filling up of examination form,

c. Generation of seat numbers and admit cards/hall tickets, preparation of list of paper setter,

d. Use of question bank system to draw question sets, question paper generation,

e. Online distribution of question papers on the day of examination with system of encryption,

f. Barcode system for answer books (this will eliminate issues related to errors, avoid malpractices etc.),

g. Digitization of answer scripts and onscreen evaluation of answer sheets,

h. Tracking of student's performance, x. Marks submission through online software,

i. Viewing of result through online system,

j. Online verification and revaluation system,

k. Digitization of certificates and marksheets (to avoid tampering and easy retrieval),

l. Certificate authentication system,

m. Submission of various other applications through online system.

The above will lead to conduct of functions of the examination system in an efficient and transparent manner and timely availability of information to students.

26. STUDENT DISCIPLINE

Every student is required to observe utmost discipline and decorum both inside and outside the campus and not to indulge in any activity against any law which may affect adversely the prestige/reputation of the University.

27. STUDENT WELFARE

Any act of indiscipline of a student will be reported by Head of the Department to the Chief Proctor/Dean (Students Welfare) with an information to Dean will be referred to a Discipline Committee constituted for the purpose. The Committee will enquire into the charges and decide on a suitable punishment if the charges are substantiated. The committee will also authorize the Chief Proctor/Dean (Students Welfare) to recommend to the Vice-Chancellor for the implementation of the decision. The student concerned may appeal to the Vice-Chancellor, whose decision will be the final.

28. RAGGING

Ragging in any form is a criminal and non-bailable offence in our country. The current State and Central legislations provide stringent punishments including imprisonment. Once the involvement of a student(s) is established in ragging, offending fellow students/staff, harassment of any nature to the fellow students/staff etc. the student(s) will be liable to be dismissed from the University, as per the laid down procedures of the UGC / Govt. /Institute. Every senior student of the University, along with their parent, shall give an undertaking every year in this regard and the same should be submitted at the time of Registration.

29. POWER TO MODIFY

Notwithstanding all that has been stated above, the Academic Council is vested with powers to modify any or all the above regulations from time to time, if required, subject to the approval by the Board of Studies and Final approval by Vice-Chancellor.

30. EXIT POINT

As per NEP

31. NC/CREDIT COURSE

For non credit courses ‘Satisfactory’ or “Unsatisfactory’ shall be indicated instead of the letter grade and this will not be counted for the computation of SGPA/CGPA.

32. ANY OTHER HEADING AS PER YOUR PROGRAM

NA

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Evaluation Scheme

BBA (NEP Course Curriculum-Effective from 2025)

EVALUATION SCHEME
BBA w.e.f. August, 2025
Year: I / Semester: I

Sl. No.	Sub Code	Subjects Title	Course Category	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
1	BBA-101A	Principles & Practice of Management	Core Discipline	4	0	0	25	75	100	4
2	BBA-102A	Applied Accounting	Core Discipline	3	1	0	25	75	100	4
4	BBA 109A	Digital Technologies for Business	SEC	1	0	2	15	35	50	2
5	NHU-NPR- 112	Environment and Ecology	AECC	4	0	0	25	75	100	4
	NHU NPR- 112P	Environment and Ecology	PR	0	0	2	15	35	50	1
6	BBA 107A	Managerial Economics	Core Discipline	4	0	0	25	75	100	4
7	BBA-108A	Social media and web analytics	VAC	2	0	0	15	35	50	2
8		Generic Elective	GE	-	-	-	-	-	-	4
9	NEP BBA (SP)-105	Seminar presentation on industrial visits	-	0	0	0	25	0	25	0
10	NEP BBA (SR)-106	Social responsibility	-	0	0	0	25	0	25	0
11	NEP-SPT-1/NEP-YGA-1	Sports/Yoga	-	0	0	2	25	0	25	1
TOTAL				**18+GE**	**1+GE**	**6+GE**	**220+GE**	**405+GE**	**625+GE**	**26**

*NCC-National Cadet Corps-Student can opt and submit the certificate in COE office
** GE-Generic Elective- To be decided by CBCS Committee
*** MOOCS/NPTEL-Student will have to earn 6 credits during 3 years degree program

EVALUATION SCHEME
BBA we.f. August, 2025
Year: I / Semester: II

Sl. No.	Sub Code	Subjects Title	Course Category	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
1	BBA 201A	Organizational Behaviour	Core Discipline	4	0	0	25	75	100	4
2	BBA 207A	Business Law	Core Discipline	4	0	0	25	75	100	4
3	BBA 203A	Marketing Management	Core Discipline	4	0	0	25	75	100	4
4	BBA 208A	Business Communication	AECC	3	0	0	15	35	50	3
5		Generic Elective	GE	-	-	-	-	-	-	4

6	NEP BBA (SP)-205	Seminar presentation on industrial visits	-	0	0	0	25	0	25	0
7	NEP BBA (SR)-206	Social responsibility	-	0	0	0	25	0	25	0
8	NEP-SPT-2/NEP-YGA-2	Sports/Yoga	-	0	0	0	25	0	25	0
TOTAL				**15+GE**	**0+GE**	**0+GE**	**165+GE**	**260+GE**	**425+GE**	**19**

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** GE-Generic Elective- To be decided by CBCS Committee
*** MOOCS/NPTEL-Student will have to earn 6 credits during 3 years degree program

EVALUATION SCHEME
BBA w.e.f. August, 2025
Year: II / Semester: III

Sl. No.	Sub Code	Subjects Title	Course Category	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
1	BBA 301A	Human Resource Management	Core Discipline	4	0	0	25	75	100	4
3	BBA 309A	Macroeconomics and Global environment	Core Discipline	4	0	0	25	75	100	4
4	BBA 303A	Entrepreneurship Development	Core Discipline	4	0	0	25	75	100	4
5	BBA 307A	Business Statistics	Core Discipline	3	1	0	25	75	100	4
6		Generic Elective	GE	-	-	-	-	-	-	4
8	BBA 310A	AI and Data Analysis	VAC	2	0	0	25	75	100	2
9	UVE-301	Human Values and Professional Ethics	AECC	3	0	0	25	75	100	3
10	BBA (SP)-305	Seminar presentation on industrial visits	-	0	0	0	25	0	25	0
11	BBA (SR)-306	Social responsibility	-	0	0	0	25	0	25	0
13	SPT-3/YGA-3	Sports/Yoga	-	0	0	2	25	0	25	1
TOTAL				**20+GE**	**1+GE**	**2+GE**	**225+GE**	**450+GE**	**675+GE**	**26**

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EVALUATION SCHEME
BBA w.e.f. August, 2025
SEMESTER- IV

Sl. No.	Sub Code	Subjects Title	Course Category	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
1	BBA 408A	Research Methodology	Core Discipline	3	1	0	25	75	100	4
3	BBA 410A	Financial Management and Modeling	Core Discipline	3	1	0	25	75	100	4
4	BBA 409A	Production and operation management	Core Discipline	4	0	0	25	75	100	4
5	BBA 404A	Start-up Management	AECC	3	0	0	25	75	100	3
6		Generic Elective	GE	-	-	-	-	-	-	4
7	BBA (SP)-406	Seminar presentation on industrial visits	-	0	0	0	25	0	25	0
8	BBA (SR)-407	Social responsibility	-	0	0	0	25	0	25	0
9	SPT4/YGA-4	Sports/Yoga	-	0	0	0	25	0	25	0
			TOTAL	**13+GE**	**2+GE**	**0+GE**	**175+GE**	**300+GE**	**475+GE**	**19**

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** GE-Generic Elective- To be decided by CBCS Committee
*** MOOCS/NPTEL-Student will have to earn 6 credits during 3 years degree program

EVALUATION SCHEME
BBA w.e.f. August, 2025
Year: III / Semester: V

Sl. No.	Sub Code	Subjects Title	Course Category	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
Core Discipline										
1	BBA 501A	Strategic Management	Core Discipline	4	0	0	25	75	100	4
Discipline specific elective course A Student would be free to choose any ONE DSE										
DSE - I (Finance).										
A	BBA (F) 502A	Cost and management accounting	DSE	4	0	0	25	75	100	4
C	BBA (F) 504A	Working capital management	DSE	4	0	0	25	75	100	4
DSE – II (Marketing)										
A	BBA (M) 502A	Consumer Behaviour	DSE	4	0	0	25	75	100	4
C	BBA (M) 504A	Advertising & Brand Management	DSE	4	0	0	25	75	100	4

DSE - III (Human Resource)										
B	BBA (H) 503A	Training & Development	DSE	4	0	0	25	75	100	4
C	BBA (H) 504A	Management of Industrial Relations	DSE	4	0	0	25	75	100	4
DSE – IV (International Business)										
A	BBA (IB) 502A	International Trade Policy & Strategy	DSE	4	0	0	25	75	100	4
B	BBA (IB) 503A	Global Business Environment	DSE	4	0	0	25	75	100	4
DSE – V (Logistics & Supply Chain Management)										
A	BBA (L) 502A	Fundamentals of Logistics	DSE	4	0	0	25	75	100	4
C	BBA (L) 504A	Supply chain information system	DSE	4	0	0	25	75	100	4
A	BBA 507A	E-Commerce Risk and Compliance Management	SEC	2	0	0	25	75	100	2
B	IEMM-402	Indian Ethos for Modern Management	VAC	4	0	0	25	75	100	4
C	BBA (ST) 506	Summer training (Presentation & viva)	Summer Training	0	0	8	25	75	100	4
D	SPT 5/YGA-5	Sports/Yoga	-	0	0	2	25	0	25	1
TOTAL				**162**	**0**	**10**	**175**	**450**	**625**	**23**

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EVALUATION SCHEME
BBA w.e.f. August, 2025
Year: III / Semester: VI

Sl. No.	Sub Code	Subjects Title	Course Category	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
Core Discipline										
1	BBA 601A	Business Planning & Project Management	Core Discipline	3	1	0	25	75	100	4
2	BBA 602A	Innovation and creativity	Core Discipline	4	0	0	25	75	100	4
Discipline specific elective course A Student would be free to choose any ONE DSE										
DSE - I (Finance).										
A	BBA(F)604A	Financial institutions and services	DSE	4	0	0	25	75	100	4
B	BBA(F) 605A	Risk & insurance management	DSE	4	0	0	25	75	100	4
DSE – II (Marketing)										
A	BBA(M) 603A	Retail Management	DSE	4	0	0	25	75	100	4
B	BBA(M) 605A	Marketing of Services	DSE	4	0	0	25	75	100	4

DSE - III (Human Resource)										
A	BBA(H) 603A	Performance & Compensation Management	DSE	4	0	0	25	75	100	4
B	BBA(H) 604A	Counseling & Negotiation Skills for Managers	DSE	4	0	0	25	75	100	4
DSE – IV (International Business)										
A	BBA(IB) 603A	International Distribution & Supply Chain Management	DSE	4	0	0	25	75	100	4
B	BBA(IB) 605A	Multinational Business Finance	DSE	4	0	0	25	75	100	4
DSE – VI (Logistics & Supply Chain Management)										
A	BBA(L) 603A	Warehousing & Distribution Operations	DSE	4	0	0	25	75	100	4
B	BBA(L) 604A	Best practices for transportation	DSE	4	0	0	25	75	100	4
C	BBA 606	Research Project - Viva-Voce	RP	0	0	8	25	75	100	4
D	SPT-6/YGA-6	Sports/Yoga	-	0	0	0	25	0	25	0
TOTAL				**15**	**1**	**8**	**150**	**375**	**525**	**20**

*NCC-National Cadet Corps-Student can opt and submit the certificate in COE office
*** MOOCS/NPTEL-Student will have to earn 6 credits during 3 years degree program

EVALUATION SCHEME
BBA w.e.f. August, 2025
Year: IV / Semester: VII

Sl. No.	Sub Code	Subjects Title	Course Category	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
A	BBA 707A	Qualitative Techniques for Research	Core Discipline	4	0	0	25	75	100	4
B	BBA 708A	Quantitative Techniques for Research	Core Discipline	4	0	0	25	75	100	4
Discipline specific elective course A Student would be free to choose any ONE DSE										
DSE - I (Finance)										
A	BBA (F) 709A	Income Tax	DSE	4	0	0	25	75	100	4
DSE - II (Marketing)										
A	BBA (M) 709A	Digital Marketing	DSE	4	0	0	25	75	100	4
DSE - III (Human Resource)										
A	BBA (H) 709A	HRD: Systems & Strategies	DSE	4	0	0	25	75	100	4

A	BBA 710A	IPR	VAC	2	0	0	25	75	100	2
B	BBA 706	Research Project -I	SEC	0	0	8	25	75	100	4
			TOTAL	**14**	**0**	**8**	**125**	**375**	**500**	**18**

EVALUATION SCHEME
BBA w.e.f. August, 2025
SEMESTER-VIII

Sl. No.	Sub Code	Subjects Title	Course Category	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
1.	BBA 806A	Research and Publication Ethics	Core Discipline	4	0	0	25	75	100	4
2.	BBA 807A	Data Analysis using SPSS	Core Discipline	2	0	4	25	75	100	4
Discipline specific elective course A Student would be free to choose any ONE DSE										
DSE - I (Finance)										
A	BBA (F) 809A	International Accounting & Reporting System	DSE	4	0	0	25	75	100	4
DSE - II (Marketing)										
A	BBA (M) 809A	Transnational & Cross Cultural Marketing	DSE	4	0	0	25	75	100	4
DSE - III (Human Resource)										
A	BBA (H) 809A	Cross Cultural HRM	DSE	4	0	0	25	75	100	4
A	BBA 805	Research Project-II	SEC	0	0	8	25	75	100	4
			TOTAL	**10**	**0**	**6**	**100**	**300**	**400**	**16**

Format-1

Format-1

IIMTU-NEP IMPLEMENTATION (2025-2029)
CBCS: Statement of Credit distribution

College/School: IIMT School of Commerce & Management **Programme: BBA(Hons. with Research)** **Duration:4 YEARS Semester: Eight**	**Credit range: 133 (UG)** **167 (Hons)** **(Suggested by CBCS Committee) 120 (UG) 160 (Hons. with Research)**

Attached guidelines to be followed:

		Sem.	**Core Course/ Foundation Course Th (6 cr) or**	**Ability Enhancement Compulsory Course (AECC)**	**Skill Enhancment Course (SEC)**	**Discipline Specific Elective (DSE)**	**Generic Elective (GE) (From other Faculty)**	**Research Project (RP)**	**Value Added Course (VAC)**	**Total Credits**
Course Names as per UGC	Cr.	Sample	C-1 (4 Credit)+ P-1 (2 Credit)/T-1 (1 Cr.) FC-1 (3 Credit) 3/4/5/**6** Cr.	AECC-1 (Credit) **3** Cr./Each	SEC-1 (Credit) **2** Cr./Each	DSE-1 (Credit) 3 or 4/5/**6** Cr.	GE-1 (Credit) 3 or 4/5/6 Cr. **4 Cr./6 Cr.**	Industry Training/ Internship Survey (**4**Cr.)	VAC-1(Credit) (**6** Cr.)	
Course Names as per Higher Education (HE)			MAJOR-1 4/5/6 Cr.	Vocational 3 Cr.	Co-Curricular 2 Cr.	MAJOR-24/5/6 Cr.	MAJOR-3 4/5/6 Cr.	4 Cr.		
Decided Credits for implementatio			6 Cr. –UG 5Cr. – PG	3 Cr.	2 Cr.	4 Cr.	4-6Cr.	4 Cr.	2 Cr.	
UG **Level 5** **Entry 1:** The entry requirement for Level 5 is Secondary School Leaving Certificate **Exit 1: A**	45	I	**Principles & Practice of Management-** (BBA-101A) (C=4) **Applied Accounting-** (BBA-102A) (C=4) **Managerial Economics-** (BBA 107A)(C=4)	**Environment and Ecology** (NHU NPR–112) (C=5)	**Digital Technologies for Business -** BBA 109A (C=2)		****Generic Elective-** GE (C=4) ***NCC NON-CREDIT Seminar presentation/Industrial visit-(**NEP BBA (SP) –105) (C=0) **Social Responsibility** – (NEP BBA(SR) – 106) (C=0) **SPORTS/YOGA** –		**Social media and web analytics** BBA-108A (C=2)	26

Certificate in Bachelor of Business Administration Will be awarded when a student exits at the end of year 1 (Level 5).							(NEP-SPT-1/ NEP YGA-1)(C=1)			
		II	**Organizational Behaviour –** (BBA 201A) (C=4) **Marketing Management** – (BBA 203A) (C=4) **Business Law-** (BBA 207A) (C=4)	**Business Communication** BBA 208A (C=3)	***Moocs/NPTEL		****Generic Elective-** GE (C=4) ***NCC NON-CREDIT Seminar presentation/Industrial visit-(**NEP BBA (SP) –205) (C=0) **Social Responsibility** – (NEP BBA(SR)– 206) (C=0) **SPORTS/YOGA-** (NEP-SPT-2/ NEP YGA-2) (C=0)			19
Level 6 Entry 2: The entry requirement for Level 6 is a certificate obtained after completing the first year (two semesters) of the undergraduate programme. **Exit 2:** At the end of the 2nd year, if a student exits, **a diploma in Bachelor Of Business Administration**	90	III	**Human Resource Management** – (BBA 301A) (C=4) **Entrepreneurship Development** (BBA 303A) (C=4) **Business Statistics-** (BBA 307A) (C=4) **Macroeconomics and Global environment -**	**Universal Human values and Professional Ethics -** (UVE- 301) (C=3)			****Generic Elective-** GE(C=4) ***NCC NON-CREDIT Seminar presentation/Industrial visit- (** BBA (SP) – 305) (C=0) **Social Responsibility -** BBA (SR) – 306 (C=0) **SPORTS/YOGA -** SPT-3/ YGA-3 (C=1)		**AI and Data Analysis -** (BBA 310A)(C=2)	26

Shall is awarded (Level 6).			(BBA 309A) (C=4)							
		IV	**Research Methodology -**(BBA 408A) (C=4) **Production and Operation management-** (BBA 409A) (C=4) **Financial Management and Modeling** – (BBA 410A) (C=4)	**Start-up Management** - (BBA 404A) (C=3)	***Moocs/NPTEL		**Generic Elective-** GE(C=4) ***NCC NON-CREDIT Seminar presentation/Industrial visit-**(BBA (SP) – 406) (C=0) **Social Responsibility** – BBA (SR) – 407) (C=0) **SPORTS/YOGA** - SPT-4/ YGA-4 (C=0)			19
Level 7 Entry 3: The entry requirement for Level 7 is a diploma obtained after completing two years (four semesters) of the undergraduate programme. **Exit 3:** On successful completion of three years, **a Bachelor Of Business Administration Degree shall be awarded** (Level 7).	133	V	**Strategic Management** -BBA 501A (C=4)		**E-Commerce Risk and Compliance Management** - BBA 507 A(C=2)	**Cost and management accounting** - BBA (F) 502 A(C=4) **Working capital management-** BBA (F) 504 A(C=4)/ **Consumer Behaviour-** BBA (M)502A (C=4) **Advertising & Brand Management** BBA (M) 504 A(C=4)/	***NCC NON-CREDIT SPORTS/YOGA** - SPT-5/ YGA-5 (C=1)	**Summer Training (Presentation and Viva)-** BBA (ST) 506 (C=4)	**Indian Ethos for modern management-** IEMM 402 (C=4)	23

						HRD : Training & Development - BBA (H) 503A (C=4) **Management of Industrial Relations-** BBA (H) 504A (C=4)/ **International Trade Policy & Strategy-** BBA (IB) 502 A (C=4) **Global Business environment-** BBA (IB) 503 A(C=4)/ **Fundamentals of Logistics-** BBA (L) 502 A (C=4) **Supply Chain Information System-**NEP BBA (L) 504 (C=4) **NOTE:** A STUDENT CAN CHOOSE ANY ONE DSE				
		VI	**Business Planning &**			**Financial institutions**	***NCC**	**Research Project – Viva Voce**		20

			Project Management- BBA -601 A (C=4) **Innovation and creativity-** BBA -602 A(C=4)			**and services-** BBA (F) 604 A(C=4) **Risk & insurance management-** BBA (F) 605 A(C=4)/ **Retail Management -**BBA (M) 603 A(C=4) **Marketing of Services-**BBA (M) 605A (C=4)/ **Performance & Compensation Management** - BBA (H) 603 A(C=4) **Counseling & Negotiation Skills for Managers-** BBA (H) 604 A(C=4)/ **International Distribution & Supply Chain Management** - BBA (IB) 603 A(C=4) **Multinational**	**NON-CREDIT** SPT-6/ YGA-6 (C=0)	BBA 606 (C=4)		

						Business Finance - BBA (IB) 605 A(C=4)/ **Warehousing & Distribution Operations** BBA (L) 603 A(C=4) **Best practices for transportation-** BBA (L) 604 A (C=4) **NOTE:** A STUDENT CAN CHOOSE ANY ONE DSE				
Level 8 Note: After completing the requirements of a threeyear Bachelor's degree, **candidates who meet a minimum CGPA of 7.5 shall be allowed to continue studies in the fourth year** of the undergraduate programme to	167	VII	**Qualitative Techniques for Research -** BBA 707A (C=4) **Quantitative Techniques for Research - BBA 708A** (C=4)			**Income Tax- BBA (F) 709A** (C=4) **Marketing- BBA (M) 709A** (C=4) **HRD:Systems &** Strategies **- BBA(H) 709A** (C=4) **NOTE:** A STUDENT CAN CHOOSE ANY ONE DSE		**Research Project -I** BBA 706 (C=4)	**IPR- BBA 710A** (C=2)	18

pursue and complete the Bachelor's degree with Research. **Entry 4**. An individual seeking admission to a Bachelor's degree (Honours/Research) (Level 8) in a specified field of learning would normally have completed all requirements of the relevant three-year bachelor degree (Level 7). **Exit 4:** On the successful completion of the fourth year, a student shall be awarded **a Bachelor Of Business Administration Degree (Honours/Research).** **UG Research**		VIII	**Research and Publication Ethics -** BBA 806A (C=4) **Data Analysis using SPSS -** BBA 807A (C=4)			**International accounting & Reporting System-** BBA (F) 809A (C=4)/ **Transnational & Cross Cultural Marketing-** BBA (M) 809A (C=4)/ **Cross Cultural HRM -** BBA (H) 809A (C=4) **NOTE:** A STUDENT CAN CHOOSE ANY ONE DSE		**Research Project-II-** BBA 805 (C=4)		16
		Total Credits	80	14	8	24 out of 104	GE-16 GENERAL.E – 12 SPORTS/YOGA-03	SUMMER TRAINING+RESEARCH PROJECT + RESEARCH PROJECT-1+ RESEARCH	VAC=10	

								PROJECT-2 =4+4+4+4=16		
		Grand Total	**133 (UG) 167 (Hons)**							

Format-2

Format-2

IIMTU-NEP Implementation: Exit Points (2025-29)

Programme	Year	Semester (15 weeks)	Paper	Credit	Periods per Week	Periods (Hours) per Semester	Paper Title	Unit (Periods per semester)	Prerequisite	Elective (For other faculty)
Certificate in Business Administration (45 credits)–B.B.A	FIRST YEAR	SEMESTER -I	BBA 101 A	4	4	40	Principles & Practice of Management	5		
			BBA 102 A	4	4	40	Applied Accounting	5		
			BBA 109 A	2	2	20	Digital Technologies for Business	5		
			NHU NPR-112	5	5	40	Environment and Ecology	5		
			BBA 107 A	4	4	40	Managerial Economics	5		
			BBA 108 A	2	2	20	Social media and web analytics	4		
			**GE	4	4	40	**To be decided by CBCS	-		
			*NCC	-	1(L), 2P	-	*NCC	-		
			NEP-BBA (SP)-105	-	-	-	Seminar presentation/Industrial visit	-		
			NEP-BBA (SR)-106	-	-	-	Social Responsibility			
			SPT-1/ YGA-1	1	0		SPORTS/YOGA			
		SEMESTER - II	BBA 201 A	4	4	40	Organizational Behaviour	5		
			BBA 207 A	4	4	40	Business Law	5		
			BBA 203 A	4	4	40	Marketing Management	5		
			BBA 208 A	3	3	30	Business Communication	4		
			**GE	4	4	40	**To be decided by CBCS	-		
			NEP-BBA(SP) 205	4	-	-	Seminar presentation/Industrial visit	-		
			NEP-BBA(SR) 206	-	-	-	Social Responsibility	-		
			*NCC	-	-	-	*NCC			
				2	1(L), 2P	-	***MOOCS/NPTEL			
			SPT-2/YGA-2	0	0	-	SPORTS/YOGA			

Programme	Year	Semester (15 weeks)	Paper	Credit	Periods per Week	Periods (Hours) per Semester	Paper Title	Unit (Periods per semester)	Prerequisite	Elective (For other faculty)
Diploma in Business Administration (90 credits)–B.B.A	SECOND YEAR	SEMESTER -III	BBA 301 A	4	4	40	Human Resource Management	5		
			BBA 309 A	4	4	40	Macroeconomics and Global environment	5		
			BBA 303 A	4	4	40	Entrepreneurship Development	5		
			BBA 307 A	4	4	40	Business Statistics	5		
			UVE 301	3	3	40	Universal Human Values	4		
			**GE	4	4	40	**by CBCS Committee	-		
							Seminar presentation on industrial visits			
			BBA (SP) 305	0	-	-	Social responsibility			
			BBA (SR) 306	0	-	-	*NCC	-		
						-				
			*NCC	-	-	-	AI and Data Analysis	-		
						-		-		
			BBA 310 A	2	2	20		5		
			SPT-3/YGA-3	1	0	-	SPORTS/YOGA	-		
		SEMESTER – IV	BBA 408 A	4	4	40	Research Methodology	5		
			BBA 410 A	4	4	40	Financial Management and modeling	5		
			BBA 409 A	4	4	40	Production and Operation management	5		
							Start-up Management	5		
			BBA 404 A	3	3	30	**by CBCS Committee	-		
							***MOOCS/NPTEL	-		
			**GE	4	4			-		
			***MOOCS/N	-	-	40	Seminar presentation on industrial visits	-		
			PTEL	-	-	-	Social responsibility			
			BBA (SP) 406	0	0	-	*NCC			
			BBA (SR) 407	0	0	0		-		
			*NCC	-	-	-				
			SPT-4/YGA-4	0	0	-	SPORTS/YOGA	-		

Programme	Year	Semester (15 weeks)	Paper	Credit	Periods per Week	Periods (Hours) per Semester	Paper Title	Unit (Periods per semester)	Prerequisite	Elective (For other faculty)
	THIRD YEAR	SEMESTER -V	BBA-501A	4	4	40	Strategic Management	5		
			BBA 507A	2	2	20	E-Commerce Risk and Compliance	5		
			*NCC	-	-	-	Management NCC	-		
							NOTE: A STUDENT CAN CHOOSE ANY ONE DSE			
							A. **Finance (DSE-I)**			
			BBA (F) 502A	4	4	40	1) Cost and management accounting	5		
			BBA (F) 504A	4	4	40	2) Working capital management	5		
							B. **Marketing (DSE-II)**			
			BBA (M) 502A	4	4	40	1) Consumer Behaviour	5		
			BBA (M) 504A	4	4	40	2) Advertising & Brand Management	5		
							C. **Human Resource (DSE-III)**			
			BBA (H) 503A	4	4	40	1) Training & Development	5		
			BBA (H) 504A	4	4	40	2) Management of Industrial Relations	5		
							D. International Business(DSE IV)			
			BBA (IB) 502A	4	4	40	1) International Trade Policy & Strategy	5		
			BBA (IB) 503A	4	4	40	2) Global Business environment	5		
							E. Logistics & Supply Chain Management(DSE-V)			
			BBA (L) 503A	4	4	40	1) Fundamentals of Logistics	5		
			BBA (L) 505A	4	4	40	2) Supply Chain Information System	5		
			BBA (ST) 506	4	8P	-	Summer Training (Presentation and Viva)	-		
			IEMM-402	4	4	40	(Indian Ethos and Modern Management)	6		
			SPT-5/ YGA-5	1	0	-	SPORTS/YOGA	-		

Bachelor of Business Administration Degree (131 credits)–BBA	**THIRD YEAR**	**SEMESTER -VI**	BBA-601	4	4	40	Business Planning & Project Management	5		
			BBA-602	4	4	40	Innovation and creativity	5		
			*NCC	-	-	-	NCC	-		
							NOTE: A STUDENT CAN CHOOSE ANY ONE DSE			
							A. Finance (DSE-I)			
			BBA (F) 604A	4	4	40	1) Financial institutions and services	5		
			BBA (F) 605A	4	4	40	2) Risk & insurance management	5		
							B. Marketing (DSE-II)			
			BBA (M) 603A	4	4	40	1) Retail Management	5		
			BBA (M) 605A	4	4	40	2) Marketing of Services	5		
							C. Human Resource(DSE-III)			
			BBA (H) 603A	4	4	40	1) Performance & Compensation Management	5		
			BBA (H) 604A	4	4	40	2) Counseling & Negotiation Skills for Managers	5		
							D. International Business (DSE-IV)			
			BBA (IB) 603A	4	4	40	1) International Distribution & Supply Chain Management	5		
			BBA (IB) 605A	4	4	40	2) Multinational Business Finance	5		
							E. Logistics & Supply Chain(DSE-V)			
			BBA (L) 603A	4	4	40	1) Warehousing & Distribution Operations	5		
			BBA (L) 604A	4	4	40	2) Best practices for transportation	5		
			BBA 606	4	8P	-	Research Project – Viva Voce	5		
			SPT-6/ YGA-6	0	0		SPORTS/YOGA	-		
Bachelor of Business Administration (Honors/Research) (165 credits)–BBA	**FOURTHYEAR**	**SEMESTER -VII**	BBA 707A	4	4	40	Qualitative Techniques for Research	5		
			BBA 708A	4	4	40	Quantitative Techniques for Research	5		
							NOTE: A STUDENT CAN CHOOSE ANY ONE DSE			
			BBA (F) 709A	4	4	40	**A. Finance (DSE-I)** Income Tax	5		
			BBA (M) 709A	4	4	40	**B. Marketing (DSE-II)** Digital Marketing	5		
			BBA (H) 709A	4	4	40	**C. Human Resource(DSE-III)** HRD: Systems & Strategies	5		
			BBA 710A	2	2	-	IPR	-		
			BBA 706	4	8P	-	Research Project -I	-		

Bachelor of Business Administration (Honors/Research) (165 credits)–BBA	**FOURTHYEAR**	**SEMESTER -VIII**	BBA 806A	4	4	40	**Research and Publication Ethics**	5		
			BBA 807A	4	2	40	**Data Analysis using SPSS**	5		
							NOTE: A STUDENT CAN CHOOSE ANY ONE DSE			
							A. Finance (DSE-I)			
			BBA (F) 809A	4	4	40	International Accounting & Reporting System	5		
							B. Marketing (DSE-II)			
			BBA (M)809A	4	4	40	Transnational & Cross Cultural Marketing	5		
							C. Human Resource(DSE-III)			
			BBA (H) 809A	4	4	40	Cross Cultural HRM	5		
			BBA 805	4	8P	-	Research Project-II			

PROGRAM OUTCOMES (PO'S)		**PROGRAM SPECIFIC OUTCOMES: (PSO's)** Graduates of the department will attain:	
PO1:	The graduate of the BBA programme must exhibit maturity, professionalism, and teamwork abilities.	PSO1:	Comprehend of the corporate world
PO2:	Upon completion of the BBA program the students will have general idea of operations in business	PSO2:	Compare and contrast the theoretical understanding of organisational setting, tactics, and management with its application.
PO3:	After completing the BBA degree, the student will be able to analyse, research, and resolve important business problems.	PSO3:	Identify the conceptual and analytical skills necessary for sound decision-making.
PO4:	After completing the BBA degree, the student will be equipped with the particular knowledge needed to address difficulties that are unique to their field.	PSO4:	Recognize the dynamic and difficult business environment.
PO5:	After completing the BBA programme, the student will be able to use their knowledge of technology to improve their firm.	PSO5:	Recognize the issues that the business sector is currently facing.
PO6:	The graduate of the BBA programme must exhibit Knowledge of Business Processes	PSO6:	To understand and analyses the financial market.
PO7:	Developing Capabilities for Critical and Analytical Thinking	PSO7:	Recognize the issues that the business sector is currently facing.
PO8:	Fostering social awareness and comprehending CSR, ethical, and sustainable business practises Show consideration for social, moral, and environmental issues.	PSO8:	Determine the various PEST (Political, Economic, and Social Technological) factors influence on changes of business environment.
	-	PSO9:	Know the difference between the micro and macro marketing environments.
	-	PSO10:	Examine various accounting and financial concepts, such as the trial balance and balance sheet.
	-	PSO11:	Understand the international trade procedure and documentation.
	-	PSO12:	Analyze the various business research facets in the marketing, human resources, and financial fields.

Format-3

Format-3

IMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: Certificate **Class: BBA**	**Year: I** **Semester: I**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: PRINCIPLES AND PRACTICESOF MANAGEMENT**
Course Code: BBA 101A	**Title: PRINCIPLES AND PRACTICES OF MANAGEMENT**

Course Objectives:

1. The objective of the course is to provide an understanding of basic concepts, principles and practices of management
2. The aim is to inculcate the ability to apply multifunctional approach to organizational objective.
3. To introduce the students to Management and its importance in universal spheres.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1Credit(4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Definition, Functions, Process, Scope and Significance of Management. Nature of Management, Managerial Roles, Managerial Skills and Activities, Difference between Management and Administration. Significance of Values and Ethics in Management.	8
II	Evolution of Management Thought- (Scientific Management (F.W. Taylor), Administrative Theory (Henri Fayol), Bureaucratic Approach (Max Weber), Human Relations Movement (Elton Mayo), Modern Approaches: Systems & Contingency)	8
III	Planning- Nature, Scope, Objective and Significance of Planning, Elements and Steps of Planning, Organizing-Nature and Types, Organizing Principles, Span of Control, Line and Staff Relationship, Authority, Delegation and Decentralization. Effective Organizing techniques, Organizational Structures, Formal and Informal Organizations.	15
IV	Staffing.-Nature and Functions, Directing- Meaning and Importantace, and Elements Effective Directing, Supervision,	15
V	Controlling-Elements of Managerial Control, Control Systems, Management Control Techniques, Effective Control Systems, and Coordinating-Coordination Concept, Importance, Principles and Techniques of Coordination, Concept of Managerial Effectiveness.	14

Reference / Text Books:

1. Gupta, C. B., & Mathur, S. (2020). Management Principles and Applications. Scholar Tech Press, Delhi.
2. Griffin. (2013). Management Principles and Application. Cengage.
3. Koontz, H., & Weihrich, H. (2012). Essentials of Management: An International and Leadership Perspective. McGraw Hill Publications.
4. Chhabra, T. N. (2021). Business Organisation and Management. Sun India Publications. New Delhi.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Incorporate the understanding of the role of managers in an organization.
CO2: Summarize the elementary concepts, principles and theories of management.
CO3: Identify & understand the contemporary issues and challenges in management.
CO4: Describe the Effective plans co-ordinate the organizational work and eliminate unproductive effort.
CO5: Write down the point to help Training gives an employee confidence in handling the job assigned to him.
CO6: To find out good control system that should be easily installed and economically maintained.

Format-3

IMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: Certificate **Class: BBA**	**Year: I** **Semester: I**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: APPLIED ACCOUNTING**
Course Code: BBA 102A	**Title: APPLIED ACCOUNTING**

Course Objectives:

1. To introduce students to Accounting, stressing its importance in today's business world
2. Explain and apply accounting concepts, principles and conventions
3. Record basic accounting transactions and prepare annual financial statements; and
4. Analyze, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements.
5. To develop an understanding of the accounting cycle, including journal entries, ledgers, and trial balance.
6. To build foundational skills for using accounting information in business decision-making.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 20
P: 0 (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 Book Keeping and Accounting** Meaning, Process, Objectives and Scope of Book- Keeping and Accounting, Basic terminology of Accounting, Subsidiary Books of Accounts, Difference between Accounting and Book-Keeping, Various Users of Accounting Information, Accounting Principles, Conventions and Concepts, Role and relevance of accounting in digital environments.	8
II	**Mechanics of Accounting** Accounting Equations and their computation, Dual Aspects of Accounting., Golden Rules of Debit and Credit, Preparation of Journal, Cash Book - Types of Cash Book, Ledger Posting and Trial Balance- Methods of Preparation of Trial Balance, Introduction to source documents (invoices, vouchers, receipts, etc.)	8
III	**Financial Statements** Preparation of Trading, Profit and Loss Account and Balance Sheet with Adjustment Entries. Classification of Revenue and Capital Expenditures.	14
IV	**Accounting Errors** Rectification of Errors, Types of Errors, Use of Suspense Account, Bank Reconciliation Statement: Introduction, Importance and Steps. Specimen format of BRS with illustrative example.	15

V	**Valuation of stocks, Depreciation** FIFO and LIFO Method, Introduction to Weighted Average Method, Depreciation: Meaning, Need, Accounting Treatment of Depreciation with Written Down Value Method and Straight Line Method, Distinction between Depreciation, Amortization, and Depletion, Impact of Depreciation on Financial Statements.	15

Reference / Text Books:

1. Grewals T.S. & S.C. Gupta (2016), Introduction to Accountancy (*7th Edition),* New Delhi, India: S.Chand.
2. Jain S.P. & KL Narang (2014), Financial Accounting (*6th Edition*), Ghaziabad, UP, India: Kalyani Pub.
3. Gupta R.L. & Radhaswamy M.(2018),Advance accountancy (*13th Edition*), New Delhi, India: S.Chand.

Evaluation/Assessment Methodology

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

Prerequisites for the course:

Course Learning Outcome:

CO1 Understand and apply accounting concepts, principles for their routine monetary transaction.
CO2 Able to create and financial statements in accordance with Generally Accepted Accounting Principles.
CO3 Analyze, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements.
CO4 Recognize circumstances providing for increased exposure to errors and frauds
CO5 Determine the useful life and value of the depreciable asset
CO6 Identify and analyze the reasons for the difference between cash book and pass book balances.

Format-3

IMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: Certificate **Class: BBA**	**Year: I** **Semester: I**
Credits: 3 **Theory: 1** **Practical: 2**	**Subject: Digital Technologies for Business**
Course Code: BBA 109A	**Title: Digital Technologies for Business**

Course Objectives:

1. To understand the role of information technology, cloud computing, and cybersecurity in modern business environments.
2. To identify the basic components and functions of computer hardware, software, and digital networks.
3. To create and format professional business documents using Microsoft Word.
4. To perform data entry, analysis, and visualization using Microsoft Excel tools and functions.
5. To design and present effective business presentations using Microsoft PowerPoint.
6. To use digital tools like Email, Google Workspace, and MS Office 365 for business communication and collaboration.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 1 Credits
50% Marks / 2 Credits

L: 20
T: 0
P: (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Role of Information Technology in modern organizations, Basics of computer hardware and software, Internet, Intranet, and Extranet, Cloud computing and its business applications, Cyber security fundamentals for business users, Introduction to digital tools for communication and collaboration (Email, Google Workspace, MS Office 365).	5
II	Introduction to MS Word and user interface, Creating, editing, formatting, and saving documents, Page layout, margins, headers/footers, and watermarking, Tables, bullets, numbering, and styles, Inserting pictures, charts, and hyperlinks, Mail Merge: creating business letters, labels, envelopes, Templates and document protection, Business applications: Report writing, notices, memos, formal letters.	5
III	Introduction to spreadsheets and Excel interface, Basic operations: cell referencing, formatting, sorting, filtering, Working with formulas and functions (SUM, AVERAGE, IF, VLOOKUP, etc.), Data validation, conditional formatting, Charts and graphs for data visualization, Pivot tables and dashboards,	5

	Business applications: budgeting, sales tracking, data analysis, financial modeling basics.	
IV	Introduction to PowerPoint and interface overview, Creating and designing presentations using templates, Inserting and formatting text, images, audio, and video, Slide transitions and animations, SmartArt and chart tools, Delivering presentations: slideshow, notes, timing, Business applications: pitch decks, business reports, marketing presentations, training materials.	5

Reference / Text Books:

1. C.S. French "Data processing and Information Technology ", BPB Publications.
2. P.K Sinha Computer Fundamentals, BPB Publications
3. Guy Hart-Davis “The ABCs of Microsoft Office Professional Edition", BPB Publication
4. Karl Schwartz, “Microsoft Windows 98 Training Guide"

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	5
2) Presentations/Seminar	5
3) Assignments	5
4) Research Project Report/Seminar On Research Project Report	-
5) ESE	35
Total:	**50**

Prerequisites for the course:

Course Learning Outcomes:

CO1: Demonstrate an understanding of digital technologies, including IT systems, cloud computing, and cybersecurity in business contexts.
CO2: Identify and describe the functions of basic computer hardware, software, and digital networks.
CO3 Create, edit, and format structured business documents using Microsoft Word.
CO4: Apply formulas, functions, and data tools in Microsoft Excel for basic business analysis.
CO5: Design and deliver professional presentations using Microsoft PowerPoint with appropriate visual and multimedia elements.
CO6: Utilize digital collaboration tools such as Email, Google Workspace, and MS Office 365 for effective business communication.

Format-3

IMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: Certificate **Class: BBA**	**Year: I** **Semester: I**
Credits: 5 **Theory: 4** **Practical: 1**	**Subject: Environment and Ecology**
Course Code: NHU NPR 112 **NHU NPR 112P**	**Title: Environment and Ecology**

Course Objectives:

1. To create awareness about environmental issues.
2. To nurture the curiosity of students particularly in relation to natural environment.
3. To develop an attitude among students to actively participate in all the activities regarding environment protection
4. Environmental Studies as an academic field is the product of efforts to understand and respond to the variety of changes humans have wrought in our world.
5. Students in Environmental Studies are motivated by concern for welfare of the many human and non-human communities that shape this planet.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits
50% Marks / 1 Credits

L: 30,
T: 0
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 environmental studies (2 lectures) Multidisciplinary nature of environmental studies; Scope and importance; the need for environmental education. Concept of sustainability and sustainable development.	7
II	Ecosystems, What is an ecosystem? Structure: food chains, food webs and function of ecosystem: Energy flow in an ecosystem, nutrient cycle and ecological succession. Ecological Interactions. Case studies of the following ecosystems: a) Forest ecosystem b) Grassland ecosystem c) Desert ecosystem d) Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)	7
III	Biodiversity and Conservation a) Levels of biological diversity: genetic, species and ecosystem diversity; Biogeographic zones of India; Biodiversity patterns and global biodiversity hot spots b) India as a mega-biodiversity nation; Endangered and endemic species of	8

	India c) Threats to biodiversity: Habitat loss, poaching of wildlife, man-wildlife conflicts, biological invasions; Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity. d) Nature reserves, tribal populations and rights (Niyamgiri-Vedanta, POSCO), and human wildlife conflicts in Indian context (Sundarban-Human-Tiger encounters). e) Ecosystem and biodiversity services: Ecological, economic, social, ethical, aesthetic and Informational value.	
IV	Environmental Pollution and Global Environmental Issues a) Environmental pollution: types, causes, effects and controls; Air, water, soil and noise pollution. b) Climate change, global warming, ozone layer depletion, acid rain and impacts on human communities and agriculture c) Nuclear hazards and human health risks (Cherno by l, 3 mile Island, Daiichi-Fukushima) d) Solid waste management: Control measures of urban and industrial waste, special reference e-waste, and Biomedical waste. e) e. Pollution Tragedies: Love canal, Bhopal Gas, Endosulfan, Minamata and Flint water	8

Reference / Text Books:

1. Fundamental Concepts in Environmental Studies by Dr. D.D Mishra
2. Environmental Studies: Third Edition by R. Rajagopalan
3. Shankar Ias Environment 8th Revised Edition Book 2021 English Medium by N & N Enterprises
4. Young Learners, Environmental Studies, Book 1 by Roma Jain
5. Environmental Studies, 2018 Edition, Book 1 by Zainab H Razavi Neha Sharma

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	5
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report/Seminar On Research Project Report	-
5) ESE	35
Total:	**50**

Prerequisites for the course:

Course Learning Outcomes:

CO1: Understand core concepts and methods from ecological and physical sciences and their application in environmental problem-solving.

CO2: Appreciate key concepts from economic, political, and social analysis as they pertain to the design and evaluation of environmental policies and institutions.

CO3: Appreciate the ethical, cross-cultural, and historical context of environmental issues and the links between human and natural systems.

CO4: Appreciate that one can apply systems concepts and methodologies to analyze and understand interactions between social and environmental processes.

CO5: Reflect critically about their roles and identities as citizens, consumers and environmental actors in a complex, interconnected world.

CO6: Understand environmental laws and sustainable development.

Format-3

IMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: Certificate **Class: BBA**	**Year: I** **Semester: I**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Managerial Economics**
Course Code: BBA 107A	**Title: Managerial Economics**

Course Objectives:

1. To introduce the fundamental concepts and scope of managerial economics in decision-making.
2. To explain the theories of demand, supply, and market equilibrium relevant to business.
3. To analyze production and cost behavior for short-run and long-run decision-making.
4. To provide insights into various market structures and pricing strategies.
5. To familiarize students with macroeconomic indicators affecting business operations.
6. To relate economic theory to practical problems faced by managers in organizations.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
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, nature, and scope of managerial economics, Relationship with other disciplines (accounting, finance, marketing, operations), Basic concepts: scarcity, choice, opportunity cost, marginal analysis, Objectives of the firm: profit maximization, sales maximization, growth, utility maximization, Role and responsibilities of managerial economist	08
II	Law of demand, determinants of demand, demand function, Elasticity of demand: price, income, and cross elasticity – measurement and business applications, Law of supply and elasticity of supply, Market equilibrium and effects of changes in demand and supply	10
III	Production function: short-run and long-run, Law of variable proportions and returns to scale, Isoquants and is costs; producer's equilibrium, Cost concepts: fixed, variable, total, average, and marginal cost, Short-run and long-run cost curves; economies and diseconomies of scale	10
IV	Market types and price-output determination (perfect competition, monopoly, monopolistic competition, oligopoly); pricing strategies; price discrimination; kinked demand and price leadership.	08
V	Key indicators: GDP, inflation, unemployment, interest rates; business cycles and their impact; basics of monetary and fiscal policy; relevance to business	09

Reference / Text Books:

1. Adhjkari M ; Management Economics
2. Gupta G.S. ; Managerial Economics
3. Lal S.M ; Principles of Economics
4. Vaish & Sunderm; Principles of Economics

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Define and explain the basic principles of managerial economics.
CO2: Assess demand, supply, and elasticity for making pricing and output decisions.
CO3: Analyze cost structures and production efficiency for managerial planning.
CO4: Compare different market structures and apply suitable pricing strategies.
CO5: Interpret macroeconomic indicators and their impact on business decisions.
CO6: Apply economic reasoning to solve real-life business problems effectively.

Format-3

IMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: Certificate **Class: BBA**	**Year: I** **Semester: I**
Credits: 2 **Theory: 2** **Practical: 0**	**Subject: Social Media and Web analytics**
Course Code: BBA 108A	**Title: Social Media and Web analytics**

Course Objectives:

1. To make students understand the role of social media data and analytics in helping organizations achieve their goals
2. To enable students to provide actionable and strategic recommendations based on thorough social media data analysis
3. To make students decode data and arrive at an effective social media strategy

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 2 Credits

L: 20
T: 0
P: (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 1 Hrs.=1 Credit (2Hrs./Week=2Credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction to Social Media, Web Platforms, and Analytics, Overview of Web Platforms- Web sites, web apps, mobile apps and social media – (Usability, user experience, customer experience), Digital Marketing Essentials- (customer sentiments, web marketing, conversion rates, ROI), Strategic Benefits- (brand reputation, competitive advantages), Web analytics and Web analytics 2.0 framework (click stream, multiple outcomes analysis, experimentation and testing, voice of customer, competitive intelligence, Insights)	5
II	Social media analytics, Social media KPIs (reach and engagement), Performing social media analytics (business goal, KPIs, data gathering, analysis, measure and feedback), Social Listening tools & Sentiment marketing, Content Performance and Influencer Analytics.	4
III	Web metrics and web analytics: Pulse Metrics – (Page views, Uptime, Latency, Bounce rate, Time on site), Heart Metrics – (Happiness, Engagement, Adoption, Retention, and Task success); On-site web analytics, off-site web analytics.	5
IV	Data analysis language and tools: Ready-made tools for Web and social media analytics, Key Google Analytics metrics- (dashboard, social reports, Facebook Insights, Twitter Analytics, LinkedIn Analytics, YouTube Studio).	4
V	Case analysis User experience measurement cases and Web analytics cases, Campaign evaluation using social media analytics, thics and Data Privacy in	2

Reference / Text Books:

1. Dr. Saroj Kumar, Tripti Singh Chowdhury. (2022) Social Media and Web Analytics, (1st ed.).
2. R. Adithya Kumar (2022) Social Media and Web Analytics.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	5
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report/Seminar On Research Project Report	-
5) ESE	35
Total:	**50**

Prerequisites for the course:

Course Learning Outcomes:

CO1: Provide an overview of the importance of analytics in the context of social media and websites, emphasizing the role of data - driven decision – making.

CO2: Familiarize participants with fundamental metrics used in web analytics and social media analytics, such as traffic sources, page views, engagement rates, click-through rates, and conversions.

CO3: Define and understand key performance indicators (KPIs) for social media and web analytics.

CO4: Learn how to set up and track conversions on websites and social media platforms and understand the customer journey and optimize for conversion goals.

CO5: Understand the concepts of social listening and monitoring and use tools to monitor brand mentions, track sentiment, and stay informed about industry trends.

Format-3

IMTU-NEP IMPLEMENTATION
Year: I / Semester: II

Programme: Certificate **Class: BBA**	**Year: I** **Semester: II**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: ORGANIZATION BEHAVIOUR**
Course Code: BBA 201A	**Title: ORGANIZATION BEHAVIOUR**

Course Objectives:

1. To provide an understanding of basic concepts, theories and techniques in the field of human behavior at the individual, group and organizational levels.
2. To enhance the understanding of the dynamics of interactions between individual and the organization.
3. To facilitate a clear perspective to diagnose and effectively handle human behavior issues in Organizations.
4. To develop interpersonal and leadership skills essential for effective management within organizations.
5. To foster a work environment that promotes motivation, job satisfaction, and productivity.
6. To understand and manage organizational change and development effectively.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

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 Organizational Behavior: Meaning, Development & Scope of OB, Challenges and Opportunities for OB, Models of OB.	08
II	Individual Behavior in Organizations**:** Understanding Individual Behavior in Organizations-Major Personality Traits Influencing OB, Perception - Components, factors influencing perception process, Learning: Meaning, Theories, Motivation: Meaning, Types & Theories.	14
III	Behavior Dynamics**:** Interpersonal behavior, Communication, Transaction Analysis, The Johari Window, Leadership: meaning, style, models of leadership	13
IV	Conflict Management: Types, Causes, and Conflict Resolution Strategies	12
V	Organizational System and Change: Organizational Culture: Concept, Types, and Impact on Behavior, Organizational Climate and Its Influence, Organizational Change: Meaning, Types, and Forces of Change, Resistance to Change: Reasons and Managing Resistance, Organizational Development (OD): Concept, Objectives, and Interventions, Stress Management: Causes of Stress, Impact on Performance, and Coping Mechanisms, Managing Change and Innovation in the Workplace.	13

Reference / Text Books:

1. Stephen P. Robbins—Organizational Behaviour, 12th Edition, Prentice Hall
2. Aswathappa K—Organizational Behaviour (Text, Cases and Games)‖, Himalaya Publication
3. Udai Pareek—Organizational Behavior‖, Oxford University Press

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: To understand the role of individual as well as group behavior employees in organization.
CO2: Able to evaluate various leadership styles that enhance group effectiveness.
CO3: Identify factors that lead to formation of work related attitude.
CO4: Suggest practices that create favorable work related attitude.
CO5: Demonstrate how the organizational behavior can integrate in understanding the motivation (why) behind behavior of people in the organization.
CO6: Analyze the complexities associated with management of the group behavior in the organization.

Format-3

IMTU-NEP IMPLEMENTATION
Year: I / Semester: II

Programme: Certificate **Class: BBA**	**Year: I** **Semester: II**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Business Law**
Course Code: BBA 207A	**Title: Business Law**

Course Objectives:

1. To familiarize the students with the fundamental concepts and significance of business laws in commercial activities.
2. To introduce the key provisions and scope of major business law legislations.
3. To gain comprehensive knowledge of the Indian Contract Act, 1872 and its application in business dealings.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

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	Indian Contract Act: Offer, Acceptance, Agreement and Contract; Capacity of parties; Essentials of Contract; Performance of Contracts; Free Consent and Consideration**,** Legal Object and Lawful Consideration.	12
II	Void Contracts; Contingent Contracts; Quasi Contract; Contract of Indemnity and Guarantee; Bailment, Lien, Pledge and Agency.	12
III	Sales of Goods Act: Definition, Features, and Formation of Sale Contract; Condition and Warranty, Ownership of Goods; Performance of Sale Contract; Difference Between Sale and Agreement to Sell**,** Duties of Buyer and Seller, Introduction to Consumer Protection Act 2019.	12
IV	Limited liability Partnership: Definition; Incorporation; Advantages of LLP over Partnership**,** Difference between LLP, Partnership, and Company**,** Basic Rights and Duties of Partners.	12
V	Negotiable Instruments: Definition, Features, Types, Crossing And Endorsement of NIs. Dishonour of Cheque and Legal Consequences.	12

Reference / Text Books:

1. Dhanda PMV; Commercial and Industrial Laws
2. N.D. Kapoor; Elements of Mercantile law (including Companing Law Industrial Law)
3. Gulshan S and Kapoor; Lectures on Business & Economics Laws
4. Kuchall; Business Laws
5. Mandal C; Economics and other Legislations
6. Awtar Singh: Principles of Mercantile Law

Evaluation/Assessment Methodology	
	Max. Marks
1) Class tasks/ Sessional Examination 2) Presentations /Seminar 3) Assignments 4) Research Project Report/Seminar On Research Project Report 5) ESE	10 5 10 - 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: Able to apply basic legal knowledge to business transactions. CO3: Understanding of current law, rules, and regulations related to settling business disputes CO4: Knowledge regarding the relevance of various acts and their practical implications. CO5: Understanding of the provision of various laws relevant to the business. CO6: Understand the legal and fiscal structure of different forms of business organizations and their responsibilities as an employer.	

Format-3

IMTU-NEP IMPLEMENTATION
Year: I / Semester: II

Programme: Certificate **Class: BBA**	**Year: I** **Semester: II**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Marketing Management**
Course Code: BBA-203A	**Title: Marketing Management**

Course Objectives:

1. This course aims to familiarize students with the marketing function in organizations.
2. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing.
3. The course will use and focus on Indian experiences, approaches andcases.
4. To gain an understanding of various forces affecting marketing decision making
5. To familiarize with Product Life Cycle, New Product Development process.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

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, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context); Portfolio approach – Boston Consulting Group (BCG) matrix.	12
II	Segmentation, Targeting and Positioning: Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Difference between Segmentation, Targeting and Positioning;	12
III	Product Life Cycle and related strategies; Basics of product classification, product mix, branding, packaging, and new product development. Pricing: Key factors influencing price, basic pricing methods, and types of pricing (geographical, promotional, differential).	12
IV	Promotion Mix: Key factors and tools – Advertising, Sales Promotion, Public Relations, and Personal Selling (basics only). Place: Functions and levels of marketing channels; Types of intermediaries – retailers and wholesalers.	12
V	Unique characteristics of services; 7Ps of service marketing; Service quality and customer experience management; Digital service delivery and automation in services (chatbots, AI tools). Introduction to Sustainable and Green Marketing**;** Ethical issues in marketing;	12

	Emerging trends: Experiential marketing, cause-related marketing, and inclusive marketing.	

Reference / Text Books:

1. Kotler. P, & Keller. K. L. (2016). Marketing Management, 17th edition, Pearson.
2. Marshall & Johnston, Marketing Management, McGraw Hill.
3. Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
4. Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Able to understand the basic concepts of marketing.
CO2: Able to identify target markets and environments by analyzing demographics and consumer behavior.
CO3: Able to create a detailed marketing plan and implementation schedule for a company, or critically evaluate existing marketing strategies and tactics.
CO4: Able to apply the tools and concepts learned in the course to develop a customer and ethics driven marketing strategy and mix
CO5: Able to Use Marketing information and research to develop Marketing strategies.
CO6: Learn to identify the essential Elements for effective Marketing practice.

Format-3

IMTU-NEP IMPLEMENTATION
Year: I / Semester: II

Programme: Certificate **Class: BBA**	**Year: I** **Semester: II**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Business Communication**
Course Code: BBA 208A	**Title: Business Communication**

Course Objectives:

1. The general objective of the course is to make the students proficient communicators in English.
2. It aims to develop in the learners the ability to understand English in a wide range of contexts.
3. The main thrust is on understanding the nuances of listening, speaking, reading and writing English.
4. The course is a step towards preparing the learners to face situations with confidence and to seek employment in the modern globalized world.
5. As knowledge of English phonetics will help the students to listen and to speak English better, they would be given rudimentary training in English phonetics.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 30
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 and objective of Business communication, Forms of Communication, Communication model and process, Principles of Effective Communication	09
II	Corporate Communication: Formal and Informal Communication, Cross-Cultural and Global Business Communication Barriers in Communication, Groups discussion, Mock Interviews, Seminars,	09
III	Business letters, Essential of effective Business letters, Writing Important Business letters including correspondence with Bank and Insurance companies.	09
IV	Oral & Non-verbal communication: principles of oral and non verbal communication, presentation, Oral Presentation and Visual or Multimedia Presentation effective Presentation skills, conducting Surveys. Body Language, Para Language, Effective Listening, Interviewing skill, Writing resume and Letter or application.	09
V	Digital and Cross-Cultural Communication International communication, Writing and presenting in international Situations. Importance of business language, vocabulary words often confused, words often miss spelt, common errors in English.	09

Reference / Text Books:

1. Bapat & Davar; A Text book of Business Correspondence
2. Bhende D.S.; Business Communication
3. David Berio; the Process of Communication
4. Gowd & Dixit; Advance Commercial Correspondence
5. Gurky J.M.; A reader in human communication Asha Kaul, Business Communication, Prentice Hall of India.

If the course is available as Generic Elective then the students of following departments may opt it.
1.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	5
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report/Seminar On Research Project Report	-
5) ESE	35
Total:	**50**

Prerequisites for the course:

Course Learning Outcomes:

CO1: Demonstrate good understanding of the usage of Business Communication.
CO2: Apply communication strategies for domestic and international business situations.
CO3: Develop an understanding of appropriate organizational formats and channels used in business communications.
CO4: Able to apply reading, writing, listening and speaking skills within the context of the organizational need.
CO5: Increase confidence in their ability to read, comprehend, organize, and retain written information.
CO6: Equip with the practical, emotional, intellectual and creative aspects of language by integrating knowledge and skills.

Format-3

IMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: Diploma **Class: BBA**	**Year: II** **Semester: III**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: HUMAN RESOURCE MANAGEMENT**
Course Code: BBA 301A	**Title: HUMAN RESOURCE MANAGEMENT**

Course Objectives:

1. To enable the students to understand the HR Management and system at various levels in general and in certain specific industries or organizations.
2. To help the students focus on and analyse the issues and strategies required to select and develop manpower resources
3. To develop relevant skills necessary for application in HR related issues
4. To Enable the students to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

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 HRM** HRM: Nature & Concept, Evolution & Importance, Scope & Objectives of HRM, Functions of HRM. Introduction to Personnel Management: Concept and Role, Personnel Management VS HRM. HRD: Objectives & Scope, Components of HRD System, HRM Vs. HRD, International HRM: characteristics, IHRM VS. Domestic HRM.	8
II	**Human Resource Procurement** Introduction to Human Resource Procurement: Meaning and Importance, Human Resource Planning (HRP): Concept and Objectives, Factors Influencing HRP, Process of HRP, Job analysis: Meaning, Process and Importance, Job Design: Concept, Approaches and Techniques, Job Description & Job Specification, Recruitment: Concept, Sources and Factors Affecting Recruitment, Types of Recruitment. Recruitment vs. selection. Selection: Steps and Techniques, Placement and Induction: Meaning, Process and Importance	8
III	**Training & Development** **Introduction to Training and Development**: Definitions, Need and Importance Difference between training and development, Training Methods, Career planning and Development: Concept, Process, and Challenges. Performance appraisal: Concept, Objectives, and Methods & Potential	8

	Appraisal: Meaning, Need, and Methods –	
IV	**Employee Compensation** **Introduction to Employee Compensation**: Concept and significance Wage policy: Objectives and principles of wage policy in India, factors affecting wages & Salary, Job evaluation: Meaning, Objectives, and Methods, components of wage/salary-DA, incentives, bonus, fringe benefits etc., **Recent Trends in Compensation Management**: Pay for performance, variable pay, ESOPs .	8
V	**Employee Relations** Introduction to Employee Relations: Concept objectives & significance, Managing Discipline, Managing Grievance, Employee Counseling, Role of HR in Strengthening Employee Relations.	8

Reference / Text Books:

1. V. S. P. Rao, Human Resource Management (Text and Cases) Himalaya Publications, Thirteenth Edition.
2. Seema Sanghi, Human Resource Management, Vikas Publications, 2014, 5th Edition.
3. K. Aswathappa, Human Resource Management, McGraw Hill Education, 2013, 7th Edition.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Understand the role of employee as a critical component of employee performance, productivity and organizational effectiveness.
CO2: Demonstrate the knowledge of laws that impact behaviour in relationships between employers and employees that ultimately impact the goals and strategies of the organization.
CO3: Apply the knowledge of practical application of training and employee development as it impacts organizational strategy and competitive advantage.
CO4: Integrate the knowledge of HR concepts to take the best managerial decisions.
CO5: Inculcate the essential skill sets required to function as an HR manager.
CO6: Analyze the strategies aimed at transfer and promotion of the employees.

Format-3

IMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: Diploma **Class: BBA**	**Year: II** **Semester: III**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: MACROECONOMICS AND GLOBAL ENVIRONMENT**
Course Code: BBA 309A	**Title: MACROECONOMICS AND GLOBAL ENVIRONMENT**

Course Objectives:

1. To introduce key macroeconomic concepts.
2. To study inflation, unemployment, and national income.
3. To explain fiscal and monetary policies in India.
4. To understand India's global trade and economic relations.
5. To explore issues like climate change and sustainability.
6. To examine India's role in global forums like G20 and BRICS.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

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, scope, and importance of macroeconomics, Micro vs. macroeconomics, Methods of measuring national income (GDP, GNP, NNP at FC and MP – Indian context).	8
II	Inflation in India: types, causes, effects; WPI vs CPI, Measures to control inflation – RBI's role, Unemployment: types and causes in the Indian context, Business cycles: phases and their impact on Indian industries,	8
III	Objectives and tools of monetary policy in India, Role of the Reserve Bank of India (RBI) in money supply and credit control, Fiscal policy: components, types, and Union Budget overview, Public expenditure, revenue, deficit, and debt – Indian scenario Recent government initiatives (e.g., Atmanirbhar Bharat, Make in India)	8
IV	Globalization and its impact on Indian economy, India's Balance of Payments (BoP): structure, current and capital account, Exchange rate management in India: rupee depreciation/appreciation, Role of WTO, IMF, World Bank in shaping Indian trade policy.	8
V	Meaning and economic impact of climate change, India's commitments under global agreements (e.g., Paris Agreement) Green economy initiatives: Renewable energy (solar, wind, bio-energy), Green financing and sustainable infrastructure, National Green Hydrogen Mission, Electric Mobility.	8

Reference / Text Books:

1. Datt, G. & Mahajan, A. (2013), *Indian Economy (67th Edition),* S Chand & Company (P) Ltd., New Delhi, India.
2. Puri, V.K. (2017), *Indian Economy: Its Development Experience,* Himalaya Publishing House, New Delhi, India.
3. Mishra, S.K. (2005), *Indian Economy,* Himalaya Publishing House, New Delhi, India.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Explain core macroeconomic terms and indicators.
CO2: Analyze inflation, GDP, and employment trends in India.
CO3: Evaluate government policies affecting the economy.
CO4: Understand India's integration into the global economy.
CO5: Discuss the impact of digital economy and sustainability.
CO6: Assess India's role in global economic organizations.

Format-3

IMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: Diploma **Class: BBA**	**Year: II** **Semester: III**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: ENTREPRENEURSHIP DEVELOPMENT**
Course Code: BBA 303A	**Title: ENTREPRENEURSHIP DEVELOPMENT**

Course Objectives:

1. The objectives of entrepreneurship development programmers are to increase the knowledge.
2. To understand the skill of existing entrepreneurs and encourage others to become one.
3. Understand the basic concepts of Entrepreneurship and development of small business.
4. Understand means of various financial resources for small business.
5. The objectives of EDPs are to develop and strengthen the entrepreneurial quality, to motivate them for achievement and to enable participants to be independent, capable, promising businessmen.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

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 Entrepreneurship:** Definition of Entrepreneur, Entrepreneurial Traits, and Entrepreneur vs. Manager, Entrepreneur vs. Entrepreneur. The Entrepreneurial decision process. Role of Entrepreneurship in Economic Development, Ethics and Social responsibility of Entrepreneurs. Opportunities for Entrepreneurs in India and abroad. Woman as Entrepreneur	8
II	**Entrepreneurial Development:** Entrepreneurial Development, Significance and role of environment infrastructural network, environmental analysis, E.D. programmes (EDP), problems of EDP.	8
III	**The Business Plan:** Nature and scope of Business plan, Writing Business Plan, Evaluating Business plans, Using and implementing business plans. Marketing plan, financial plan and the organizational plan, Launching formalities.	8
IV	**Business Ideas:** Project & Reports Search for business idea, transformation of idea into reality: projects and classification. Identification of projects, project design and network analysis, project appraisal plant layout.	8
V	**Institutional support to Entrepreneurship** Role of Directorate of Industries, District Industries, Centers (DICs), Industrial Development Corporation (IDC), State Financial corporation (SFCs), Commercial banks Small Scale Industries Development Corporations (SSIDCs), Khadi and village Industries Commission (KVIC), National Small Industries Corporation (NSIC), Small Industries	8

	Development Bank of India (SIDBI)	

Reference / Text Books:

1. Mohanty, S.K. (2017), *Fundamentals of Entrepreneurship,* PHI, New Delhi, India.
2. Charantimath, P.M. (2006), *Entrepreneurial Development & Small Business Enterprises,* Pearson, New Delhi, India.
3. Khanka, S.S.(2012), *Entrepreneurial Development*, S.Chand, New Delhi, India.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Analysis of various financial assistance available for entrepreneurs.
CO2: Develop an understanding of small business and export possibilities
CO3: Examine the characteristics of an entrepreneur as well their role in the economic development of the country.
CO4: Process & develop business plan, foreseeing the entry barriers to the industry
CO5: Identify stages of growth in entrepreneurial ventures along with changing face of family business in India
CO6: Understand the development of entrepreneurship as a field of study and as a profession. Understand the importance of Business Standards and business ethics

Format-3

IMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: Diploma **Class: BBA**	**Year: II** **Semester: III**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: BUSINESS STATISTICS**
Course Code: BBA 307A	**Title: BUSINES S STATISTICS**

Course Objectives:

1. To familiarize the students with the basic statistical tools and their application in business decision-making.
2. To develop the quantitative skills of the students so as to make them skilled at understanding data, comparing two or more data sets and predicting business data etc.
3. To make the learner familiar with the processes needed to develop, report, and analyze business data.
4. To help students perceive Statistical applications of Time Series and Index Numbers.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 30
T: 10
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction of Statistics:** Meaning, Definition, Characteristics, Importance, Functions, Application and Limitation of Business statistics, Types of Statistics – Descriptive and Inferential, Role of Statistics in Business Analytics and Data Science	8
II	**Data Classification & Presentation:** Classification and Tabulation of Data, Graphical Presentation-Histogram, Frequency Polygon, Pie Chart, Line Diagram, Ogive, Cross-tabulation and Contingency Tables	8
III	**Measure of Central Tendency:** Arithmetic Mean, Mode Median, Percentiles, Quartiles, Deciles, Measure of Dispersion: Range, Mean Deviation, Coefficient of Variation (CV) and Standard Deviation.	8
IV	**Correlation and Regression:** Significance of Correlation, Types of Correlation, Simple correlation, Scatter Diagram Method, Karl Pearson Coefficient of Correlation, Spearman's Rank Correlation, Simple Linear Regression.	8
V	**Analysis of Time Series:** Definition, component, Methods of Measuring Tend and Seasonal Variations. **Index Numbers:**	8

	Meaning and definition, uses, Construction of Index Numbers, Methods of Constructing Index Number, Simple Aggregative, Simple Average of Price Relative method, Weighted Index Method, Fisher's Ideal Method.	

Reference / Text Books:

1. S.P. Gupta, Elements of Business Statistics, Sultan Chand & Sons, NewDelhi.
2. P.N. Arora and S. Arora, Statistics, S. Chand & Company Ltd. New Delhi.
3. C.B. Gupta(2010), An Introduction of Statistical Methods, Vikas Publication House Pvt. Ltd, New Delhi, India.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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 After successful completion of the course students will be able to summarize and analyze statistical data to solve practical business related problems.

CO2 After successful completion of the course students will be able to interpret the relevance of statistical findings for business problem solving and decision making.

CO3 After successful completion of the course students will be able to apply technology to statistical analysis and problem solving

CO4 After successful completion of the course students will comprehend the basics of data science and data analysis like Averages and forecasting techniques.

CO5 After successful completion of the course the students will understand use of Time series and Index numbers in management decisions.

Format-3

IMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: Diploma **Class: BBA**	**Year: II** **Semester: III**
Credits: 2 **Theory: 2** **Practical: 0**	**Subject: AI and Data Analysis**
Course Code: BBA 310A	**Title: AI and Data Analysis**

Course Objectives:

1. To provide a foundational understanding of Artificial Intelligence (AI) and data analysis in the business context.
2. To equip students with tools and techniques to analyze data for better managerial decision-making.
3. To understand the role of AI in various management functions like marketing, HR, operations, and finance.
4. To develop practical skills using tools such as Excel for business analytics.
5. To explore ethical and strategic considerations in AI deployment.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 2 Credits

L: 20
T: 0
P: 0 (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 AI and its relevance in management, Types of AI: Narrow AI vs General AI, Introduction to data analysis and business analytics, Types of data: structured, unstructured, and semi-structured, The data-driven decision-making process, Role of AI in modern enterprises, Introduction to AI applications in different domains (marketing, HR, finance, operations)	4
II	Sources of business data: internal and external, Data collection tools and techniques, Data cleaning and preprocessing, Handling missing, duplicate, and outlier data, Data formatting, normalization, and transformation, Importance of data quality in AI and analytics	4
III	Descriptive analytics: mean, median, mode, standard deviation, Inferential statistics basics, Predictive analytics: regression, classification basics, Case studies: Data-driven decisions in marketing or finance.	4
IV	AI in Marketing**:** personalization, customer segmentation, recommendation systems, AI in Human Resource Management**:** talent acquisition, employee engagement, performance analytic, AI in Finance**:** fraud detection, credit scoring, robo-advisors, Chatbots and virtual assistants in customer service	4
V	Ethics in AI: bias, transparency, accountability, Legal and regulatory considerations, Responsible AI implementation in business, Building AI-ready teams and organizations, Future trends in AI and data analytics	4

Reference / Text Books:

1. Liebowitz, J. (Ed.). (2020). *Data analytics and AI* (1st ed.). Auerbach Publications. https://www.routledge.com/Data-Analytics-and-AI/Liebowitz/p/book/9780367895617
2. Jain, G., Jain, A., Grover, V., Balusamy, B., & Tomar, P. (Eds.). (2025). *Artificial intelligence, machine learning and IoT for smart business management* (1st ed.). Chapman & Hall.
3. Mukherjee, S. P. (2025). *Organizational excellence: Data, technology and leadership* (1st ed.). Chapman & Hall.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: By the end of this course, students will be able to:
CO2: Understand core concepts of AI and data analytics relevant to management.
CO3: Apply data analysis techniques to real-world business problems.
CO4: Use AI-driven tools and models for decision-making.
CO5: Analyze and interpret data using visualization and predictive methods.
CO6: Recognize ethical and strategic implications of AI in business environments.

Format-3

IMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: Diploma **Class: BBA**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject:** Human Values and Professional Ethics
Course Code: UVE 301	**Title:** Human Values and Professional Ethics

Course Objectives:

1. To reinstate the rich cultural legacy and human values of which we are the custodians.
2. To focus on professional ethics which are broader indicators of desirable actions vis-à-vis undesirable actions.
3. To lay down broader guidelines of values and ethics for internal and external stakeholders.
4. To suggest operational guidelines for value-based and ethical practices in the higher educational institutions leading to implementation and monitoring.
5. To indicate the outcomes of creating a value-based and ethical culture in HEIs.
6. To suggest indicative reinforcement programmes for nurturing human values and ethics in HEIs.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	**Course Introduction - Need, Basic Guidelines, Content and Process for Value Education** Understanding the need, basic guidelines, content and process for Value Education, Self-Exploration–what is it?-its content and process; 'Natural Acceptance' and Experiential Validation- as the mechanism for self exploration, Continuous Happiness and Prosperity-A look at basic Human Aspirations, Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority, Understanding Happiness and Prosperity correctly-A critical appraisal of the current scenario, Method to fulfill the above human aspirations: understanding and living in harmony at various levels.	8
II	**Understanding Harmony in the Human Being - Harmony in Myself** Understanding human being as a co-existence of the sentient 'I' and the material 'Body', Understanding the needs of Self ('I') and 'Body' - Sukh and Suvidha, Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer), Understanding the characteristics and activities of 'I' and harmony in 'I', Understanding the harmony of I with the Body: Sanyam and Swasthya;	8

	correct appraisal of Physical needs, meaning of Prosperity in detail, Programs to ensure Sanyam and Swasthya.	
III	**Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship** Understanding harmony in the Family-the basic unit of human interaction, Understanding values in human-human relationship; meaning of Nyaya and program for its fulfillment to ensure Ubhay-tripti; Trust (Vishwas) and Respect (Samman) as the foundational values of relationship, Understanding the meaning of Vishwas; Difference between intention and competence, Understanding the meaning of Samman, Difference between respect and differentiation; the other salient values in relationship, Understanding the harmony in the society (society being an extension of family): Samadhan, Samridhi, Abhay, Sah-astitva as comprehensive Human Goals, Visualizing a universal harmonious order in society- Undivided Society (Akhand Samaj), Universal Order (Sarvabhaum Vyawastha)- from family to world family!.	8
IV	**Understanding Harmony in the Nature and Existence - Whole existence as Co-existence** Understanding the harmony in the Nature, Interconnectedness and mutual fulfillment among the four orders of nature- recyclability and self-regulation in nature, Understanding Existence as Co-existence (Sah-astitva) of mutually interacting units in all-pervasive space, Holistic perception of harmony at all levels of existence.	8
V	**Implications of the above Holistic Understanding of Harmony on Professional Ethics** Natural acceptance of human values, Definitiveness of Ethical Human Conduct, Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order, Competence in Professional Ethics: a) Ability to utilize the professional competence for augmenting universal human order, b) Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems, technologies and management models, Case studies of typical holistic technologies, management models and production systems, Strategy for transition from the present state to Universal Human Order: a) At the level of individual: as socially and ecologically responsible engineers, technologists and managers, b) At the level of society: as mutually enriching institutions and organizations.	8

Reference / Text Books:

1. R R Gaur, R Sangal, G P Bagaria, 2009, A Foundation Course in Human Values and Professional Ethics.
2. N. Gopalswamy: Corporate governance a new paradigm A H Wheeler Publishing Co Ltd.
3. Manuel G Velasquez: Business ethics- concepts and cases Pearson.
4. A.C. Fernando: Business Ethics Pearson Education.
5. A.C. Fernando: Corporate Governance Pearson Education.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
Total:	**100**

Prerequisites for the course:
Course Learning Outcomes: CO1: The learning process for holistic development. CO2: Impeccable governance. CO3: Effective institutional management. CO4: Well laid system of rewards and chastisement. CO5: Institutional climate where 'rights' enjoy and 'wrongs' are discouraged.

Format-3

IMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: Diploma **Class: BBA**	**Year: II** **Semester: IV**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: RESEARCH METHODOLOGY**
Course Code: BBA 408A	**Title: RESEARCH METHODOLOGY**

Course Objectives:

1. Understand the concept / fundamentals of research and their types.
2. Understand the practical application of various research techniques.
3. Understand the importance of scaling & measurement techniques and sampling techniques.
4. Understand the importance of coding, editing, tabulation and analysis in doing research.
5. Understanding the techniques of report writing.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 30
T: 10
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Basics of Research: Meaning and importance of research, Objectives and types of research, Steps in the research process, Common problems faced by researchers.	8
II	Research Problem & Design: Identifying and defining a research problem,	8
III	Data Collection & Measurement: Primary and secondary data, Methods of data collection: interview, questionnaire, observation, Steps to design a good questionnaire, Measurement scales: nominal, ordinal, interval, ratio.	8
IV	Sampling & Data Analysis: Sampling vs. census, Steps in sampling design, Types of sampling: probability and non-probability, Data processing: coding, editing, tabulation, Basics of hypothesis testing: chi-square, t-test, z-test, f-test, Introduction to SPSS (basic overview).	8
V	Report Writing & Presentation: Types of research reports, Format and layout of a research report, Tips for writing a good report, Use of graphs, charts, and tables, Oral presentation of research, Writing a research paper (basics).	8

Reference / Text Books:

1. Bhattacharya, D.K. (2006), Research Methodology (Second Edition), Excel books, New Delhi, India.
2. Kothari, C.R. (2004), Research Methodology (Second Edition), New Age International Publishers, New Delhi, India.
3. Chawla, D. & Sondhi, N. (2011), Research Methodology: Concepts & Cases (First Edition), Vikas Publishing house Pvt. Ltd., New Delhi, India.

If the course is available as Generic Elective then the students of following departments may opt it.	
Evaluation/Assessment Methodology	
	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Knowledge of concept / fundamentals for different types of research.
CO2: Applying relevant research techniques.
CO3: Understanding relevant scaling & measurement techniques and should use appropriate sampling techniques.
CO4: Synthesizing different techniques of coding, editing, tabulation and analysis in doing research.
CO5: Effective report writing.
CO6: Analyse the data collected.

Format-3

IMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: Diploma **Class: BBA**	**Year: II** **Semester: IV**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Financial Management and Modeling**
Course Code: BBA 410A	**Title: Financial Management and Modeling**

Course Objectives:

1. To understand the role and scope of financial management.
2. To learn the concept of time value of money.
3. To apply capital budgeting techniques in decision-making.
4. To understand capital structure and leverage.
5. To study dividend and working capital management.
6. To introduce financial modeling using Excel.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 30
T: 10
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Nature, scope, and objectives of financial management; Role of finance in business decision-making; Functions of a financial manager; Time value of money – concept, present and future value, annuities; Risk and return – basic concepts.	8
II	Capital budgeting techniques – Payback Period, Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (basic numerical examples); Cost of capital – concept and components. Calculation of cost of capital.	8
III	Meaning and theories of capital structure; Factors affecting capital structure; Operating and financial leverage.	8
IV	Dividend policy and types; Factors influencing dividend decisions. Concept and importance of working capital; Types and components.	8
V	Introduction to financial modeling; Structure and design of simple models; Building models for Profit & Loss statement, Balance sheet and Cash Flow projections in Excel.	8

Reference / Text Books:

1. Financial Management- I.M. Pandey-- Pearson Education India- 12th Edition
2. Financial Management: Theory and Practice- Prasanna Chandra- McGraw Hill Education- 11th Edition
3. Financial Management- M.Y. Khan & P.K. Jain- McGraw Hill Education- 10th Edition.

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

Evaluation/Assessment Methodology	
	Max. Marks
1) Class tasks/ Sessional Examination 2) Presentations /Seminar 3) Assignments 4) Research Project Report/Seminar On Research Project Report 5) ESE	10 5 10 - 75
Total:	**100**
Prerequisites for the course:	
Course Learning Outcomes: CO1: To explain key financial management concepts. CO2: To calculate present and future values. CO3: To evaluate investment projects using NPV, IRR, etc. CO4: To analyze capital structure and its impact. CO5: To manage working capital and dividend decisions. CO6: To create basic financial models in Excel.	

Format-3

IMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: Diploma **Class: BBA**	**Year: II** **Semester: IV**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: PRODUCTION & OPERATON MANAGEMENT**
Course Code: BBA-409A	**Title: PRODUCTION & OPERATON MANAGEMENT**

Course Objectives:

1. To impart knowledge and understanding of the concepts related to production and its functioning.
2. To familiarize the students with the techniques related to the improvement of manufacturing and service operations.
3. To imbibe the importance of quality control in products.
4. To provide comprehensive outlook on material management.
5. To provide Understanding ever growing importance of Production and Operations management in uncertain business environment.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Nature & Scope of Production Management, Functions of Production Management, Responsibilities of Production manager. Production Planning & Control (PPC), Objectives of PPC, Difference between Production and Operations Management.	8
II	Product design & development, Types of Production Systems**:** Job, Batch, Mass, and Continuous, Process Design and Process Selection, Design for Manufacturability and Assembly (DFMA, Computer-Aided Design (CAD) and Computer-Aided Manufacturing (CAM).	8
III	Plant Location & Plant layout, Types of Layouts-Product, Process, Fixed Position, Cellular, Work Study Techniques: Method Study & Time Study, Lean Layouts and Waste Reduction, Capacity Planning and Facility Design.	8
IV	Materials Management & Inventory Control- Economic order quantity (EOQ), Lead time, Reorder level, ABC analysis, Inventory Turnover Ratio.	8
V	Control: Quality, Quality assurance, Quality Circles, TQM, JIT, Statistical Quality Control, Six Sigma: Concept, Tools, and DMAIC Framework.	8

Reference / Text Books:

1. S.N. Chary, Production and Operations Management, Tata McGraw-Hill Publishing Company Limited.

2. Aswathappa K, Production and Operations Management, Himalaya Publishing House.
3. S.A Chunawalla, D.R. Patel, Production and Operations Management, Himalaya Publishing House Thomas E. Morton, Production and Operations Management.
4. N.G Nair, Production and Operation Management, Tata McGraw-Hill Publishing Company Limited
5. Dr. L.N Agarwal and Dr. K.C Jain, Production Management.
6. Everett E. Adam Jr., and Ronald J. Ebert, Production and Operation Management.
7. K.K Ahuja, Production Management.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: To explore the students to various layout followed in manufacturing industries.
CO2: To get an understanding of different manufacturing methods.
CO3: To help the students to understand the importance of effective decision making in the area of production.
CO4: Gain an in-depth understanding of resource utilization of an organization.
CO5: Appreciate the unique challenges faced by firms in services and manufacturing.
CO6: Develop skills to operate competitively in the current business scenario

Format-3

IMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: Diploma **Class: BBA**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: STARTUP MANAGEMENT**
Course Code: BBA 404A	**Title: STARTUP MANAGEMENT**

Course Objectives:

1. To introduce students to the fundamentals of launching and managing startups.
2. To help students identify, evaluate, and develop startup ideas.
3. To understand key elements of a business model and business planning.
4. To develop skills in funding, marketing, and operations for startups.
5. To understand legal, financial, and ethical aspects of startup ventures.
6. To explore scaling, growth strategies, and exit planning for startups.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Entrepreneurial mindset and traits, Startup ecosystem in India and globally, Identifying business opportunities, Idea generation and validation	8
II	Feasibility analysis and opportunity assessment, Business plan – elements and preparation, Lean Startup Methodology, Minimum Viable Product (MVP)	8
III	Building the startup team – roles, co-founders, and advisors, Basics of operations and logistics for startups, Brand development and positioning, Startup marketing strategies – digital, guerrilla, and influencer marketing, Customer acquisition and retention, Sales funnel and metrics	8
IV	capital, Crowdfunding and government schemes (e.g., Startup India), Pitching to investors – pitch deck preparation, Term sheet and valuation basics, Financial projections and breakeven analysis, Cash flow and working capital management	8
V	Legal structure and registration of startups, Intellectual Property Rights (IPR) – patents, trademarks, copyrights, Compliance and taxation basics, Scaling up strategies – growth hacking, franchising, licensing, Crisis and risk management, Exit strategies – acquisition, merger, IPO, shutdown, Case studies of successful and failed startups	8

Reference / Text Books:

1. Entrepreneurial Start Up by Abhishek Venkteshwar.
2. Entrepreneurship and Small Business Management by Dr C B Gupta and Dr S.S Khanka first edition.

3. Starting a business from Home by Colin Barrow – second edition.
4. Starting a Successful Business by Michael Morris by seventh.
5. S Anil Kumar New Age International, 01-Jan-2008.
6. Srivastava S.B: A Practical Guide to Industrial Entrepreneurs; Sultan Chand and Sons, New Delhi. 2005 edition.
7. Tandon B. C: Environment and Entrepreneur; Chugh Publications, Allahabad. 2006 edition Discovering New Business Opportunities Allen & Unwin Australia Author: John W English Babette Moate 2009.
8. Entrepreneurship And Business, Publisher: Springer Author: Galindo 2009.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Identify and assess business opportunities and startup ideas.
CO2: Prepare and evaluate business models and plans.
CO3: Understand the startup ecosystem and funding options.
CO4: Apply strategies for product development, marketing, and team building.
CO5: Address legal and operational challenges in startups.
CO6: Plan for scaling, sustainability, and exit strategies.

Format-3

IMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: Degree **Class: BBA**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Strategic Management**
Course Code: BBA 501A	**Title: Strategic Management**

Course Objectives:

1. To familiarize the students the concept and process of strategic management.
2. To understand the management strategies.
3. To understand the formulation of various corporate strategies.
4. To understand the concept of business synergy.
5. How to identify and assess a company's strengths and weaknesses, and match them with its opportunities and threats to suggest four alternative strategies.
6. To understand Global and Ethical Issues in Strategy

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (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 Strategic Management:** Definition of Strategy, Strategic Management, Evolution of Strategic Management, Strategic Management process, Levels of strategies.	8
II	**Strategic Intent:** Vision, Mission, Business definitions, Goals, Objectives and plans. Concept and Importance of Strategic Intent Role in Strategic Management, Difference between Strategic Intent and Strategic Planning, vision, mission, business definition, goals, objectives and plan,	8
III	**Environmental Scanning:** External and Internal analysis, Internal and External Environment Analysis PESTEL analysis, PESTEL Framework for Macro Environment Analysis SWOT analysis, resources capabilities and core competencies	8
IV	**Strategy formulation:** Business level strategies-Cost leadership, differentiation and focus. Corporate level strategies-Types of Corporate strategies.	8
V	**Strategic Implementation and Control:** Functional implementation, Structural Implementation- Organizational design, Behavioral Implementation, managing strategic change, strategic control-techniques of strategic evaluation and control.	8

Reference / Text Books:

1. Business policy and Strategic Management Concepts and applications: Vipin Gupta, Kamala Gollakota and R.Srinivasan- Revised 2nd Edition, (PHI New Delhi).
2. Strategic Management: Azhar Kazmi.(TMH).
3. Strategic Management: Subbarao (Himalaya Publication).

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Developing and understanding of long term planning for future growth of the business.
CO2: Develop an understanding of various strategies.
CO3: Developing better understanding of corporate synergy and implementation of the same.
CO4: Employ related strategic management skills in successful enterprise management
CO5: Identify the strategic intent to translate the stated mission, vision, and objectives with companies' performance
CO6: Devise strategic approaches to managing a business successfully in a global context.

Format-3

IMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: Degree **Class: BBA**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Cost & Management Accounting**
Course Code: BBA (F) 502A	**Title: Cost & Management Accounting**

Course Objectives:

1. To create a better understanding of cost and management accounting concepts.
2. To analyze the various types of costs.
3. The course serves as a good foundation for managerial decision making.
4. The concepts, methods and techniques of management accounting.
5. How to develop competence with their usage in managerial decision making and control and to Preparation and uses of Fund Flow and Cash Flow Statement.
6. To enable students to interpret and analyze cost and financial data for effective planning, budgeting, and performance evaluation.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	**Fundamentals of Cost Accounting**: Objectives, Functions, Nature and Scope of Cost Accounting, Cost concepts and Classification, Methods and Techniques of costing, Difference between Cost Accounting, Financial Accounting, and Management Accounting	8
II	**Accounting for Material, Labour and Overheads:** Material Accounting: Inventory Control Techniques (ABC, VED, EOQ), Purchase and Storage of Materials, Pricing of Material Issues (FIFO, LIFO, Weighted Average), Labour Accounting: Labour Turnover and Causes, Wage Payment Systems (Time, Piece-rate), Labour Cost Distribution, Introduction to Idle Time and Overtime, Overheads Accounting: Classification, Codification and Collection of Overheads Allocation and Apportionment, Absorption Methods – brief overview.	8
III	**Cost Sheet, Standard Costing & Budgeting:** Elements of Cost, Preparation of Cost Sheet and Statement of Cost, Standard Costing and Variance Analysis, Overview of Material, Labour, and Overhead Variance, Budgeting and Budgetary Control – Purpose, Types.	8
IV	**Marginal Costing & CVP Analysis:** Marginal & Absorption Costing-Concept and Advantages Cost Volume Profit analysis-Assumption and Uses, Break Even Chart & Analysis. Profit/Volume Ratio and Contribution margin- Application in	8

	decision making,	
V	**Management Accounting**: Meaning, Nature, Characteristics, Scope and Functions of Management Accounting. Tools and Techniques of Management Accounting.	8

Reference / Text Books:

1. Mehta, B.K. (2019), Cost & Management Accounting (Latest Edition), SBPD Publishers, Agra, India.
2. Stevens, Y. (1995), Cost & Management Accounting, Cat Publishers, Pola Cedro, CA.
3. Bhattacharya, D. (2011), Management Accounting, Pearson , New Delhi, India.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Sessional Examination	10
2) Presentations/Seminar	5
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: To understand the concept of cost and management accounting.
CO2: Analysis of various cost elements and cost centers.
CO3: To understand the allocation and absorption of overheads.
CO4: Understand and estimate material, labor, overheads and sales variances for comparing planned with actual results.
CO5: Develop strategies to control cost in an organisation
CO6: To understand the relationship between management, financial and cost accounting.

Format-3

IMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: Degree **Class: BBA Class:**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Working capital management**
Course Code: BBA (F) 504A	**Title: Working capital management**

Course Objectives:

1. Understand the basic concepts and requirements of working capital in the organization.
2. Understand the management of cash, marketable securities, receivables and inventory.
3. Understand the sources of working capital financing in an organization.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (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 Working Capital:** Meaning and Importance of Working Capital, Classification of Working Capital: Gross vs Net, Permanent vs Temporary, Working Capital Cycle and its Components, Factors Influencing Working Capital Requirements, Techniques to Assess and Compute Working Capital Needs, Working Capital Policy, Overview of Working Capital Management.	8
II	**Cash and Marketable Securities Management:** Meaning of Cash, Motives for holding cash, objectives of cash management, factors determining cash needs, Cash Management Models, Cash Budget, Cash Management: basic strategies, techniques and processes, Marketable Securities: Concept, types, reasons for holding marketable securities, Difference Between Cash and Marketable Securities.	8
III	**Receivable Management:** Meaning and Nature of Receivables, Objectives of Receivables Management, Cost and Risk of Maintaining Receivables, Key Factors Affecting the Size of Receivables, Policies for Managing Accounts Receivables, Components of a Credit Policy, Credit Analysis and Evaluation Techniques.	8
IV	**Inventory Management:** Meaning and Importance of Inventory in Business, Objectives of Inventory Management, Need for Monitoring and Controlling Inventory, Benefits of Holding Inventory, Risks and Costs Associated with Excess Inventory, Types of Inventory: Raw Materials, Work-in-Progress, Finished Goods, Inventory Cost Components: Ordering, Holding, and Stock-out Costs, Basic Techniques of Inventory	8

	Management.	
V	**Working Capital Financing:** Meaning, Need, and Importance of Working Capital Financing, Objectives of Financing Working Capital, Sources of Short-Term Working Capital Finance, Cost-Benefit Analysis, Current Trends and practices related to working capital financing in India.	8

Reference / Text Books:

1. Jain, N. K. (2004). Working Capital Management, APH Publishing, New Delhi, India.
2. Garg, M. (2009). Working Capital Management, Eucreations Publishing, New Delhi, India.
3. Bhalla, V.K. (2008). Working Capital Management, S Chand Publishing, New Delhi, India.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Analysis of working capital needs in the organization.
CO2: Exact management of cash/inventory/marketable securities/receivables in an organization.
CO3: Develop an understanding of various sources of working capital financing in India.
CO4: To take decisions for effectively managing working capital.
CO5: To fulfill working capital requirements efficiently.
CO6: Make strategies to manage inventory and receivables in an organisation.

Format-3

IMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: Degree **Class: BBA**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Consumer Behaviour**
Course Code: BBA (M) 502A	**Title: Consumer Behaviour**

Course Objectives:

1. A clear understanding of the key concepts and principles of consumer behaviour.
2. A set of useful analytical skills, tools and techniques for analyzing attitudes, perceptions, preferences, personality and emotion.
3. To provide a basic understanding of the consumer buying process.
4. To encourage students to think critically and analytically.
5. To apply consumer theories to the real marketing context.
6. To understand the psychological and social influences that shape consumer decisions.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (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 consumer Behavior :** Importance, nature, scope ,need for studying consumer behavior, Buying roles of consumer, Type of buying situation, Buying motives of consumer, consumer research process.	8
II	**Individual determinants of consumer behaviour**: Consumer needs & motivation; Personality & Self concept; consumer perception; learning and memory; nature of consumer attitudes' Consumer attitude formation and change.	8
III	**Individual Determinates of consumer behaviors:** Perceptual process, Perceptual selection, Perceptual distortion, Consumer learning process, and Influences on behaviors, Consumer attitude formation, Attitude measurement, Meaning and nature of Personality, Self*concept, life style.	8
IV	**Influence and consumer decision making:** Family, Reference group, Personal, Social and cultural influence on consumer behaviors, Consumer Decision making process, Consumer communication process, consumer satisfaction.	8
V	**Consumer satisfaction & consumerism: Concept of** Consumer Satisfaction; Working towards enhancing Consumer Satisfaction; Sources of Consumer Satisfaction; consumer delight, consumer astonishment, consumer ecstasy, consumer engagement, consumer retention-consumer attraction; growth &	8

	expansion of consumer base; Dealing with consumer complaint, Concept of consumerism; Consumerism in India; the Indian Consumer; Reason for growth of consumerism in India; Customer Relationship Marketing and its environment.	

Reference / Text Books:

1. Khan, M. (2018), *Consumer Behavior (IIND edition, Reprint),* New Age International Publishers, New Delhi, India.
2. Nair, S.R. (2004), *Consumer Behavior in Indian Perspective,* Himalaya Publishing House, New Delhi, India.
3. Naik, C.N.K. & Reddy, L.V. (1999), Consumer Behavior (Ist edition), Discovery Publishing House, New Delhi, India.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Understand the major influences on customers buying choice, the process of human decision making in marketing context.
CO2: Be able to demonstrate how concepts may be applied to marketing strategies.
CO3: Develop cognitive skills regarding different influences of buying practices.
CO4: Evaluate and revise programs and procedures in order to achieve organizational goals.
CO5: Consider the important issues of consumer buying habits process.
CO6: Be able to make plan for attaining maximum consumer satisfaction.

Format-3

IMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: Degree **Class: BBA**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Advertising & Brand Management**
Course Code: BBA (M) 504	**Title: Advertising & Brand Management**

Course Objectives:

1. To understand the concept, scope, and importance of advertising.
2. To learn the role of advertising in India's social and economic growth.
3. To know the elements and significance of Integrated Marketing Communication (IMC).
4. To understand how to set promotional objectives and advertising budgets.
5. To explore advertising copy, media planning, and digital advertising.
6. To gain insight into brand building, positioning, and evaluation.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	**Advertising**: Introduction, Scope, importance in business: Role of advertising in social and economic development of India: Ethics and truths in Indian Advertising.	8
II	**Integrated Communication Mix (IMC):** meaning, importance; Communication meaning, importance, process, communication mix components, role in marketing, Branding-meaning, importance in advertising.	8
III	**Promotional objectives**: importance determination of promotional objectives, setting objective DAGMAR; Advertising Budget importance, establishing the budget-approaches allocation of budget.	8
IV	**Advertising Copy:** meaning components types of advertising copy, importance of creativity in advertising; Media planning-importance, strategies, media mix. Telemarketing – Internet Advertising – International Advertising – Impact of Culture – Customs – Law and Regulations.	8
V	**Brand Management:** Brand Building and Positioning – Measuring Brand Performance – Designing Brand Marketing Programmes – Evaluating Brand Performance – Branding in Retail Business – Role of Own Label – Emerging trends in Brand Management.	8

Reference / Text Books:

1. Shah Kruti, D'Souza Alan., advertising & Promotions an IMC perspective, Vth Edition. New Delhi: Tata McGraw Hill Education Private Limited.
2. Keller Lane Kevin, Parameswaran M.G., Jacob Isaac., Strategic Brand Management, IIIrd edition, New Delhi, Pearson education.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Explain the importance of advertising in business and society.
CO2: Identify and apply components of the communication mix.
CO3: Set and evaluate promotional objectives using models like DAGMAR.
CO4: Create advertising copy and plan media strategies.
CO5: Analyze international advertising issues including culture and regulations.
CO6: Assess brand performance and apply branding strategies in real-world contexts.

Format-3

IMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: Degree **Class: BBA**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Training & Development**
Course Code: BBA (H) 503A	**Title: Training & Development**

Course Objectives:

1. Understand the fundamental concepts and significance of training and development in the context of human resource development.
2. Explain the systematic training process, including needs assessment, objective setting, delivery, and evaluation.
3. Analyze the interrelationship between training functions and broader organizational development initiatives.
4. Apply appropriate methods and models for conducting Training Needs Analysis (TNA) at individual, task, and organizational levels.
5. Design effective training programs using suitable delivery methods tailored to learner characteristics and organizational goals.
6. Evaluate training outcomes using established frameworks like Kirkpatrick's Model to measure effectiveness and impact.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (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 Training and Development** Concept: Definition Role and Relevance, Objectives of Training process, Training and organizational development Setting training objectives, Developing training policy and plan, Future Trends in Training.	8
II	**Training Need Analysis:** Concept of Training Need Analysis: Definition, Scope and Role, Need for Training Need Analysis, Training Need Analysis Process, Training Need Analysis: Models & Approaches, Proactive and Reactive Training Need Analysis	8
III	**Training Design and Delivery:** Designing training programs: Concept, Effective Training content, Factors affecting Training Design, Organizational constraints and Learning Principles, Facilitation of learning: Learning Environment and Learning Methods, Facilitation of transfer of Learning, Training methods: On-the-job training, Off-the-job training	8

IV	**Training Evaluation** Post-training evaluation, Measuring Training Effectiveness: Individuals and organization, Evaluating programs, participants, and objectives: Evaluation Methods, Training evaluation models	8
V	**Management Development** Approaches to Management Development, Career Planning and Development, Role of Technology in Training, Training and Organizational Development	8

Reference / Text Books:

1. B Janakiram, (2008), Training & Development, Indian Text Edition, biztantra, New Delhi.
2. Human Resource Management Dipak Kumar Bhattacharya
3. Managing Human Resource; Arun Monappa
4. Essential of HRM and Industrial Relations; P. Subba Rao
5. Personnel Management; C.B. Memoria
6. Human Resource Management; k. Ashwathappa

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: To teach the importance of training and benefits of training for present and future goal.
CO2: To make students understand the nature and scope of training method to develop with practical exposure in various methods and how they can implementing that with various facilities and approaches.
CO3: To make them aware about validation and evaluation of given training programme and how they can use it for future needs.
CO4: To understand various strategies used by organisations to measure performance and reward the same.
CO5: To understand the concept of training audit and training evaluation.
CO6: To develop an understanding of the evaluation of training and development from a tactical to a strategic function.

Format-3

IMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: Degree **Class: BBA**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Management of Industrial Relations**
Course Code: BBA (H) 504A	**Title: Management of Industrial Relations**

Course Objectives:

1. The course aims at providing fundamental knowledge and exposure to the industrial relations.
2. Understand the structure, roles, and challenges of trade unions in India.
3. Examine legal frameworks related to trade unions and collective bargaining.
4. Understand the processes of grievance handling and disciplinary procedures.
5. Explore managerial strategies for maintaining healthy industrial relations.
6. Develop practical insights into negotiation techniques and employment security mechanisms.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (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 Industrial Relations:** Meaning and Scope Of Industrial Relations, Approaches to Industrial Relations: The System Framework &Theoretical Perspective, Basic Concepts and Values, The Study Of Comparative Industrial Relation: Industrialization Strategy And Industrial Relation, Globalization And Industrial Relation.	8
II	**Trade Unions- Foundations and Legal framework:** Theories Of Trade Unionism Evolution and Role of Trade Union In India, Trade Union Act, 1926-Salient Features, Trade Union Recognition, Non-Union firms.	8
III	**Collective Bargaining:** Concept and Process of Collective Bargaining, Legal Framework for Collective Bargaining in India, Levels and Types of Bargaining (Plant, Industry, National), Negotiation Skills and Techniques, Factors Influencing Success or Failure of Bargaining	8
IV	**Grievance and Discipline Handling** Employee Grievances: Causes, Legal Provisions, and Grievance Redressal Mechanism, Approaches to Discipline Management: Traditional and Modern, Principles and Legal Framework for Disciplinary Action, Voluntary Retirement Schemes (VRS) and Employment Security	8
V	**Management of Industrial Relations:** Contemporary Issues and Trends, Emerging Challenges in Trade Union	8

	Management, Women in Trade Unions and Inclusivity, Management Responses to Unionization, Global and Regional Trends in Industrial Relations	

Reference / Text Books:

1. C.S. Venkata Ratnam (2010), Industrial Relation, Oxford University Press, New Delhi.
2. Srivastava S.C., Industrial Relations and Labour Laws, Vikas Publishing House Pvt Ltd. New Delhi

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Approaches to manage and grow industrial relation and framework to sustain in comparative environment.
CO2: Legal Framework to manage trade unions to manage labour and labour needs.
CO3: To equalize rights and benefits of labours have perfect trade union structures.
CO4: Management of different trade union in India with different challenges.
CO5: To manage both parties rights and benefits and also growth of company use collective bargaining.
CO6: To manage various labours and discipline in organization for smooth running of organization and day to day activity.

Format-3

IMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: Degree **Class: International Business**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: International Trade Policy & Strategy**
Course Code: BBA (IB) 502A	**Title: International Trade Policy & Strategy**

Course Objectives:

1. To give an idea of the foundation of the theory of international trade and Policy.
2. To gain knowledge about the various modes of entering in the international trade.
3. To familiarize students with establishment, purpose and functions of international trade organization as well as their effect on world trade.
4. To develop the international trade relation skills of students.
5. To create cultural awareness of different countries

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction:** The International Economy: An Overview and Definition, Origin and Growth of International Economy, Subject Matter of International Economy, Importance of International Economics, Inter Regional and International Trade: A Distinction and the Basis of International Trade, Measuring Gains from Trade, Role of International Organizations in Trade (IMF, WTO, UNCTAD), Impact of Globalization on International Trade	8
II	**Theory of International Trade:** Introduction, Adam Smith's Theory of Foreign Trade, Ricardian Theory of Foreign Trade and The Standard Theory of Comparative Cost Advantage, Production Possibility Frontier with Increasing Cost. Modern Theories: Heckscher-Ohlin Theory (Simplified Overview), Gains from Trade: Static and Dynamic Concepts	8
III	**International Trade Policy-I:** Free Trade vs Restricted Trade Policy-Introduction; The Free Trade Policy and The Trade Protection Policy, The Economics of Tariff, Introduction; Meaning, Purpose and Kinds of Tariffs; Economic effects of tariffs: A partial equilibrium analysis; Trade Barriers: Meaning and Basic Types, Arguments for and against Trade Protection	8

IV	**International Trade Policy-II:** Introduction; the Import Quota; Dumping and Anti-Dumping Retaliation; Export Taxes and Subsidies; Economics of Customs Union and Free Trade Areas, Introduction; Forms of Customs Associations, Theory of Customs Union; Trade Creation by Customs Union; Trade Diversion Effect of Customs Union; General equilibrium Analysis of Custom Unions and Dynamic Effects of Customs Union, Developed and Developing Economies.	8
V	**International Trade Organizations:** The General Agreement on Tariffs and Trade, World Trade Organization, Regional Trade Agreements-Introduction, Need, Kinds, Benefits and European Union, Association of South East Asian Nations (ASEAN) and South Asian Association for regional Cooperation (SAARC).	8

Reference / Text Books:

1. D.N. Dwivedi (2013): International Economies: Theory and Policy, Vikas Publishing House Pvt. Ltd.
2. John D. Dainiel, et al. (2010), International Business – Environments and Operations (12th edition), Pearson Education.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Students will get an insight into the meaning, nature and framework of the international economy as well as international trade.
CO2: Learner able to learn different theory of comparative advantage and its impact on trade.
CO3: Students will be able to learn the meaning and purpose of free trade policy and kinds of tariffs.
CO4: Students will be able to learn the various aspects and effects of non-tariff trade barriers. The purpose behind costume unions and free trade areas.
CO5: Students will be able to learn the outcomes of trade policy adopted by underdeveloped countries and developing countries.
CO6: To discuss the purpose and functions of some major international trade organization and regional trade agreements.

Format-3

IMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: Degree **Class: International Business**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Global Business Environment**
Course Code: BBA (IB) 503A	**Title: Global Business Environment**

Course Objectives:

1. To get the students acquainted with the present economic environment in India and abroad.
2. To make enable the students understand the various issues involved in the macro management of the economy.
3. To familiarize with the concept of business environment and its components.
4. To understand The Business Environment and its factors.
5. To enable the students understand social audit, social responsibility of business, SWOT analysis etc.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (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 of Economic Environment; Nature and scope, Macro variables: Income, Employment, Money Supply, Price Level, Interest rates, Saving and Investment. Movement and Interrelationship between different variables. Recent Economic Trends in India: GDP Growth, Inflation, and Employment Patterns, Introduction to Basic Economic Indicators (GDP, CPI, WPI, IIP).	8
II	**Economic Framework:** Institutional Framework of Economic Environment: Role of state; State Vs Markets. Fiscal and Monetary Policy: Meaning, Objectives & Tools (Simplified), Government's Role in Economic Planning and Development, Industrial Policy and Ease of Doing Business in India, Introduction to Foreign Direct Investment (FDI).	8
III	**Structure of Indian Economy:** Structure of Indian Economy: Growth Strategy in plans. Public sector & Private. Infrastructure Development. **Issues in Indian Economy:** Poverty, Unemployment, Regional Dimensions, Productivity & Modernisation, Environment Digital India and Start-up Ecosystem, Sustainable Development and Green Economy.	8
IV	**Global Economic-I**- Open Economy Management. Balance of payments. Role of Foreign Trade & Policy and Foreign Capital & Policy. Exchange Rate Policy and Exchange Controls. External Debt; International Linkages, Introduction to	8

	Globalization and Its Impact on Indian Economy, Role of Foreign Direct Investment (FDI) and Foreign Portfolio Investment (FPI).	
V	**Global Economic-II**. **Regional Integration:** EU, NAFTA, etc. World Trade Organization, World Bank, IMF, etc. Other Emerging Economies: China, Brazil, Russia. Global Orientation of Indian Economy: Growth and evolution of Indian MNC's, Current crises in US/Europe/Asia and its impact on economic growth of India, SAARC, ASEAN and India. **Export–Import Strategy:** Basics of Import-Export: Concepts and Role in Economy, Simple Steps in Export-Import Process, Types of Export Promotion Schemes in India.	8

Reference / Text Books:

1. The Indian Economy; Problems and Prospects. Edited by Bimal Jalan, Penguin
2. V. K. Puri: Indian Economy, Himalya Publishing House
3. John D. Dainiel, et al. (2010), International Business–Environments and Operations (12th edition), Pearson Education.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: To enable the students understand the various issues involved in the macro management of the economy.
CO2: Awareness regarding the social responsibility and social audit of business and various provisions related with it.
CO3: Understanding of industrial policies
CO4: Comprehensive view of economic planning in India.
CO5: Ability to understand impact of various environmental factors on business.
CO6: Able to develop export import strategy.

Format-3

IMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: Degree **Class: BBA Logistics & Supply Chain Management**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: FUNDAMENTALS OF LOGISTICS**
Course Code: BBA (L) 502A	**Title: FUNDAMENTALS OF LOGISTICS**

Course Objectives:

1. To familiarize students with:
2. Fundamentals of logistics.
3. Concepts to real life management of logistics and Strategic role of logistics in management.
4. Able to communicate about professional issues relevant to SCM and logistics, on an expert-as well as a common level.
5. Have advanced knowledge about supply chains and logistics in general.
6. Able to select relevant models and methods for approaching a given logistical problem.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Logistics-Definition-History and Evolution-Objectives-Elements-activities importance- The work of logistics-Logistics interface with marketing. Types of Logistics–Inbound, Outbound, Reverse, Green Logistics, Basic Logistics Terminologies	8
II	Logistics Management-Definition-Achievement of competitive advantage through logistics Framework-Role of Logistics management. Functions of Logistics Management, Difference between Supply Chain and Logistics, Case Study: Amazon/Flipkart Logistics Practices (Introductory Level)	8
III	Outsourcing logistics-reasons-Third party logistics provider-Fourth party Logistics providers. Advantages and Disadvantages of Outsourcing Logistics, Examples of Logistics Outsourcing in India	8
IV	Logistics Strategy-Strategic role of logistics-Definition-role of logistics managers in Steps in Logistics Planning, Simple Logistics Strategy Models, Introduction to Sustainable Logistics Practices	8
V	Quality customer service & integrated logistics-customer service, importance elements, the order cycle system, distribution channels, E-commerce and its Impact on Customer Logistics, Role of Technology in Enhancing Customer Logistics	8

Reference / Text Books:

1. David J. Bloomberg, Stephen Le May &: Logistics, Prentice-Hall of India Pvt Joe B. Hanna Ltd., New Delhi, 2003.
2. Donald J. Bowersox & David J. Closs: Logistical Management, Tata Mc Graw Hill Publishing Co. Ltd, New Delhi, 2004.
3. Satish C. Ailawadi & Rakesh Singh: Logistics Management, Prentice-Hall of India Pvt Ltd., New Delhi, 2005.
4. Donald Waters: Logistics. Palgrave Macmillan, New York, 2004
5. Krishnaveni Muthiah: Logistics Management & World Sea borne Trade, Himalaya Publishing House, Mumbai, 1999.

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

Evaluation/Assessment Methodology

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

Prerequisites for the course:

Course Learning Outcomes:

The students should be able to:

CO1: Gain understanding of the concept and principles of logistics.
CO2: Develop understanding of key activities performed by the logistics functions.
CO3: Understand the aspects of logistics management and its framework.
CO4: Comprehend the concept of outsourcing logistics.
CO5: Understand the role and importance logistics managers in strategic decisions making.
CO6: Able to develop strategy for managing logistics functions effectively.

Format-3

IMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: Degree **Class: BBA**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: SUPPLY CHAIN INFORMATION SYSTEM**
Course Code: BBA (L) 504A	**Title: SUPPLY CHAIN INFORMATION SYSTEM**

Course Objectives:

1. To develop competencies and knowledge of students to become MIS for logistics professionals.
2. To orient students in the field of Logistics.
3. To help Students to understand MIS for Logistics.
4. To apply the Basic knowledge of MIS for Logistics in the real-life situation.
5. To enhance their ability and professional skills in Logistics

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction eSCM - eSCM – Meaning and Objectives, **Basic Components of eSCM and its Role in Logistics** eSCM framework-information in Logistics-Strategic information linkage-Supply chain communication networks-Role of communication networks in supply chains -EDI (Electronic Data Interchange)-Data security in supply chain networks - Overview of internet able models	8
II	Overview of enterprise information systems-Information functionality and principles-Classification of enterprise information systems-Information architecture-Framework for managing supply chain information – Describe on popular enterprise application packages-Benefits of enterprise information systems Introduction to ERP systems with examples (SAP, Oracle)	8
III	Stakeholders in supply chain information systems-Stakeholders in SCM-Stakeholders in supply chain information systems-Information systems development-Logistics information systems design-Defining enterprise architecture - Choosing appropriate system development methodologies.	8
IV	Information systems deployment - IT Operations and infrastructure management-Portfolio, programme and project management - Management of risk - Management of value	8
V	Enterprise application integration and supply chain visibility - Enterprise application integration - Supply chain visibility - Supply chain event management -Supply chain performance -Planning and design methodology - Problem	8

	definition and planning - Data collection and analysis - Recommendations and implementation-Decision support systems	

Reference / Text Books:

1. Donald Bowers ox, David Closs, & Bixby cooper Supply chain Logistical Management
2. R.H. Ballou, and Samir Business Logistics Management, 5th Edition 2014
3. Strauss, Alexa & Frost E-Marketing, Routledge; 8th New edition 2018
4. Statistics for Managers Using MS Excel, 8th Edition Levine & David Pearson Education 2017
5. David B. Grant & Chee Yew Wong, Sustainable Logistics and Supply Chain Management: Principles and Practices for Sustainable Operations and Management Kogan Page.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Students will be able to understand the role of information system in supply chain network
CO2: Design the physical and information systems according to organizational supply chain requirement.
CO3: Understand the concept of data communication and networking requirements of supply chain.
CO4: Identify the emerging trends in IT, logistics, & supply chain.
CO5: Develop a sound understanding of the important role of supply chain management in today's business environment
CO6: Develop an in-depth understanding of logistics operating areas and their interrelationship.

Format-3

IMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: Degree **Class: BBA**	**Year: III** **Semester: V**
Credits: 2 **Theory: 2** **Practical: 0**	**Subject: E-Commerce Risk and Compliance Management**
Course Code: BBA 507A	**Title: E-Commerce Risk and Compliance Management**

Course Objectives:

1. To introduce the types, models, and growth of E-Commerce platforms.
2. To identify various risks associated with online business operations.
3. To explain cybersecurity threats and data protection mechanisms in E-Commerce.
4. To understand the legal and regulatory framework governing digital commerce in India.
5. To explore fraud detection, risk mitigation, and business continuity strategies.
6. To highlight the importance of compliance monitoring, audits, and ethical governance in E-Commerce.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 2 Credits

L: 30
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	E-Commerce: types (B2B, B2C, C2C, etc.), models, and growth trends, Risk in E-Commerce: definition, nature, and scope, Types of risks: operational, strategic, technical, financial, legal, and reputational, Risk assessment framework and lifecycle in digital businesses	06
II	Cyber threats in E-Commerce: phishing, hacking, malware, DDoS attacks, Data privacy laws and digital data protection (with focus on Indian and global regulations: IT Act, GDPR, etc.), Encryption, firewalls, two-factor authentication, and secure payment protocols	06
III	E-Commerce legal environment in India: IT Act 2000, Consumer Protection (E-Commerce) Rules 2020, Contract law in digital transactions (clickwrap, shrinkwrap, e-signatures), Intellectual property rights in digital content.	06
IV	Common types of frauds in E-Commerce (payment fraud, identity theft, fake listings), Tools and strategies for fraud detection and prevention, Risk mitigation plans and incident response, Business continuity planning (BCP) and disaster recovery in online business	06
V	Compliance monitoring and reporting tools, Internal audits and third-party risk assessments,Role of compliance officers and digital risk managers in E-	06

Reference / Text Books:

1. Manzoor, A. (2010), E-Commerce, Lambart academic Publishing, Deutschland.
2. Bhushry, M. (2015), E-Commerce, Laxmi Publications, New Delhi, India.
3. Plant, R. (2000), E-Commerce: Formulation of Strategy, Prentice Hall, New Delhi, India.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: To describe different E-Commerce models and their associated risks.
CO2: To assess cyber threats and apply relevant data protection practices.
CO3: To interpret key Indian E-Commerce laws and digital contract terms.
CO4: To identify and prevent common E-Commerce frauds using appropriate tools.
CO5: To design a basic risk management and business continuity framework.
CO6: To analyze compliance responsibilities and monitoring mechanisms in digital platforms.

Format-3

IMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: Degree **Class: BBA**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: - Indian Ethos for Modern Management**
Course Code: IEMM-402	**Title: Indian Ethos for Modern Management**

Course Objectives:

- To understand the concept of Indian Ethos in Management
- To link the Traditional Management System to Modern Management System
- To understand the Evolution of Learning Systems in India
- To understand the ethical issues related to advertisement
- To understand the Techniques of Stress Management

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	**Indian Ethos** Meaning, Features, Need, History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices, Indian Heritage in Business Management, Ethics v/s Ethos, Indian Vs Western Management.	6
II	**Chankaya's Philosophy – A Way to Personal and Public Victory and Management** Application and Impact of Chanakya's Philosophy in Personal life, Achieving success in professional life with Chankaya, Corporate Chanakya.	6
III	**Management Lessons from Indian Scriptures–I** Management Lessons from Mahabharata, Management lessons from Geeta, Management Lessons from Ramayana	7
IV	**Management Lessons from Indian Scriptures-II** Management Lessons from the Vedas, Management Lessons from the Bible, and Management Lessons from the Quran.	7
V	**Indian Systems of Learning** Modern System of Learning: Meaning, Features, Advantages, Disadvantages. Karma: Meaning, Importance of Karma to Managers, Nishkama Karma. Laws of Karma: The Great Law, Law of Creation, Law of Humility, Law of Growth, Law of Responsibility, Law of Connection. Corporate Karma: Meaning, Methodology, Guidelines for Good Corporate Karma. Self-management:	7

	Personal Growth and Lessons from Ancient Indian Education System.	
VI	Relevance of Value-based & Ethics Based Management in Global Change Developing Code of Culture in Organization, Ethical, and Value-Based Leadership, the impact of Values on stakeholders; Trans-cultural human values; Secular - Vs Spiritual values; value system in work culture.	7

Reference / Text Books:

1. Chatterjee, B. K., Organisational Behaviour And Beyond, 1st Edition, Asian Books Private Ltd., New Delhi 110002, c2004
2. Hanna, Mark D., Integrated Operations Management, PHI Private Ltd, New Delhi 110001
3. Krajewski, Lee J., Ritzman. Larry P., Operations Management – Strategy and Analysis, Pearson Education (Singapore) Pte. Ltd, New Delhi 110092
4. Sherlekar, S.A., Management, 1st Edition, Himalaya Publishing House, Mumbai 400004
5. Robbins, Stephen P., Organizational Behaviour, 9th Edition, Pearson Education (Singapore) Pte. Ltd, New Delhi 110092.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Recall and spell the human universal values of Indian Ethos and its applications in Business ethics

CO2: Recognize and Demonstrate the relevance of Indian Ethos by taking the rationale and ethical business decision derived from Indian Heritage Scriptures.

CO3: Apply the concepts of Indian Ethos, Values, and Ethics with moral reasoning to develop sustainable solutions to solve complex business issues

CO4: Analyze and make inferences to contemporary business practices in relation to Indian Ethos & Business Ethics

CO5: Appraising the importance of business decisions on the basis of ethics and thus creates a value driven management.

CO6: ELABORATE Ethical dilemmas in different business areas of marketing, HRM and Finance and ADAPT dilemma resolution interventions by referring to Ethical decision making

Format-3

IMTU-NEP IMPLEMENTATION
Year: III / Semester: VI

Programme: Degree **Class: BBA**	**Year: III** **Semester: VI**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Business Planning & Project Management**
Course Code: BBA 607A	**Title: Business Planning & Project Management**

Course Objectives:

1. To acquaint the students with the planning process in business and familiarize them with the function and techniques of project management.
2. Aims to sensitize learners about the concept of planning in general and business planning specifically.
3. The course would also give insights the learners about successfully managing projects.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	**Planning and Forecasting:** Introduction, Meaning, Definition, Characteristics, Objectives, and Nature of Planning, Steps in Planning Process, Essentials of a Good Plan, Strategic vs. Operational Planning, Tools for Planning – SWOT, SMART Goals, Scenario Planning, Meaning, Characteristics, Importance, Areas, Techniques of forecasting, Difference between Planning and Forecasting.	8
II	**Project Management:** Meaning of Project, Importance, Project Life Cycle, Project Manager – Roles and Qualities, Introduction to Agile, Scrum, and Lean Project Management, Project Charter and Scope, Stakeholder Identification and Engagement**,** Digital Project Management Tools (e.g., Trello, Asana, MS Project).	8
III	**Initial Project Coordination:** Cost Estimation Techniques, Initial Project Coordination, Negotiation and Partnering, Work Breakdown Structure (WBS), Project Budgeting and Financial Planning.	8
IV	**Network Techniques:** PERT and CPM, Crashing, Resource Allocation, Earned Value Analysis, Planning-Monitoring-Controlling Cycle, Key Performance Indicators (KPIs) in Project Monitoring, Use of Dashboards and Real-Time Monitoring Tools, Risk Management and Mitigation Strategies.	8
V	**Purposes of Evaluation:** Project Audit, Project Termination, Post-Implementation Review (PIR)**,** Lessons Learned Documentation**,** Knowledge Transfer and Project Sustainability**,** Project Documentation and Archiving Practices.	8

Reference / Text Books:

1. **Production and Operation Management:** K. Ashwathappa and Siddharth Bhat, Himalaya Publishing House, 2010 editions.
2. **Project Management:** Samule J Mantel, Jr, Jack R. Meredith, Scott M. Shafer, Margaret M, Sutton with M.R. Gopalan, Wiley India Pvt. Ltd.
3. **Business Administration with G. M. Dumbre:** Success Publications, Pune.
4. **Successful Project Management:** Milton D. Rosenau, Jr., Cregory D. Githens, Wiley India Pvt. Ltd.
5. **Project Management:** Vasant Desai, Himalaya Publishing House
6. **Project Management:** A Managerial Approach, Jack R. Meredith, Samuel J. Mantel Jr. Wiley India Pvt. Ltd.
7. **Principles of Management:** T. Ramasamy, Himalaya Publishing House 8. The McGraw-Hill 36-Hour Project Management Course -McGraw-Hill

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Understand the concept of Planning and its importance for Businesses.
CO2: Understand the concept of Project and importance of its management.
CO3: Critically examine which project needs to be undertaken using various models.
CO4: Understand the importance of human resources for the projects.
CO5: Learn the concept of project audit, project life cycle and project termination process.
CO6: Analyze the initial phase of the project and create a project plan.

Format-3

IMTU-NEP IMPLEMENTATION
Year: III / Semester: VI

Programme: Degree **Class: BBA**	**Year: III** **Semester: VI**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: INNOVATION & CREATIVITY MANAGEMENT**
Course Code: BBA 602A	**Title: INNOVATION & CREATIVITY MANAGEMENT**

Course Objectives:

1. To introduce the concepts of Information Systems, its types and technologies for efficient management of business processes.
2. To understand the role of the information systems (IS) function in an organization.
3. The Course is designed to reap the economic benefits of new technological inventions by commercializing in time to meet the needs of entrepreneurs.
4. The course will identify the difference between creativity and innovation and will increase the awareness about the importance of creativity and innovation among the students.
5. To Understand the fundamental concepts of innovation and creativity in business contexts.
6. To Examine the role of leadership, culture, and motivation in promoting organizational innovation.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Innovation Management-Introduction, Characteristics, Components, Types, Models of Innovation process, Innovation Environment-Originators of Innovation, Key Drivers of Innovation, Factors influencing innovation,	8
II	Organizing for Innovation- Organizational theories and structures, Current trends, Factors influencing organizational design and size decisions, Need & Characteristics for creative organization, 7S framework, Creativity crushers,	8
III	Research and Development management- Significance, Prerequisites, Process, Significance of R&D, Prerequisites for R&D,R&D Process, Technology development approaches, Management of R &D, In source to open source environment, R&D in small industry, Managing Creative employees, Significance and challenges of managing creative employees, Traits of a creative person,	8
IV	Individual creativity techniques- Inner and Directed creativity techniques, Group Creativity Techniques-creativity methods, Writing techniques, Techniques based on pictures, maps and networks, Product innovation-types of new products,	8

V	Innovation Diffusion- Concept of diffusion and adaptation, diffusion types, Innovation diffusion theory, Innovation adoption by organizations, Innovation adoption across countries, Marketing strategy and the diffusion process.	8

Reference / Text Books:

1. James A O'Brien, George M Marakas, Management Information System, 10th Edition, McGraw-

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Understand the concept of Planning and its importance for Businesses.
CO2: Understand the concept of Project and importance of its management.
CO3: Critically examines which project needs to be undertaken using various models.
CO4: Understand the importance of human resources for the projects.
CO5: Learn the concept of project audit, project life cycle and project termination process.
CO6: Will become aware about the importance of creativity and innovation in the organisation.

Format-3

IMTU-NEP IMPLEMENTATION
Year: III / Semester: VI

Programme: Degree **Class: BBA**	**Year: III** **Semester: VI**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: FINANCIAL INSTITUTIONS AND SERVICES**
Course Code: BBA (F)604 A	**Title: FINANCIAL INSTITUTIONS AND SERVICES**

Course Objectives:

1. Understand the basic concepts of financial system, structure, institutions, markets and services in India.
2. Understand microfinance, banking institutions, latest trends in financing in India.
3. The functioning and role of financial institutions in the Indian Economy
4. Operations and importance of international Financial Institutions.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (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 scope of Indian financial System. Structure and organization of Indian Financial system, Introduction to financial inclusion and literacy in India.	8
II	**Financial Institutions** RBI – organization, management and functions, Monetary policy of India, Regulatory bodies: Overview of IRDAI, PFRDA, and their functions, NBFCs – types, significance, and regulatory framework, MUDRA Bank and SIDBI – focus on MSME financing.	8
III	**Financial Markets** Indian money market – instruments, participants, and trends, Capital market – primary & secondary markets, functions and reforms, Government securities market – structure and significance, Corporate bond market and its role in long-term financing, SEBI – role, objectives, and recent initiatives, Role of stock exchanges (NSE/BSE) and depositories (NSDL/CDSL).	8
IV	**Financial Services** Credit Management services, Factoring services, Insurance services, Microfinance services in India, Venture Capital services.	8
V	**Commercial Banking India.** Banking role and structure in India. Products & Services of Banking. Current	8

	trends in banking in India.	

Reference / Text Books:

1. Singh, S. P. (2012), *Indian Financial System*, Wisdom Publications, New Delhi, India.
2. Desai, V. (2012), *Indian Financial System*, Vikas Publishing House, New Delhi, India.
3. Pathak, B.V. (2008), *Indian Financial System*, Pearson Education, New Delhi, India.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Sessional Examination	10
2) Presentations /Seminar	5
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: Analysis of various financial markets/institutions/services of India.
CO2: Understanding the commercial banking In India.
CO3: Suggesting some improvements for financial system in India.
CO4: Explain and analyse the workings of Indian Financial system, Market and its assets.
CO5: Explain the role of money market in Indian Financial System and its regulatory environment.
CO6: Understand the role of banking sector in the economic development of country.

Format-3

IMTU-NEP IMPLEMENTATION
Year: III / Semester: VI

Programme: Degree **Class: BBA**	**Year: III** **Semester: VI**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: RISK AND INSURANCE MANAGEMENT**
Course Code: BBA (F) 605A	**Title: RISK AND INSURANCE MANAGEMENT**

Course Objectives:
1. Understand the basic concepts of risk and insurance.
2. Understand the difference between life insurance and general insurance.
3. Understand the types of insurance and group insurance.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction:** History of insurance in general and in India in particular. Basic nature of insurance. Definition of insurance. Difference between Life Insurance and General Insurance (in tabular form), Importance of insurance in personal and business life, Fundamental principles of insurance (Utmost Good Faith, Insurable Interest, etc.)	8
II	Principles and Products of Life Insurance. Types of Life Insurance policies (Whole Life, Term, Endowment, ULIPs), Simple introduction to premium calculation (without mathematical detail), Factors affecting Life Insurance premium	8
III	Group Insurance & Claims Process, Policy claims and its procedures for settlement of various type of claims. Policy document and its various components including conditions and privileges under the policy. Claim documents required and timelines for claim settlement, Role of TPA (Third Party Administrator) in claim settlement.	8
IV	General Insurance & Regulatory Framework, Insurance Scope of coverage of fire insurance and Marine insurance, Motor insurance Various kinds of miscellaneous insurances. Introduction to Health Insurance and Travel Insurance, Role of IRDAI in regulation and consumer protection, Digital Insurance and Online Policy Platforms, oil and gas insurance Regulatory provisions under Insurance Act 1938, and IRDA Act 1999.	8
V	Basic concept of risk, classification-Identification and evaluation of risk – risk analysis. Risk control – loss prevention and its importance. Risk financing and	8

	transfer of risks, Risk retention and its importance/basis of reinsurance. Simple tools for risk assessment in personal and business life**,** Case studies of insurance and risk management in real-life situations.	

Reference / Text Books:

1. Books published by Insurance Institute of India. "Life Insurance",
2. Kenneth Black (Jr.) and Harold Skipper (Jr.), "Fundamentals of Risk and Insurance",
3. Emmett J. Vaughan, Therase Vaughan "Principles of Risk management and Insurance", by George E. Rejda.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Analysis of system of insurance.
CO2: Analyze basic principles of contribution in insurance.
CO3: Develop an understanding of various forms of insurance.
CO4: Understand the different types of risk and develop strategies to control and prevent risk.
CO5: Understand the legal requirements for insurance sector.
CO6: Develop an understanding of claim settlement procedure for various types of insurance policies.

Format-3

IMTU-NEP IMPLEMENTATION
Year: III / Semester: VI

Programme: Degree **Class: BBA**	**Year: III** **Semester: VI**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Retail Management**
Course Code: BBA (M) 603A	**Title: Retail Management**

Course Objectives:

1. To develop students' marketing competencies specific to retailing and retail consulting.
2. To prepare students for careers in the retail sector and in retail divisions of consulting firms.
3. To foster critical and creative thinking skills relevant to solving retail business challenges.
4. To provide an in-depth understanding of retail formats, strategies, and operations in a dynamic market environment.
5. To enhance the ability to analyze consumer behavior and apply insights to retail decision-making.
6. To equip students with practical skills in retail planning, merchandising, store layout, and customer relationship management.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (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 of retailing, Functions of retailing, Terms & Definition, Introduction to Retailing and Retail types, Retailing Channels, Retail Industry in India, Importance of retailing, Changing trends in retailing.	8
II	**Retail Consumer** : Retail consumer behaviour, Factors influencing the Retail consumer, Retail Customer Buying Behaviour, Customer decision making process, Market research for understanding retail consumer, Responding and Targeting Consumers	8
III	**Retail Marketing:** Advertising & Sales Promotion, Store Positioning, Retail Marketing. Mix, CRM, Advertising in Retailing.	8
IV	**Retail Merchandising:** Meaning of Merchandising, Factors influencing Merchandising, Merchandise planning, Merchandise buying, Pricing Decisions, Retail Communication Mix, and International Aspects of Retailing.	8
V	**Retail Operation:** Elements/Components of Retail Store Operation, Store Administration, Store Manager–Responsibilities, Inventory Management, Management of Receipts, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security.	8

Reference / Text Books:

1. Cullen & Newman: Retailing – Environment &Operations, Cengage Learning EMEA.
2. Berman & Evarv: Retail Management, Perntice Hall.
3. Bajaj, Tuli & Srivastava: Retail Management- Oxford University Publications
4. Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing House.
5. Harjit Singh: Retail Management, S. Chand Publication

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: To understand basic concept of retailing and develop a rudimentary retail strategy that appeals to a specific target market. To enable to develop merchandise plan and enable to develop marketing mix of retailing.
CO2: Importance of human resources and services of retail firm.
CO3: Creating and sustaining retail value through branding, IT and SCM.
CO4: Recognize career opportunities available in the retail businesses
CO5: Comprehend the ways retailers use marketing tools and techniques to interact with their customers.
CO6: Recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy.

Format-3

IMTU-NEP IMPLEMENTATION
Year: III / Semester: VI

Programme: Degree **Class: BBA**	**Year: III** **Semester: VI**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Marketing of Services**
Course Code: BBA (M) 605A	**Title: Marketing of Services**

Course Objectives:

1. The course is designed to equip students with the knowledge of marketing of all types of services.
2. To supplement basics of services marketing and strategy courses by focusing on problems and strategies specific to marketing of services.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	The emergence of the service economy: contributory factors, changes in consumption patterns, Economic transformation from product-based to service-based models, Unique aspects of services vs goods: intangibility, perishability, variability, inseparability, Managerial challenges in service design and delivery, Introduction to the digital service economy and gig economy**,** Role of technology in service innovation (e.g., app-based services).	8
II	Marketing mix: concept of value and value drivers, Service marketing system: production, marketing, human resources, Customer co-creation in value delivery.	8
III	Service system positioning: service delivery process, blueprinting Service buying behaviour; difference in perspective, decision process. Online reviews and digital influence in service buying.	8
IV	Service marketing strategy; segmentation, targeting and positioning, market innovation Competitive differentiation; competitive advantage and value chain analysis for service-based firms, Personalization and niche targeting in digital services.	8
V	Service quality: concept, dimensions of service quality; technical and functional quality; service performance vs customer expectations; Service quality models and measurement: SERVQUAL, RATER model, Net Promoter Score (NPS), Customer Satisfaction Score (CSAT), use of digital tools for real-time feedback and analytics; Demand and supply imbalances management: managing peak-time demand, dynamic pricing, demand forecasting, use of automation and AI for capacity optimization.	8

Reference / Text Books:

1. Fisk, R. P., Grove, S. J., & John, J.: Interactive services marketing. New York. Houghton Mifflin.
2. Glynn, W. J., & Barnes, J. G.: Understanding services management - Integrating marketing, organizational behaviour, operations and human resources management, Prentice Hall.
3. Gronroos, C.: Service Management and Marketing - A customer relationship management approach, New York: John Wiley.
4. Hoffman, K. D., & John, E. G. B.: Marketing of services: Concepts strategies and cases, Thomson-South Western.
5. Shanker, R. (2002). Services Marketing: The Indian perspective, Excel Books.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: It helps the students to identify problems commonly encountered in marketing services -- such as intangibility, difficulty in synchronizing demand and supply, difficulty in controlling quality and retaining customers.
CO2: Students will able to understand marketing mix of services strategy.
CO3: Focus on key issues in the implementation of effective services marketing strategies.
CO4: Analyse the role and relevance of Quality in Services.
CO5: Visualise future changes in the Services Industry.
CO6: Analyze and develop suitable marketing mix in terms of services.

Format-3

IMTU-NEP IMPLEMENTATION
Year: III / Semester: VI

Programme: Degree **Class: BBA**	**Year: III** **Semester: VI**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Performance & Compensation Management**
Course Code: NEP BBA(H) 603	**Title: Performance & Compensation Management**

Course Objectives:

1. To understand the various dimensions of Compensation Management.
2. To familiarize with the role of various bodies involved in Compensation Management.
3. The objectives of compensation management are to attract, engage, and retain employees through competitive compensation plans that align with the company budget, corresponding job-market, and government regulations.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Concept and objectives of performance management system, Performance appraisal and performance management, Performance Management–, need and measurement, Role of HR analytics in measuring performance	8
II	Process of performance appraisal, issues and challenges in performance appraisal, documentation of performance appraisal, Methods of Performance appraisal – traditional methods, modern methods with advantages and disadvantages of each - appraisal interviews, performance feedback and counseling, use of technology and e-PMS, Ethical perspectives in performance appraisal, Real-time appraisal systems and continuous feedback models	8
III	Compensation–Definition, Classification and Types. Components of remuneration, Determining Compensation, Compensation Approaches. Compensation as a Retention Strategy, Financial and non financial compensation	8
IV	Performance Based Pay Systems, Incentives-incentive plans, developing effective incentive plans. Gain Sharing Incentive Plan–Enterprise Incentive Plan–Profit Sharing Plan-ESOPs–Compensation Management in Multi-National organisations.	8
V	Reward systems, Perceptions of Pay Fairness–the legal environment, Legal Constraints on Pay Systems. Employee Benefits. -retirement benefits, perquisites, non-monetary benefits.	8

Reference / Text Books:

1. Dewakar Goel, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, PHI Learning, New Delhi.
2. Richard. I. Henderson, COMPENSATION MANAGEMENT IN A KNOWLEDGE BASED WORLD, Prentice Hall India, New Delhi.
3. Richard Thrope & Gill Homen, STRATEGIC REWARD SYSTEMS, Prentice Hall India, New Delhi.
4. Michael Armstrong & Helen Murlis, HAND BOOK OF REWARD MANAGEMENT, Crust Publishing House.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Students will be able to apply the concepts of performance appraisal and compensation management practically.

CO2: Understand the dynamics of performance appraisal and performance management to develop criteria and standards for performance assessment.

CO3: Comprehend the components of executive compensation and understand how jobs are priced to establish compensation levels.

CO4: Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations

CO5: Design rational and contemporary compensation systems in modern organizations.

CO6: Recognize how pay decisions help the organization achieve a competitive advantage.

Format-3

IMTU-NEP IMPLEMENTATION
Year: III / Semester: VI

Programme: Degree **Class: BBA**	**Year: III** **Semester: VI**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Counseling & Negotiation Skills for Managers**
Course Code: BBA (H) 604A	**Title: Counseling & Negotiation Skills for Managers**

Course Objectives:

1. Aims to introduce the fundamentals of counseling and negotiation in managerial contexts.
2. It is also intended to facilitate an understanding of the structure and dynamics of negotiation.
3. Develop understanding of counseling goals, processes, and skills for workplace application.
4. Familiarize students with common behavioral issues and the role of counseling in managing them.
5. Highlight ethical, cultural, and gender considerations in counseling and negotiation.
6. Develop students' interpersonal, empathetic, and persuasive communication skills through simulations and roleplays

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	**Counselling:** Introduction, Concept and significance, Approaches to Counselling, Process of Counselling; Counselling Skills, Organizational Application of Counselling Skills.	8
II	**Organizational Application of Counseling:** Counseling in employee performance management, Dealing with problem subordinates, Addressing workplace stress, burnout, Managing issues like alcoholism and substance abuse, Ethics in organizational counseling	8
III	**Introduction to Negotiation:** Nature and need for negotiation in management, The negotiation process: Preparation to closure, Types of negotiation: Distributive vs integrative, Styles of negotiation: Competitive vs collaborative	8
IV	**Negotiation Strategies and Barriers:** Tactics for negotiation and persuasion, Barriers to effective negotiation: Emotional, cognitive, structural, Communication style and body language in negotiation, Breaking deadlocks and managing impasse, Role of trust and emotional intelligence in negotiations	8
V	**Role of Negotiations:** Negotiation and IT; ethics in negotiation; cultural sensitivity and global in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.	8

Reference / Text Books:

1. Singh Kavita – Counselling Skills for Managers (PHI)
2. Carroll, M.: Workplace counselling, Sage Publication.
3. Kotler, J. A., & Shepard, D. S.: Introduction to counselling: voices from the field, USA: Cengage Learning.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Understand complex theory and practice of negotiation in particular and conflict resolution in general.
CO2: Identify the challenges we all have in dealing with negotiation and conflict resolution.
CO3: Apply negotiation as a system and the important role of subsidiary factors.
CO4: Develop an understanding of the issues related to negotiation and Counselling.
CO5: Identify and demonstrate the dynamic nature of negotiation process.
CO6: Develop counselling and negotiation skills.

Format-3

IMTU-NEP IMPLEMENTATION
Year: III / Semester: VI

Programme: Degree **Class: International Business**	**Year: III** **Semester: VI**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: International Distribution & Supply Chain Management**
Course Code: BBA (IB) 603A	**Title: International Distribution & Supply Chain Management**

Course Objectives:

1. To familiarize the students with the essential elements of the Supply Chain Management.
2. Strategic issues in the International Supply Chain Management and logistics network configuration along with performance measurement and evaluation shall be studied thoroughly.
3. Developing an understanding of the key concepts applied in Global Logistics and Supply Chain Management.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (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 Supply Chain Management - Concepts, Objectives and functions of Supply Chain Management, Basic Components of a Supply Chain: Suppliers, Manufacturers, Distributors, Retailers, Difference Between Supply Chain and Logistics, Importance of Supply Chain in Everyday Business	8
II	Strategic issues in Supply Chain–Strategic Partnership, Logistics Management: Concept, Objective and Scope, Transportation, Warehousing, Inventory Management, Packing & Unitization, Introduction to Order Fulfillment and Lead Time, Importance of Demand Forecasting, Basic Understanding of Procurement Process	8
III	Logistics Network Design for Global Operations: Global Logistics Network Configuration, Orienting International Facilities: Considerations and Framework. Role of Transportation in Supply Chain Efficiency, Introduction to Supply Chain Software Tools (like ERP, TMS, WMS), Technology Trends in Logistics (Barcoding, RFID, GPS Tracking)	8
IV	Performance Measurement and Evaluation in Global Logistics: Operations and Logistics Control: Key Activities Performance Information, Cost, Time, and Quality as Performance Metrics, Basics of Continuous Improvement (Kaizen, Lean Logistics)	8
V	Global Supply Chains and their societal, business, and cultural contexts and impacts. Perspectives for business, social science, engineering, and legal	8

	environment, Ethics and Social Responsibility in Supply Chain, Career Opportunities in Logistics and SCM	

Reference / Text Books:

1. Rushton, A., Croucher, P. and Peter Baker): Handbook of Logistics and Distribution Management, Kogan Page Pub.
2. Christopher Martin: Logistics and Supply Chain Management, Creating Value-adding Networks, Pearson Education.
3. Chopra Sunil and Peter Meindl: Supply Chain Management, Pearson Education.
4. Ballou, R. H.: Business Logistic Management, Prentice Hall.
5. Bowersox, D. J., David, J & Cooper: Supply Chain Logistics Management. McGraw Hill.
6. Alan Harrison, Remko Van Hook: Logistics Management and Strategy-Competing Through the Supply Chain, Pearson Education.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Applying various Techniques for Effective Supply Chan Planning
CO2: Understanding of Strategies of SCM and Logistics.
CO3: Application of Demand Forecasting Techniques with reference to SCM and Logistics.
CO4: Resolve the main disputes that may be generated by basic international trade operations.
CO5: Know the main elements of international transport.
CO6: Choose the most suitable means of transport for different situations.

Format-3

IMTU-NEP IMPLEMENTATION
Year: III / Semester: VI

Programme: Degree **Class: International Business**	**Year: III** **Semester: VI**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Multinational Business Finance**
Course Code: NEP BBA (IB) 605A	**Title: Multinational Business Finance**

Course Objectives:

1. The course has been designed to familiarize the students with International Monetary System and Financial Institutions.
2. Functioning of the Foreign Exchange Markets and Financial Management of a multinational firm will be the essential component of this course.
3. Course aims to develop an understanding of the financial management of multinational companies, (MNC's), and in particular, factors influencing exchange rates and exchange rate system, international taxation, hedging of financial risk exposures and their impact on financing, foreign investment decisions and cross border mergers and acquisition.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Multinational Business Finance–MNCs (Multinational Corporations) and transnational corporations, Scope and Importance of International Financial Management Motivations for International finance. International Monetary System-The Gold standard, The Bretton Woods system, the flexible exchange Current Trends in Exchange Rate Regimes, the Role of Indian Banking in Global Financial System, International Financial	8
II	Institutions–International Monetary Fund (IMF), Asian Development Bank (ADB), International Bank for Reconstruction and Development (IBRD), Bank for International Settlement (BIS) and Organization for Economic Cooperation and Development (OECD). World Trade Organization (WTO)–Role in Global Finance, New Development Bank (BRICS Bank)–Objectives and Operations, Simple Case Study: India's Engagement with IMF or ADB	8
III	The Foreign Exchange Markets: Introduction, types: Global and Domestic market, spot market and forward market; rates: direct and indirect quotations, bid-ask spread; Role of RBI and FEDAI in Exchange Market Operations; determination of forward premiums and discounts, interest arbitrage–covered interest arbitrage and interest parity theory–forecasting of foreign exchange rates.	8

IV	Financial management of the Multinational Firm–Factors affecting the Cost of Capital in International Finance–determining capital structure components, Cost of capital for MNCs (Multinational Corporations) and Domestic Firms, Multinational capital budgeting–Problems and issues in Evaluation Techniques for International Projects, Exchange Rate Risk and Risk Mitigation Tools	8
V	Payment Systems: Payment terms and financing international trade, international flow of funds and portfolio investment in India, FDI (Foreign Direct Investment) vs. FIIs (Foreign Institutional Investors), investment strategies of FIIs in India, FIIs and volatility, Impact of FDI on Indian Economic Sectors (e.g., Retail, Telecom), Introduction to External Commercial Borrowings (ECBs)	8

Reference / Text Books:

1. Shapiro, Allen C. (1995). Multinational Financial Management, Prentice Hall India.
2. Eiteman, David K. Stonehill, Arthur I., and Moffett, Michael H. (2001). Multinational Business Finance (9th ed.). Addison Wesley, New York.
3. Buckley, A. (2004). Multinational Finance (5th ed.). Pearson Education.
4. Vij, Madhu (2010). International Financial Management (3rd ed.). Excel Books, N3.
5. Levi, Maurice (1996), International Finance, McGraw Hill Inc., (4th ed.). New York, New Delhi.
6. Madura, J. (2009). International Financial Management (10th ed.). New Delhi, Cengage Learning

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Students shall have a fair understanding of the MNCs operations with respect to finance.
CO2: They will also understand the functioning of Multilateral Agencies and their role in global economic development.
CO3: Students will also get acquaintance of the different aspects of the foreign exchange markets.
CO4: Demonstrate basic understanding of the issues pertaining to multinational financing and investment decisions
CO5: Assess and decide on the various portfolio investment options.
CO6: Understand different payment terms and payments system for international business.

Format-3

IMTU-NEP IMPLEMENTATION
Year: III / Semester: VI

Programme: Degree **Class: BBA**	**Year: III** **Semester: VI**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Warehousing & Distribution Operations**
Course Code: NEP BBA (L) 603A	**Title: Warehousing & Distribution Operations**

Course Objectives:

1. To equip students with knowledge of warehouse operations, as well as procurement.
2. To improve students to implement the acquired skills in organization.
3. The ultimate objective of warehouse logistics is to provide a reliable system while keeping operating costs low while providing high-quality services.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (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 warehouse, background and need for warehouse, importance of warehousing, types of warehouses, broad functions of a warehouse, warehouse layouts and layout related to functions, packaging principles, eco-friendly packaging solutions, associate warehouse and its functions, equipment available in associate warehouse, video on warehouse, visits to warehouses, warehouse organization structure, benefits of warehousing.	8
II	Stages involved in receipt of goods, advanced shipment notice (ASN), invoice items list, procedure for arranging goods on dock for counting, visual inspection of goods unloaded, formats for recording of goods unloaded from carriers, generation	8
III	Receiving, sorting, loading, unloading, picking, packing, dispatch activities, importance of warehouse activities, quality parameters, quality check, need and importance of quality check, procedure to develop packing list, dispatch note, cross-docking method, situations suited for application of cross-docking, information required for coordinating cross-docking, importance of proper packing, packing materials, packing machines, reading labels.	8
IV	Warehouse utilization management, emerging trends in warehousing sector, DG handling, use of material handling equipment in warehouse, inventory management of a warehouse, inbound and outbound operations of a warehouse, handling of inbound and outbound operations, definition of distribution, need for physical distribution, functions of distribution, marketing forces affecting distribution, distribution concept, system perspective, channels of distribution, role of marketing channels, channel functions, channel structure, designing distribution	8

	channel, choice of distribution channels.	
V	Safety rules and procedures in a warehouse, hazardous cargo, procedure for identification of hazardous cargo, safety data sheet, instructions to handle hazardous cargo, familiarization with the industry, health, safety and environment, safety equipment and their uses, 5S concept on shop floor, personal protective equipment (PPE) and their uses.	8

Reference / Text Books:

1. Course Material Prepared by LSC.
2. J P Saxena, Warehouse Management and Inventory Control-Vikas Publication House Pvt. Ltd, First Edition, 2003.
3. Warehouse Management: Automation and Organisation of Warehouse and Order Picking Systems [With CDROM], Michael Ten Hompel, Thorsten Schmidt, Springer-verlag, Ist Edition, 2006.
4. Management Guide to Efficient Money Saving Warehousing, Stephen Frey, Gower, 1982.
5. Kapoor Satish K., and Kansal Purva, 'Basics of Distribution Management: A Logistical Approach', Prentice HALL of India.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Students will be able to apply the Basic knowledge of Warehousing and distribution operations in the real-life situation.
CO2: This subject will enable them to enhance their ability and professional skills.
CO3: Plan Warehouse and Logistics operations for optimum utilization of resources.
CO4: To develop an understanding of warehouse safety rules and regulations
CO5: To plan for effectively managing warehouse and distribution operations.
CO6: Make strategies for cost control in warehouse and distribution operations.

Format-3

IMTU-NEP IMPLEMENTATION
Year: III / Semester: VI

Programme: Degree **Class: BBA**	**Year: III** **Semester: VI**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: BEST PRACTICES FOR TRANSPORTATION**
Course Code: BBA (L) 604A	**Title: BEST PRACTICES FOR TRANSPORTATION**

Course Objectives:
1. Identify the decisions involved in transportation management.
2. Describe the role of packaging in the transport, distribution, storage, sale, and use of goods.
3. To impart skills in materials handling, and discuss its critical role in a logistics system.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Transportation strategies, overview of import-export processes, digital customs clearance, freight rate negotiation, cargo insurance and liability, e-logistics platforms, UN regulations, classification and handling of dangerous goods.	8
II	Commercial documents overview, digital documentation and e-filing, commercial and consular invoices, packing list, certificates of origin, permits, cargo control documents, customs declarations, automation in document processing.	8
III	Airfreight and e-AWB, cargo handling and export packaging, IATA regulations, air transport of dangerous goods, ocean freight documents, digital bill of lading, FCL and LCL shipments, container handling, IMO compliance.	8
IV	Road transport regulations, truck documentation, standard and specialized vehicles, LTL and FTL freight, digital fleet tracking, cross-border issues, rail transport systems, railway consignment notes, handling of hazardous and oversized cargo.	8
V	Intermodal logistics, routing and tracking technologies, fuel efficiency and performance metrics, automation in logistics, INCOTERMS 2020, transfer of liability, application of trade terms across transport modes.	8

Reference / Text Books:
1. Course Material Prepared by LSC
2. "Self-Compliance Strategies and the Administrative Monetary Penalty System", a Manual for Importers and Exporters : PF Collins Customs Broker Ltd., November 2002

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

Evaluation/Assessment Methodology	
	Max. Marks
1) Class tasks/ Sessional Examination 2) Presentations /Seminar 3) Assignments 4) Research Project Report/Seminar On Research Project Report 5) ESE	10 5 10 - 75
Total:	**100**
Prerequisites for the course:	
Course Learning Outcomes: CO1: To familiarize the student with the information about transportation considerations for the import and export. CO2: To familiarize the student with the domestic trade processes CO3: The students will be able to assess transportation operations towards increased logistics efficiency while discovering opportunities for saving time, expense and hassle. CO4: Students will be able to make right strategy for transportation of goods. CO5: To help students understand document requirements for import and export of goods. CO6; To evaluate different alternatives for transportation and distribution of goods.	

Format-3

IMTU-NEP IMPLEMENTATION
Year: IV / Semester: VII

Programme: UG(R) **Class: BBA**	**Year: IV** **Semester: VII**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Qualitative Techniques for Research**
Course Code: BBA 707A	**Title: Qualitative Techniques for Research**

Course Objectives:

1. To introduce the philosophical and theoretical foundations of qualitative research.
2. To develop skills in various qualitative data collection techniques.
3. To train students in coding, organizing, and managing qualitative data.
4. To enable understanding of multiple qualitative data analysis methods.
5. To foster the ability to present and report qualitative research findings effectively.
6. To promote ethical and reflexive research practices in qualitative inquiry.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Meaning and nature of qualitative research, comparison between qualitative and quantitative research, philosophical foundations—ontology, epistemology, interpretivism, constructivism, role of the researcher, reflexivity, ethical considerations in qualitative research, qualitative research design and process.	8
II	In-depth interviews—structured, semi-structured, unstructured, focus group discussions, participant and non-participant observation, field notes and memos, case study method, ethnography, narrative inquiry, document and archival analysis.	8
III	Transcription of qualitative data, organizing field notes and documents, coding—open, axial, and selective coding, use of qualitative data analysis software (NVivo, ATLAS. it), data triangulation, data saturation, trustworthiness—credibility, transferability, dependability, confirmability.	8
IV	Thematic analysis, grounded theory method, content analysis—conventional, directed, summative, discourse analysis, narrative analysis, framework analysis, visual and media analysis.	8
V	Writing qualitative research reports, presenting quotes and participant voices, drawing conclusions and implications, generalizability vs. transferability, application in social sciences, management, health, and education, mixed methods research.	8

Reference / Text Books:

1. Okoko, J. M., Tunison, S., & Walker, K. D. (Eds.). (2023). *Varieties of qualitative research methods: Selected contextual perspectives* (1st ed.). Springer Cham. https://doi.org/10.1007/978-3-031-04394-9
2. Hennink, M., Hutter, I., & Bailey, A. (2020). *Qualitative research methods* (2nd ed.). SAGE Publications Ltd.
3. Merriam, S. B., & Tisdell, E. J. (2015). *Qualitative research: A guide to design and implementation* (4th ed.). Jossey-Bass.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Demonstrate an understanding of qualitative research philosophies and methodologies.
CO2: Design and execute qualitative data collection methods such as interviews and observations.
CO3: Apply appropriate techniques for coding, managing, and organizing qualitative data.
CO4: Analyze qualitative data using thematic, content, narrative, and discourse analysis.
CO5: Prepare structured qualitative research reports with proper representation of participant voices.
CO6: Adhere to ethical standards and demonstrate reflexivity throughout the research process.

Format-3

IMTU-NEP IMPLEMENTATION
Year: IV / Semester: VII

Programme: UG(R) **Class: BBA**	**Year: IV** **Semester: VII**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Quantitative Techniques for Research**
Course Code: BBA 708A	**Title: Quantitative Techniques for Research**

Course Objectives:

1. To provide foundational knowledge of quantitative research design and methodology.
2. To develop proficiency in statistical tools for data summarization and description.
3. To equip students with skills for hypothesis testing and inferential statistics.
4. To enhance competence in using software for quantitative data analysis.
5. To introduce advanced multivariate analysis techniques and their applications.
6. To strengthen abilities in interpreting, reporting, and applying statistical findings in research.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Meaning and significance of quantitative research, characteristics and objectives of quantitative research, types of quantitative research designs, variables and their measurement scales, formulation of hypotheses, sampling techniques—probability and non-probability, reliability and validity in quantitative research.	8
II	Sources of quantitative data, designing structured questionnaires and survey instruments, pilot testing, coding of responses, data entry and cleaning, handling missing data, organizing data using spreadsheets and statistical software, ethical considerations in data collection.	8
III	Frequency distribution, measures of central tendency—mean, median, mode, measures of dispersion—range, variance, standard deviation, skewness and kurtosis, cross-tabulation and contingency tables, graphical representation—bar charts, histograms, pie charts, box plots.	8
IV	Basics of hypothesis testing, types of errors, level of significance and confidence intervals, t-tests—one sample, independent sample, paired sample, analysis of variance (ANOVA), chi-square test, correlation analysis—Pearson and Spearman, regression analysis—simple and multiple.	8
V	Factor analysis, cluster analysis, discriminant analysis, MANOVA and MANCOVA, logistic regression, structural equation modeling (SEM), use	8

	of statistical software—SPSS, AMOS, R, interpretation of output tables, writing quantitative results for research reports and publications.	

Reference / Text Books:

1. Kothari, C. R. (2013). *Quantitative techniques* (3rd ed., new format). Vikas Publishing. ISBN 9789325968967.
2. Rao, G. N. (2016). *Research methodology and quantitative methods* (1st ed.). BS Publications. ISBN 9789385433337.
3. Pandey, S. K. (2021). *Quantitative techniques for managers: Operation research*. Notion Press. ISBN 9781685860684.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Understand and apply various quantitative research designs and sampling techniques.
CO2: Use statistical tools to describe and summarize quantitative data accurately.
CO3: Conduct hypothesis testing and interpret results using appropriate statistical tests.
CO4: Apply regression and correlation techniques to examine relationships among variables.
CO5: Utilize statistical software such as SPSS or R for advanced quantitative data analysis.
CO6: Present quantitative research findings effectively in academic and professional formats.

Format-3

IMTU-NEP IMPLEMENTATION
Year: IV / Semester: VII

Programme: UG(R) **Class: BBA**	**Year: IV** **Semester: VII**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Income tax**
Course Code: BBA (F) 709A	**Title: Income tax**

Course Objectives:

1. To familiarize students with the basic concepts income tax and its implications.
2. To understand the Income Tax Act and its sections thoroughly.
3. To introduce the concept of Direct taxes, its history, scope and Incidence of tax.
4. To deliver complete knowledge of Income Tax – slab rates, various heads of income tax, deductions provided by income tax law etc.
5. To enable the students to understand the concept of tax deduction at source, PAN, tax collection at source etc. To explain the concept of Agriculture Income.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Basic Concept: Income, Agriculture Income, Casual Income, Assessment Year. Previous Year. Gross Total Income, Total Income, Person, Tax Evasion, Avoidance and Tax Planning.	8
II	Basis of Charge: Scope of Total Income, Residence and Tax Liability, Income which does not form part of Total Income.	8
III	Heads of Income: Income from Salaries, Income from House Properties.	8
IV	Heads of Income: Profit and Gains of Business or Profession, Including Provisions relating to specific business, Capital Gains, Income from other sources.	8
V	Aggregation of Income, Set off and Carry forward of losses, deduction from gross total Income.	8

Reference / Text Books:

1. Lal, B. B. (2012), *Income Tax (Second Edition)*, Pearson, New Delhi, India.
2. Vashisht, N. (2010), *Direct Taxes (29th Edition),* Pearson, New Delhi, India.
3. Hariharan, N. (2012), *Income Tax: Law &Practices (4th Edition),* TMH, New Delhi, India.

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

Evaluation/Assessment Methodology

Max. Marks

1) Class tasks/ Sessional Examination 2) Presentations /Seminar 3) Assignments 4) Research Project Report/Seminar On Research Project Report 5) ESE	10 5 10 - 75
Total:	**100**
Prerequisites for the course:	
Course Learning Outcomes: CO1: Solving of Income Tax problems and Filling of Income tax returns. CO2: Develop an understanding of Income Tax Act. CO3: Ability to compute the total income and tax liability of an individual. CO4: Learn about various deductions and eligibility to avail various deductions. CO5: Familiarization with the terms like TDS, TCS, PAN etc. CO6: To help students understand the procedure to compute taxable income.	

Format-3

IMTU-NEP IMPLEMENTATION
Year: IV / Semester: VII

Programme: UG(R) **Class: BBA**	**Year: IV** **Semester: VII**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Digital Marketing**
Course Code: BBA (M) 709A	**Title: Digital Marketing**

Course Objectives:

1. This course seeks to provide knowledge about the concepts, tools, techniques, and relevance of digital marketing in the present changing scenario.
2. It also enables the student to learn the application of digital marketing tools and acquaint about the ethical and legal aspects involved therein.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (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, scope, and importance of digital marketing. Traditional marketing versus digital marketing. Challenges and opportunities for digital marketing. Digital penetration in the Indian market. Digital marketing landscape: an overview.	8
II	**Digital Marketing Management** Digital-marketing mix. Segmentation, Targeting, Differentiation, and Positioning: Concept, levels, and strategies in a digital environment; Digital technology and customer-relationship management. Digital consumers and their buying decision process.	8
III	**Digital Marketing Presence** Concept and role of Internet in marketing. Online marketing domains. The P.O.E.S-M framework. Website design and Domain name branding. Search engine optimization: stages, types of traffic, tactics. Online advertising: types, formats, requisites of a good online advertisement. Buying models. Online public relation management. Direct marketing: scope and growth. E-mail marketing: types and strategies.	8
IV	**Interactive Marketing** Interactive marketing: concept and options. Social media marketing: concept and tools. Online communities and social networks. Blogging: types and role. Video marketing: tools and techniques. Mobile marketing tools. PPC marketing. Payment options.	8
V	**Ethical and Legal Issues** Ethical issues and legal challenges in digital marketing. Regulatory framework for digital marketing in India.	8

1) Class tasks/ Sessional Examination 2) Presentations /Seminar 3) Assignments 4) Research Project Report/Seminar On Research Project Report 5) ESE	10 5 10 - 75
Total:	**100**
Prerequisites for the course:	
Course Learning Outcomes: CO1: Identify and assess the impact of digital technology in transforming the business environment and also the customer journey. CO2: Understand how marketers think, conceptualize, test continuously to optimize their product search on digital platforms. CO3: Illustrate how the effectiveness of a digital marketing campaign can be measured. CO4: Demonstrate their skills in digital marketing tools such as SEO, Social media, and Blogging for engaging the digital generation. CO5: Appreciate the need for regulatory framework for digital marketing in India. CO6: Be Able to solve various legal and ethical issues in digital marketing.	

Format-3

IMTU-NEP IMPLEMENTATION
Year: IV / Semester: VII

Programme: UG(R) **Class: BBA**	**Year: IV** **Semester: VII**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: HRD : Systems & Strategies**
Course Code: BBA (H) 709A	**Title: HRD: Systems & Strategies**

Course Objectives:

1. To provide necessary perspective of Human Resources System and Strategies focusing on HR process
2. To identify the characteristics, creativity, innovation and lateral thinking along with Human Resource planning process.
3. The main aim of HRD is to develop a variety of competencies (knowledge, attitudes, skills and technical areas, managerial areas, behavioural and human relations areas and conceptual areas)
4. To perform various tasks or functions required by their jobs.
5. To promote and develop conceptual analysis of employee-employer relations and behavior.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (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 Development**: A Conceptual Analysis Human Resource Development, A Global Growth and Development of HR in India, Emergence of HRD, Function of HRD Department Role of HRD Professionals in Organizations Introduction, HRD Structure HRD Culture and Climate	8
II	**An Understanding of Employee Behaviour and Employee Socialization**: Employee Behaviour At Workplace Internal Influence Of Employee Behaviour Environment (External) Influence Affecting Employee Behaviour Socialization, A Learning Process, Theories of Socialization Need For Induction Process in Organizations, Objectives of the Induction Programme, Induction Process Methods for Induction Training, methods of Induction Training, Induction in Indian organization	8
III	**Performance Management, Performance Review, Feedback and Counselling:** What is performance Management?, Historical Development in the Field of Performance Management The Process, Principles and Limitation of Performance Management Meaning and Definition of Performance Review, History of Performance Review, Today's Situation, Using the Performance Review to Motivate Employees Performance Counselling, Addressing Unsatisfactory Performance, Benefits of Performance Counselling Steps to Improve Performance	8

	Counselling Planning For and Conducting the Performance	
IV	**Succession Planning, Coaching and Mentoring:** The Importance Of Succession Planning, Role of Different Stakeholder In Succession Planning Components Of Effective Succession Planning, Key Elements in Succession Planning Process Advantages of Succession Planning, Critical Factors For Succession Planning, Reasons for Failure Of Succession Planning, Succession Planning in Major IT Companies Succession Planning in Business Families, What the Future beholds for Succession Planning Meaning of Coaching, Organizational Coaching, Types of Coaching, Process of Coaching, Benefits of Coaching Mentoring, Forms of Mentoring, Assumption in Using Mentoring as a Tool For Development, Qualities of a Mentor, Benefits of Mentoring, Similarities Between Mentoring and Coaching, Difference Between Mentoring and Coaching	8
V	**Training and Development:** Meaning and Development of Training and Development, Role of Training and Development In Organization Areas of Training, training Process. Purpose and Importance Of Need Assessment, Approaches to Training Need Analysis, When to Conduct a TNA The Need Assessment System Sources Of Data Collection for the various Levels of TNA	8

Reference / Text Books:

1. Werner, J. M., & DeSimone, R. L. (2011). Human resource development. (Latest edition), Cengage Learning.
2. Noe, R. (2008), "Employee Training and Development", (Latest edition), McGraw Hill of India.
3. R Krishnaveni (2008), Human Resource Development, A Researcher's Perspective, Excel Books, New Delhi [RK]
4. V S P Rao (2016), Human Resource Management-text and cases, Excel Books, Delhi [VSP]

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Students will gain an insight towards starting an HRD System and Strategy in HR industry
CO2: Able to manage human assets in organization and give them proper guidance and feedback.
CO3: Assess the significance of training and different methods and recent developments in training; the traditional and contemporary performance appraisal methods and its significance
CO4: Recognise the ways of managing the human resources through promotion, transfer and separation of employees, along with establishing effective pay plans and financial incentives
CO5: Analyse the effective wage and salary fixation and perquisites.
CO6: Able to choose the most competent successor for the organisation.

Format-3

IMTU-NEP IMPLEMENTATION
Year: IV / Semester: VIII

Programme: UG(R) **Class: BBA**	**Year: IV** **Semester: VIII**
Credits: 4 **Theory: 4** **Practical: 0**	**Course: Research and Publication Ethics**
Course Code: BBA 806A	**Title: Research and Publication Ethics**

Course Objectives:

1. To explain the significance of ethical principles in academic and business research.
2. To identify and analyse ethical challenges faced by researchers in various data collection methods.
3. To evaluate real-world cases of ethical and unethical research to understand the practical implications.
4. To recognize types of research misconduct and their consequences.
5. To demonstrate the responsible use of information, including awareness of plagiarism.
6. To understand the ethical dimensions of authorship, peer review, conflict of interest.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 4
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Foundations of Research Ethics-** Introduction to ethics and its relevance in academic and business research, Basic moral principles: honesty, transparency, and accountability, Ethics vs. law: understanding the difference, Researcher's responsibilities toward participants, institutions, and society, Codes of conduct by national and international bodies (e.g., UGC, APA, ICSSR), Ethical considerations in primary and secondary data collection, Case examples of ethical and unethical business research practices, Role of personal integrity and values in research	8
II	**Avoiding Misconduct in Research-** Definition and types of research misconduct: fabrication, falsification, misrepresentation, Consequences of misconduct: academic penalties, reputation loss, legal actions, Misuse of statistics and misleading conclusions, Data manipulation in marketing and consumer research, Institutional policies and committees to monitor research integrity, Ethics in sponsored or funded research, Preventive measures for ensuring research quality and accuracy, Responsibility of supervisors, students, and collaborators in maintaining integrity	8
III	**Responsible Use of Information and Plagiarism Awareness-** Proper use of others' ideas, words, data, and images, Importance of acknowledging sources and giving credit, Different types of plagiarism (direct, mosaic, self-plagiarism,	8

	accidental), Consequences of plagiarism in academic and corporate settings, Techniques for paraphrasing, summarizing, and quoting, University and journal policies against plagiarism, Real-life cases of academic plagiarism and their outcomes	
IV	**Authorship, Peer Review, and Conflict of Interest-** Who qualifies to be an author: contribution, responsibility, and accountability, Common authorship issues: ghost authorship, honorary authorship, author order disputes, Ethical guidelines for group research and team publications, Understanding the peer review process: steps, benefits, and limitations, Types of peer review: single-blind, double-blind, and open peer review	8
V	**Ethics in Publication and Contemporary Challenges-** Stages of publishing a research paper: submission, review, revision, and acceptance, Ethical issues in the publication process: multiple submissions, redundant publication, fake data, Understanding and avoiding predatory journals and conferences, Indexing and impact factor: understanding legitimate publication metrics, Ethics in online research: privacy, consent, and digital footprints. Misuse of academic publishing for marketing or career advancement	8

Reference / Text Books:

1. Research and Publication Ethics: A Comprehensive Guide to Ethical Research Practices – By Sheeba P. S.
2. Research and Publication Ethics: A Textbook - Debabrata Basu; Samarpan Chakraborty and Aditya Sinha, Published By Sultan Chand and Sons.
3. Research Ethics: A Philosophical Guide to the Responsible Conduct of Research - Gary Comstock, Published By Sultan Chand and Sons.
4. Research and Publication Ethics - (Dr. Vishal Goyal, Dr. Gurdeep Singh Batra), Published by DPS Publishing House, Edition: 1st, 2022.

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

Evaluation/Assessment Methodology

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

Prerequisites for the course:

Course Learning Outcome -

CO1: Demonstrate a sound understanding ethical principles in academic and business research.
CO2: Identify and evaluate different research misconduct and explore ways to prevent them.
CO3: Apply ethical practices in citation, referencing, paraphrasing, and avoiding plagiarism.
CO4: Explain the ethical responsibilities related to authorship and peer review processes.
CO5: Analyse ethical issues in digital research and publication environments.

Format-3

IMTU-NEP IMPLEMENTATION
Year: IV / Semester: VIII

Programme: UG(R) **Class: BBA**	**Year: IV** **Semester: VIII**
Credits: 4 **Theory: 4** **Practical: 0**	**Course: Data Analysis using SPSS**
Course Code: BBA 807A	**Title: Data Analysis using SPSS**

Course Objectives:

1. To familiarize students with the SPSS software environment and data preparation techniques.
2. To enable students to perform descriptive statistical analysis and graphical data visualization.
3. To develop skills in hypothesis testing using parametric statistical tests.
4. To introduce non-parametric testing methods for non-normal data distributions.
5. To build competency in analyzing relationships through correlation techniques.
6. To equip students with foundational knowledge of regression and advanced analytical methods in SPSS.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction to SPSS, SPSS Interface and Windows, Data View and Variable View, Defining and Labeling Variables, Importing Data from Excel/CSV, Editing and Cleaning Data, Handling Missing Values, Recoding Variables, and Data Transformation Techniques.	8
II	Frequency Distribution, Measures of Central Tendency (Mean, Median, Mode), Measures of Dispersion (Range, Variance, Standard Deviation), Cross-tabulation, Exploratory Data Analysis (EDA), Creating Bar Charts, Pie Charts, and Histograms, Box Plots and Line Graphs, and Data Interpretation using Graphs.	8
III	Introduction to Hypothesis Testing, Null and Alternative Hypothesis, Levels of Significance and p-values, One-Sample t-test, Independent Samples t-test, Paired Samples t-test, One-Way ANOVA, Testing Assumptions (Normality, Homogeneity of Variance), and Post Hoc Tests (Tukey, Bonferroni).	8
IV	Chi-Square Test of Independence, Mann–Whitney U Test, Wilcoxon Signed-Rank Test, Kruskal–Wallis Test, Friedman Test, Pearson Correlation, Spearman Rank Correlation, Kendall's Tau, and Correlation Matrix.	8
V	Simple Linear Regression, Multiple Linear Regression, Multicollinearity Diagnostics, Residual Analysis.	8

Reference / Text Books:

1. **Verma, J. P. (2013).** ***Data analysis in management with SPSS software*****. Springer India. https://doi.org/10.1007/978-81-322-0786-3**
2. Roni, S. M., &Djajadikerta, H. G. (2021). *Data analysis with SPSS for survey-based research*. Springer Singapore. https://doi.org/10.1007/978-981-16-0193-4
3. Prasad, L., & Mishra, P. (2022). *Data analysis using SPSS: Text and cases, for researchers, teachers and students*. Nirali Prakashan.

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

Evaluation/Assessment Methodology

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

Prerequisites for the course:

Course Learning Outcome -

CO1: Understand the basic interface, features, and functionalities of SPSS software.
CO2: Prepare, enter, and clean raw data for statistical analysis using SPSS.
CO3: Apply descriptive statistics and generate appropriate visualizations for data interpretation.
CO4: Conduct hypothesis testing using suitable parametric and non-parametric tests.
CO5: Analyze and interpret relationships between variables using correlation techniques.
CO6: Perform regression analysis and use basic advanced techniques such as factor and cluster analysis.

Format-3

IMTU-NEP IMPLEMENTATION
Year: IV / Semester: VIII

Programme: UG(R) **Class: BBA**	**Year: IV** **Semester: VIII**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: International Accounting & Reporting System**
Course Code: BBA (F) 809A	**Title: International Accounting & Reporting System**

Course Objectives:

1. To develop skill and competencies of various practices in the International Accounting and Reporting Systems.
2. A comparative perspective of the accounting standards and practices across the different countries is the focus of the study.
3. The course is aimed to study theoretical and practical aspects of international accounting; to gain understanding about differences in national accounting systems and reasons of such differences; to analyze and evaluate worldwide processes of accounting harmonization and convergence, their influencing factors.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Global accounting standard: Meaning, needs, benefits of accounting standards, types of accounting standards, Argument for and against Global accounting standards, Concept of Harmonization and Convergence, Obstacles in Harmonization and Convergence, Suggestions for increased convergence and harmonization.	8
II	International Accounting Standard Committee (IASC): Objectives, Working, Composition of IASC, Reasons of Failure of IASC, IAS-I (Presentation of Financial Statements), Process of developing International Accounting Standards.	8
III	International Accounting Standard Board (IASB): Creation of IASB, Organizational Structure, Standard Setting Procedures, enforcement powers of IASB and Achievements of IASB.	8
IV	International Financial Reporting Standards (IFRS): Main feature, Uses and objectives of IFRS, IFRS issued by IASB, Principle based vs. Rule based standards, Fair Value Accounting (FVA), Public sector and IFRS.	8
V	A Comparative Perspective of Accounting: Accounting Standards & Practices in Europe, USA, Asia and UK, Reporting & Disclosure Practices across countries,	8

Reference / Text Books:

1. Frederick, D.S. Choi and G. Mueller: International Accounting, Englewood Cliffs. Prentice Hall
2. Radebaugh, Lee H., Gray, Sidney J. & Black, Ervin L.: International Accounting and Multinational Enterprises, Wiley Publications
3. Miller Paul B.W and Bahnson, Paul R.: Quality Financial Reporting, Tata Mc Graw Hill.
4. Evans, Thomas G., Taylor, Martin E. and Holzman Oscar: International Accounting and Reporting. New York: Macmillan Publishing Company.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Understand global accounting standards and the need for harmonization and convergence of accounting standards.
CO2: Able to comprehend various technical aspects associated with International Financial Reporting Standards.
CO3: Compare the accounting standards and practices used globally.
CO4: Appreciate the role of different accounting bodies in contributing to international accounting and reporting system.
CO5: Prepare the mandatory financial statements, according to the IFRS
CO6: Familiarize and understand the International Financial Reporting Standards (IAS or IFRS) and their application to the companies who use them.

Format-3

IMTU-NEP IMPLEMENTATION
Year: IV / Semester: VIII

Programme: UG(R) **Class: BBA**	**Year: IV** **Semester: VIII**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Transnational &Cross-Cultural Marketing**
Course Code: BBA (M) 809A	**Title: Transnational & Cross-Cultural Marketing**

Course Objectives:

1. To provide understanding of the impact of the cultural differences on global marketing.
2. To enhance the knowledge about international marketing research with respect to cross cultural marketing and marketing strategies.
3. To understand the impact of cultural differences on global marketing.
4. To determine how consumers in two or more societies are similar and devise suitable strategy.
5. To formulate marketing strategy if cultural beliefs, values and customs of a specific country are different.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	**The Scope and Challenges of International Marketing:** International Marketing Defined and The International Marketing Task, Environmental Adaptation Needed and Developing a Global Awareness, Stages of International Marketing Involvement, Strategic Orientation, Historical Perspective in Global Business, Geography and Global Market	8
II	**The Foundation of Cultures and Cultural Dynamics in Assessing Global Markets:** Dynamics of Global Population Trends, Culture's Pervasive Impact, Definitions and Origins of Culture, Elements of Culture and Cultural knowledge, Cultural Change.	8
III	**Assessing Global Marketing Opportunities: Developing a Global Vision Through marketing Research-** Breadth and Scope of International Marketing Research; Marketing Research process; Defining the problem and establishing Research Objectives; Problems of Availability and Use of Secondary Data; Gathering primary data; problems of gathering data; Multicultural research; Research on the Internet; Estimating Market Demand; Problems in analyzing and interpreting research information; Responsibility of conducting marketing research; Communicating with decision makers. **Emerging Market:** Marketing and Economic Development, Marketing in	8

	developing country	
IV	**Developing Global Marketing Strategies: Global Marketing Management: Planning and Organization-** Global Marketing Management; Planning for Global Market; Alternative Marketing Strategies; Organizing Global Competition. **International Marketing Channels:** Channel-of-Distribution Structures; Distribution Patterns; Alternative Middleman Choice; Factor Affecting Choice of Channels; Locating, Selecting and Motivating Channel Members and Internet	8
V	**Products and Services for Consumers and Businesses:** Products and Services for Consumers-Quality; Product and Cultural; Analyzing Product Components for Adaptation; Marketing Consumer Services Globally; Products and Services for Businesses- Demand in Global Business to Business Markets; Quality and Global Standards; Business Services; Trade Shows; Relationship Marketing in Business to Business Context. **International Advertising and Pricing for International Markets:** IMCs and International Advertising, Recruiting Marketing and Sales Person; Selecting Sales and Marketing Personal; Training for International Marketing, **Pricing for International Markets:** Pricing policy; Approaches to International Pricing; Price Escalation; Transfer Pricing Strategy; Price Quotations; Administered Pricing	8

Reference / Text Books:

1. Cateora Philip R., Graham John L. and Salwan Prashant (13th Edition): International Marketing, Tata Mc Graw Hill
2. V. K. Puri: Indian Economy, Himalya Publishing House
3. John D. Dainiel, et al. (2010), International Business–Environments and Operations (12th edition), Pearson Education.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Able to evaluate challenges of International Marketing.
CO2: Understand the impact of cultural differences on global marketing.
CO3: Analyze and take decision regarding international marketing research and the changes in political and economic in global market.
CO4: Able to understand the significance of Planning and Organizing in Global Marketing and the variety of distribution channels.
CO5: Student able to interpret the importance of offering a product suitable for the intended market and derived demand in industrial markets.
CO6: Explain affect the advertising and promotion for products and components of pricing as competitive tools in international marketing.

Format-3

IMTU-NEP IMPLEMENTATION
Year: IV / Semester: VIII

Programme: UG(R) **Class: BBA**	**Year: IV** **Semester: VIII**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Cross Cultural HRM**
Course Code: NEP BBA (H) 605	**Title: Cross Cultural HRM**

Course Objectives:

1. To explore the concepts and techniques of the essential elements of cross cultural HRM and to enable the students to recognise its critical issues.
2. The course aims to understand HRM concerns in the cross cultural scenario.
3. The course aims to understand HRM concerns at the international stage
4. The course will provide an understanding of the impact of culture on human resource management practices across the globe and ways to manage cross cultural issues for MNCs and other organizations operating beyond their home markets

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (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 concepts of culture and nationality, Impact of culture on international business environment, Hofsted's approach, advantages and disadvantages PCN, TCN, HCN, Expatriate adjustment process, Impact of cultural issues on flexibility and work life balance. Recruitment and Selection, Approaches to multinational staffing.	8
II	Managing diversity: diversity and organisational culture, Approaches to managing diversity, Diversity management programme. Trainning: cross cultural training, Cultural assimilators, Diversity training. Cross cultural team building	8
III	Performance appraisal: Criteria for performance appraisal, Variables that influence expatriate performance appraisal. Compensation: Objectives of expatriate compensation plan .Approaches to expatriate compensation: Going rate approach, Balance sheet approach .Cultural impact on compensation policy	8
IV	Repatriation: Process, Causes of expatriate failure, Problems of repatriation. Cross border Mergers and Acquisitions: HRM perspective	8
V	International industrial relations: Labour unions and MNC, Employee relations in MNC, Response of labour unions to MNC.	8

Reference / Text Books:

1. Dowling P.J and Engle Sr. A.D: International HRM, Thomson Learning.
2. Browaeys M.J and Price R: Understanding cross cultural management, Prentice Hall.
3. Mausami S. Bhattacharya and Nilanjan Sengupta: International Human Resource Management, Excel Books. Thomas. D. C: Cross cultural Management essential concepts, Sage Publication.
4. Lucas Rosemary and Lupton Ben: Human resource management in International Context, Jaico publication house.
5. Schuler. R. S, Briscoe. D. R and Claus: International Human Resource Management, Routledge New York.

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

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
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: Understand the different meanings and dimensions of culture.
CO2: Introduce the various frameworks in international HRM.
CO3: Understand the impact of culture on HR practices.
CO4: Develop strategies for managing cultural issues in global organizations.
CO5: To understand different cultures with respect to cross culture differences.
CO6: Understand external forces (e.g. globalisation, sociocultural changes, political and economic changes) that have the potential to shape Cross Cultural HRM

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ORDINANCE & ACADEMIC REGULATION
BACHELOR OF BUSINESS ADMINISTRATION
(AVIATION AND TRAVEL)
(Academic Handbook 2025-26)

Index for Ordinance Development

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32. Any other heading as per your program

1. PREAMBLE

As per the recommendations of UGC/Higher Education Institutions in India/ UP Higher Education department, the IIMT-University has introduced Choice Based Credit System (CBCS) from the academic year 2021-22. Choice Based Credit System (CBCS) is a proven, flexible mode of learning in higher education which facilitates a student to have guided freedom in selecting his/her own choices of courses in the curriculum for completing a degree program.

CBCS offers a flexible system of learning.

The system permits a student to

(i) Learn at their own pace through flexible registration process.
(ii) Choose electives from a wide range of courses offered by parent and other departments.
(iii) Undergo additional courses to acquire the required number of credits for obtaining **Bachelor Of Business Administration – Aviation & Travel (BBA- AT) (Honours With Research)**).
(iv) Undergo additional courses in their special areas of interest and earn additional credits to obtain **Bachelor Of Business Administration – Aviation & Travel (BBA- AT) (Honours With Research)** with Specialization.
(v) Adopt an interdisciplinary approach in learning.
(vi) Avail transfer of Credits.
(vii) Gain Non – CGPA credits to enhance skill/employability by taking up project work, entrepreneurship, co-curricular and vocational training.
(viii) Make the best use of the expertise of available faculty.
(ix) Learn and earn credits through MOOC, and Project Based Learning.
(x) Enhance their Knowledge, Skill and Attitude through participation in innovative Curriculum Design, Delivery and Assessments.

The Curriculum is designed to take into the factors listed in the Choice Based Credit System (CBCS) with focus on Project Based Learning and Industrial Training to enable the students to become eligible and fully equipped for employment in industries choose higher studies or entrepreneurship.

2. DEFINITIONS AND NOMENCLATURE

In these Regulations, unless the context otherwise requires:

1. "Programme" means Degree Programme like **Bachelor of Business Administration – Aviation & Travel (BBA- AT) (Honours with Research)**).

2. "Discipline" means specialization or branch of BACHELOR OF BUSINESS ADMINSTRATION. (AVIATION AND TRAVEL) Degree Programme, (e.g., BACHELOR OF BUSINESS ADMINSTRATION (AVIATION AND TRAVEL))

3. "Course" means a theory or practical subject that is normally studied in a semester.

4. "Vice – Chancellor of IIMT-University" means the Head of the University.

5. "Registrar" is the Head of all General Administration of the University.

6. "Dean" means the authority of the School who is responsible for all academic activities of various programmes and implementation of relevant rules of these Regulations pertaining to the Academic Programmes.

7. "Controller of Examinations" means the authority of the University who is responsible for all activities related to the University Examinations, publication of results, award of grade sheets and degrees.

8. "Dean – Student Welfare" is responsible for all student related activities including student discipline, extra and co – curricular activities, attendance and meetings with class representatives, Student Council and parent – teacher meet.

9. "HoD" means the Head of the Department concerned.

10. "University" means IIMT-University, Meerut.

11. "TCH" means Total Contact Hours – refers to the teaching – learning periods.

12. "BoS" means Board of Studies.

13. "Class Co-ordinator" is a faculty of the class who takes care of the attendance, academic performance, and the general conduct of the students of that class.

14. "IA" is Internal Assessment which is assessed for every student for every course during the semester.

15. "ESE" is End Semester Examination conducted by the University at the End of the Semester for all the courses of that semester.

16. "UGC" means University Grants Commission.

17. "MOE" means Ministry of Education , Govt. of India.

18. "HEI" means Higher Education Institutions.

3. VISION AND MISSION OF THE SCHOOL

Vision of School of Commerce and Management

To evolve into centre of excellence imparting management education, consultancy & research promoting corporate excellence, entrepreneurship & global leadership.

Mission of School of Commerce and Management

M1 The essence of School of Commerce & Management is to constantly strive to provide an in-depth knowledge to its students so that they add value to the existing treasures of business and managerial concepts.

M2 To promote critical thinking and spirit of enquiry among our students so that they develop creative approach by which they are able to provide workable solutions to complex business problems.

M3 To deliver multidisciplinary knowledge through modern pedagogy in a way where ethics and social commitments will be the corner stone for our students.

4. PROGRAMME EDUCATIONAL OBJECTIVES (PEO)

- The Programme Educational Objectives (PEOs) of BACHELOR OF BUSINESS ADMINSTRATION:

PEO1: Students of the programme will receive instruction on how to dress, groom, and maintain personal hygiene in accordance with the standard set by the travel and aviation industries.

PEO2: Students of the curriculum will have sufficient hands-on experience to comprehend the management and operations of the aviation and travel industry.

PEO3: Many teaching, learning, and pedagogical strategies are suggested that cold assist students develop morals, values, and ethics to help them comprehend and handle a variety of situation.

PEO4: In order to improve total managerial talents, the students must deliver management training that includes knowledge, planning capacity, people relationship competence, and leadership capacity.

PEO5: To inspire students to think of innovative techniques and carry out research that can benefit both the nation and the individual.

PEO6: Understanding of the essential components of effective communication, real-time feedback on their language structure , tone, and non-verbal nuances, personally and professionally, use assertiveness to bring out the best in one's communication.

5. PROGRAM OUTCOMES (PO'S)

PO1: Students will present himself as a well-groomed personality.

PO2: Students will acquire a good dressing sense and maintain excellent standards of personal hygiene.

PO3: Students will demonstrate excellent managerial skills.

PO4: Students will demonstrate effective operating techniques as per industry requirement

PO5: Student will be able to show moral ethics and values in daily life.

PO6: Students will demonstrate sensitivity towards moral issues of the society.

PO7: Students will be able to develop and evaluate alternate managerial choice and identify optimal solution.

PO 8: Students will acquire knowledge and skills in management and ability to apply its principles and practices to arrive at optimal solution for any corporate problems.

PO 9: Students will demonstrate professional interaction and communication skills.

PO10: Student should bring innovative ideas which will help nation and individual growth.

PO11: Students will be able to develop value-based leadership ability.

6. PROGRAM SPECIFIC OUTCOMES: (PSO'S)

Graduates of the department will attain:

PSO1: After the course completion student will have strong basic knowledge in the field of aviation & travel as well as in management.

PSO2: Student will demonstrate the practice of professional ethics and standards for societal & environmental well-being.

PSO3: The curriculum is framed in such a way that the student will have the ability to research and provide innovative ideas in the field of aviation and travel.

PSO4: Graduates will be capable of doing higher studies and research in inter and multidisciplinary areas.

7. ADMISSION

The admission policy and procedure shall be decided from time to time by the University based on the guidelines issued by the UGC/ Ministry of Education (MOE), Government of India. Seats are also made available for Non-Resident Indians and foreign nationals, who satisfy the admission eligibility norms of the University as per the UGC Norms.

8. ELIGIBILITY IN ALL YEAR AS NEP (ENTRY & EXIT) AS PER NEHQF AND NSQF (IF APPLICABLE)

(i) Regular Entry

The Candidate should have qualified in 10 + 2 examination and should have obtained at least 40% marks (As per UGC/GOI/Sate govt. norms are applicable in case of candidate belonging to reserved category) in the qualifying examination.

9. CURRICULUM

The curriculum for BACHELOR OF BUSINESS ADMINSTRATION (AVIATION AND TRAVEL) Programme is designed to have minimum and maximum credits as per the

evaluation scheme. Credits that are distributed across eighth semesters of study for the award of degree.

10. MEDIUM OF INSTRUCTION

The medium of instruction is English for all courses, examinations, seminar, presentations and project reports.

11. UNDER CHOICE BASED CREDIT SYSTEM (CBCS)/LOCF/OBE

Structure of the Bachelor Of Business Administration – Aviation & Travel (BBA- AT) (Honours With Research)) Degree Programme

BACHELOR OF BUSINESS ADMINSTRATION (AVIATION AND TRAVEL) Degree Programmes will have the curriculum and syllabi (for 4 years) as approved by the respective Board of Studies and Academic Council of the University.

The curriculum for BACHELOR OF BUSINESS ADMINSTRATION (AVIATION AND TRAVEL) programme is designed to have minimum and maximum credits as per the scheme of **194 credits** that are distributed across Eighth semesters of study for the award of degree.

Under CBCS, the degree programme will consist of the following categories of courses:

1. Core Course-CC
2. Discipline Specific Elective-DSE
3. Generic Elective-GE
4. Ability Enhancement Compulsory Courses-AECC
5. Skill Enhancement Courses-SEC
6. Research Project (RP)
7. Internship (Industrial/Research)
8. MOOCS
9. Minor Certification Integrated with UG Degree
10. Comprehensive Viva

Table 1. Distribution of Credits (Evaluation Scheme)

S. No.	Category	
1.	Core Course (Theory)-CC	**As per Format 1 & 2 of CBCS**
2.	Core Course (Practical)-CP	
3.	Discipline Specific Elective (Theory)- DSE	
4.	Generic Elective (Theory)-GE	
5.	Ability Enhancement Compulsory Courses-AECC	
6.	Skill Enhancement Courses-SEC	
7.	Research Project (RP)	
8.	Internship (Industrial/Research)	
9.	MOOCS	
10.	Minor Certification Integrated with UG Degree	
11.	Comprehensive Viva	

12. REGISTRATION FOR COURSES IN A SEMESTER

A student will be eligible for registration of courses only if he/she satisfies the regulation and has cleared all dues to the University, Hostel and Library up to the end of the previous semester if student is not debarred from enrolment on disciplinary grounds.
The university follows a flexible Choice Based Credit System. Accordingly, the students shall be given the option for selecting their courses, credits, teachers, slots and create their timetable. The student is given the option of selecting the number of credits to undergo in a semester, subject to the curriculum requirements of minimum and maximum.

Except for the first-year courses, registration for a semester will be done during a specified week before the start of the semester as per the Academic Calendar.
Late registration/enrolment will be permitted by the Dean of the School for genuine cases, on recommendation by the Head of the respective department, with a late fee as decided from time to time.

The student shall make the choice of course in consultation with the Class Coordinator and as stipulated from time to time.

Students shall have to pay additional fee as prescribed, for registering in certain elective courses under Generic Electives courses offered by certain specific Departments and for higher level Foreign Languages, as decided from time to time.

13. ATTENDANCE

The faculty handling a course must finalise the attendance, 3 calendar days before the last instructional day of the course and submit to the HoD through the class teacher.

a. A student with less than 75% attendance (Total Contact Hours - "TCH") in any course, will not be permitted to appear for the end-semester examination in that course, irrespective of the reason for the shortfall of the attendance. The student is however permitted to avail Academic Leave up to 10% for attending academic related activities like, Industrial Visits, Seminars, Conferences, Competitions etc., with the prior approval of the HoD. After the event, the student should submit the relevant documents for proof to the HoD for approval of the Academic Leave.

b. The remaining 25% allowance in attendance is given to account for activities under NCC / NSS / Cultural / Sports/Medical exigencies etc.

13.1 Condonation of Medical Cases

For medical cases, submission of complete medical history and records with prior information from the parent / guardian to Dean (Students Welfare) DSW is mandatory. And put-up recommendations to the Vice – Chancellor. Such condonation is permitted only twice for a student in the entire duration of the programme.

13.2 Additional Condonation

Additional Condonation may be considered in rare and genuine cases which includes, approved leave for attending select NCC / Sports Camps, cases requiring prolonged medical treatment and critical illness involving hospitalization. For such select NCC / Sports Camps

prior permission for leave shall be obtained by the respective Dean / Director of sports from the designated authority, before deputing the students.

The Vice-Chancellor, based on the recommendation of Dean may then give condonation of attendance, only if the Vice-Chancellor deems it fit and deserving. But in any case, the condonation cannot exceed 10%.

14. ASSESSMENT PROCEDURE

14.1 Internal Assessment – 25 Marks (IA) & Eternal Assessment (EA) 75 Marks

14.2 Practical Assessment (as per format 1 and 2)

BACHELOR OF BUSINESS ADMINSTRATION (Aviation and Travel) course shall have two components of assessment namely,

a. Internal Assessment Marks "IA": This assessment will be carried out throughout the semester as per the Academic Schedule.

b. End Semester Examination Marks "ES": This assessment will be carried out at the end of the Semester as per the Academic Schedule.

15. RESEARCH PROJECT/ SEMESTER PROJECT – ASSESSMENT CRITERIA

The general guidelines for assessment of Project are given in Table 2.

Table 2: Assessment pattern for Research Project / Semester Project

S.No.	Review / Examination scheme	Broad Guidelines	Weight age
1	First Review	Concept	10%
2	Second Review	Design	10%
3	Third Review	Experiment/Analysis	20%
4	Final Review/ESM	Project report and Viva – Voce, Results and Conclusion	60%

16. INTERNSHIP – RESEARCH/INDUSTRIAL INTERNSHIP

A student has to compulsorily attend summer internship at the end of 4th semester for a period of 3-4 weeks. In lieu of summer / winter internship, the student is permitted to register for undertaking project work under a faculty of the University and carry out the project for minimum period of 30 days. In both the cases, the internship report in the prescribed format duly certified by the faculty in-charge shall be submitted to the HoD. The evaluation will be done through presentation and viva. The course will have a weight age as defined in the respective curriculum.

For the final year project and Viva – Voce end semester examination, the student shall submit a Project Report in the prescribed format issued by the School/University. The reviews will be conducted by a committee constituted by the Head of the Department. The end – semester

assessment will be based on the project report and a viva on the project conducted by a committee constituted by Controller of examination. This may include an external expert.

17. FOR NON – CGPA COURSES/ AUDIT COURSES

The Assessment will be done based on the respective assessment as per rubrics approved by Board of Studies (BOS).

A student securing less than the minimum specified internal assessment marks in any course will not be permitted to appear for the end-semester examination in that course and will be graded under "CO (Carry Over)" category for that course. This will be denoted in the grade sheet as "CO (Carry Over)", till the course is successfully completed in the subsequent semester(s).

18. CREDIT WEIGHTAGE

Credits are the weightage, assigned to the courses based on the following general pattern:

One Hour	1 credits.
Two Hour Practical	1 credits.

19. MAXIMUM DURATION OF THE PROGRAMME/PROMOTION POLICY

A student may complete the programme at a slower pace than the regular pace, but in any case, in not more than N+2 years.

A student completing the degree programmes in the extended period will not be eligible for university ranking.

20. MAXIMUM GAPS BETWEEN SEMESTER/YEAR

As per UGC Norms.

21. CREDIT SYSTEM AND GRADING CGPA/SGPA

Introduction

IIMT-University implemented the UGC guidelines for implementation of the choice-based credit system with a view to offer student's choice of courses within a programme with a flexibility to complete the programme by earning credits at a pace decided by the students themselves. The system allowed students to choose inter-disciplinary, intra-disciplinary courses according to their learning needs, interest and aptitude. It was considered as a cafeteria approach and was expected to provide mobility to students.

As per the Current credit system practiced in institutions needs comprehensive reforms as they offer very little flexibility, choice and are less learner centric. Degrees offered today are more self-contained focusing on a specialization area and depend a lot on knowledge available with the faculty from the department only. Though the most requisite credit system does exist, wherein students are given a wide choice and flexibility, these exist as small islands in the vast ocean of thousands of educational institutes in India. In such institutions, the curriculum is frequently designed which is learner centric and offering a wide specialization area for students to pick and choose courses from.

The institutions shall make attempts wherein the design of the credit system and the teaching and evaluation modes shall be the responsibility of individual course teachers. The students should have the freedom to opt for courses from other specializations and not just from their core specialization. For this there has to be stronger collaborations between departments of the University and outside.

21.1 Grading system

The school follow the absolute grading system which is a simple procedure wherein the marks obtained by students correspond to a specific grade and grade point. It reflects the individual performance in a particular subject without any reference to the group/class. The absolute grading system has limitations and may be susceptible to some inconsistencies.

The relative grading system on the other hand provides relative performance of a student to a group/class wherein the student is ranked in a group/class on basis of relative level of achievement. In this system decisions are made in advance by the faculty members as to what proportion of students would be awarded a particular grade on the basis of their relative performance and which is done by assigning grades on basis of a normal curve. This facilitates comparative performance and eliminates negative effect of pass or fail.

Relative grading system may be used if the number of students registered for the course is at least 30. For a class of smaller size, an absolute grading scheme may be used. The statistical method may be used with adjustments to calculate the mean (M), median (Md) and standard deviation (SD) of the total marks (TM) obtained by the students registered for the course. If the mean and median coincide, the mean may be used for further computations, otherwise the median may be used. If suppose the mean is used, then the letter grades may be awarded based on the ranges specified in table below:

A grading system as shown in Table 3 will be followed.

Table 3: Grading system

Letter Grade	Range
A+	TM>M+1.75SD
A	M+1.25SD≤TM<M+1.75SD
B+	M+0.75SD≤TM<M+1.25SD
B	M+0.25SD≤TM<M+0.75SD
C+	M-0.25SD≤TM<M-0.25SD
C	M-0.75SD≤TM<M-0.25SD
D+	M-1.25SD≤TM<M-0.75SD
D	M-1.75SD≤TM<M-1.25SD
E+	M-2.0SD≤TM<M-1.75SD
E	M-2.25SD≤TM<M-2.0SD
F	M-2.25 SD > TM
CO	Carry Over (Summer / Winter) due to Attendance deficiency (between 40% and 75%) and/or I. Lack of minimum IA marks as specified in clause 10.0 Table 3.
RA	Repeat the course due to (i) Lack of minimum attendance (below 40%) in regular course.

--	DETAINED "RC" or "RA" or both in all registered theory courses of a semester. The student is detained and has to repeat the entire semester.

Letter grades may be improved based on the following scheme: Use the table above to determine grade boundaries. Look for natural gaps in the neighbourhood of grade boundaries. Choose the largest gap in the neighbourhood and make this as the grade boundary.

An 'E', 'E+' and 'F' grade may not be a purely relative grade. These may be assigned on the following basis:

- A minimum, say 30/100, may be set as pass marks for the course. A fail grade may then be awarded only if the Total Marks for the course are less than 30. Otherwise, the students may be awarded the Just Pass Grade D.

- A fail grade may be awarded to students whose marks are below the prescribed minimum even if the table above leads to a pass grade.

Similarly, a lower limit may be set for the A grade also, for instance greater than or equal to 86. Students not achieving the prescribed minimum may be awarded a lower letter grade even if the table above indicates otherwise. A pass grade may be made mandatory for both internal as well as external examinations in the case of a separate internal and external assessment,

a. Internal and External marks may be summed up with appropriate weightages to compute a total out of 100 marks. The letter grade may be assigned on this computed total.

b. Internal and external marks may be graded separately and then the assigned grade points may be used, with appropriate weightages, to compute a final grade point and letter grade.

Grading in the case of Re-evaluations, Retests and Remedial Examinations may be based on the following guidelines:

a. The ranges of marks once computed for awarding letter grades the first time, called the First Distribution (FD), will not be modified.

b. If a re-evaluation leads to a change in marks, then FD will be used to award an appropriate letter grade.

c. A retest may be permitted if

i. A student gets a letter grade of E+ or E. In this case, irrespective of the marks obtained, at most D grade may be awarded.

ii. A student is unable to complete course requirements because of certified illness or tragedy. In this case FD will be used to award an appropriate letter grade.

The use of relative grading system may be recommended in autonomous institutions, institutes of national importance and institutions with high ranking. The results of the relative grading

system may be shared by such institutions later with other interested institutions to implement the same.

21.2 GPA and CGPA

GPA is the ratio of the sum of the product of the number of credits Ci of course "i "and the grade points Pi earned for that course taken over all courses "i" registered and successfully completed by the student to the sum of Ci for all "i". That is,

$$GPA = \frac{\sum_i C_i P_i}{\sum_i C_i}$$

CGPA will be calculated in a similar manner, in any semester, considering all the courses enrolled from the first semester onwards.

The Grade card will not include the computation of GPA and CGPA for courses with letter grade CO, RC and U until those grades are converted to the regular grades.
A course successfully completed cannot be repeated.

22. CLASS/DIVISION

22.1 Classification is based on CGPA and is as follows:
CGPA ≥ 8.0: First Class with distinction
6.5 ≤ CGPA <8.0: First Class
5.0 ≤ CGPA <6.5: Second Class.

22.2 (i) Further, the award of 'First class with distinction' is subject to the candidate becoming eligible for the award of the degree having passed the examination in all the courses in his/her first appearance with effect from II semester, within the minimum duration of the programme.

(ii) The award of 'First Class' is further subject to the candidate becoming eligible for the award of the degree having passed the examination in all the courses within 4 years for BACHELOR OF BUSINESS ADMINSTRATION-BACHELOR OF BUSINESS ADMINSTRATION (Hons. With Research).

(iii) The period of authorized break of the programme (vide clause 11.0) will not be counted for the purpose of the above classification.

23. TRANSFER OF CREDITS / ACADEMIC CREDIT BANK

University Grants Commission initiated the concept of National Academic Credit Bank (NAC-Bank) which will be a digital / virtual / online entity to be established and managed by UGC. The main objective of the NAC-Bank would be to facilitate student mobility across the education system wherein the credits can be accumulated and be used at alter point of time for the requirements of partial fulfilment of a degree program.

a. "Credit-transfer" means the mechanism by which the eligible HEIs registered with ABC are able to receive or provide prescribed 'credits' to individual registered ABC

account in adherence to the UGC credit norms for the 'course/s' registered by the desirous students in any eligible higher education institution within India

b. Within the broad framework of these regulations, the Academic Council, based on the recommendation of the Credit Transfer Committee so constituted may permit students to transfer part of the credit earned in other approved Universities of repute & status in the India or abroad.

c. The Academic Council may also approve admission of students who have completed apportion of course work in another approved Institute of repute under Multiple entry & Exit system, based on the recommendation of the credit transfer committee on a case-to-case basis.

d. Students who have completed coursework, at least first year, at some university other than the university to which transfer is sought (may request for transfer of admission to this university. A student may be granted admission only through an admission process that will follow the same policy as for fresh admissions. However, a uniform credit system must be followed by all universities to effect transfer of credits.

Credit Transfer request can be submitted only after the student has been admitted in the concerned program and the following conditions are met:

i. The course work has been completed at a UGC approved and accredited University through fulltime formal learning mode.

ii. The university accreditation grade/ ranking is not lower than that of the university to which the transfer is sought.

iii. The courses prescribe to the common minimum syllabus under UGC CBCS system.

iv. The letter grade obtained in the courses is "B" or better.

v. The number of credits to be transferred does not exceed the prescribed limit.

vi. The program in question must have a similar credit system, in particular, modular or semester and the same numeric and letter grading system along with common meaning of the term "credit" in numerical terms.

The aspect of shelf life of courses needs to be considered while accepting credits as obsolescence of knowledge of certain field in terms of its current relevance needs to be investigated. The time lapsed between successful completion of certain courses of the program and the admission to which program transfer is sought needs to be considered. The maximum number of credit points that may be considered under a credit transfer needs to be specified. Contextual variables such as teaching-learning approach adopted, learning facilities offered, use of evaluation modes may also be considered while preparing the credit transfer policy.

23.1 Moderation

Moderation of assessment is an organized procedure which ensures use of valid assessment material and consistent application of criteria, to provide fair academic judgment and reliable outcome in the form of marks or grades. It assures appropriate designing and implementation of assessment activities along with generation of valid and reliable results.

Integration of moderation process with assessment system is imperative for the development of academic quality in higher educational institutions as:

- It addresses any difference in individual judgments of different evaluators.
- It ensures that all achievements in the form of marks and grades across courses reflect achievement of same level of standard.
- It is also carried out to develop a common understanding of the standards and criteria and to recognize performance which demonstrates that standard or fulfils those criteria.

Moderation may be conducted in case there are large number of fail grades or high grades, or when large numbers of students who have received the same grade or clustering of students on letter grades, or when there are discrepancies between grades allocated to individual students in different courses, or to find out the difficulty level of the question paper or whether the assessments modes used cover the entire syllabus or not.

Applicability - Moderation will be made applicable to both external and internal modes of assessment. All programs and courses will indicate, as part of their statements on assessment, arrangements for the moderation of assessed work. This can be done through formulation of a moderation policy and implemented across all programs and courses of instruction and delivery. The time frame for the moderation will be linked with the time frame for assessment.

In the event a moderation is triggered, an evaluation will begin with a discussion on the following (though not exhaustive) lines:

a. What are the rubrics used for each of the different types of assessment in the course? Is a standardized/ prescribed rubric used or has the instructor developed his/her own rubric. If the instructor is using a personally framed rubric, or if there is no identified rubric, then how does the assessment map to learning outcomes?

b. The difficulty level of the questions included in the assessments, i.e., is the difficulty level on the extremes, very easy or very hard.

c. The manner of awarding marks, i.e., has the correction been at the extremes, liberal or tough.

Each department will establish a committee and designate roles and responsibilities at different levels for smooth working of the moderation process. In order to maintain neutrality, it will be ensured that moderator should not be the assessor. Staff members will be trained professionally in assessment techniques and moderation procedures. All assessment material produced by

learner including examination sheets, assignments, project reports, research reports etc. will be examined.

Institutions will be encouraged to make the moderation process online. In this system, assessment plans, moderation plans, assessment tools, samples of which may be submitted online. Moderation reports will be generated online so that progress can be tracked and submitted to the COE after the approval of dean by Head of the department. The moderation will not be restricted to just assessment but also include moderation of content and assessment design.

24. CHANGE OF DISCIPLINE

"Academic Flexibility" is the provision for innovative and interchangeable curricular structures to enable creative combinations of Courses/Programmes in Disciplines of study leading to Degree/Diploma/PG Diploma/Certificate of Study offering multiple entry and multiple exit facilities in tune with National Education Policy-2020, while removing the rigid curricular boundaries and creating new possibilities of life-long learning.

25. USE OF TECHNOLOGICAL INTERVENTIONS

With the proliferation of different types of access devices, especially mobile access devices, technology has the potential to augment traditional classroom practices and revolutionize learning and evaluation methods. Technology, in fact can be an important driver to enable lifelong learning. Learning and engagement of students is facilitated by use of technology through several modes such as synchronous learning, semi-synchronous learning, blended learning, collaborative learning, flipped classroom etc. MOOC's, especially provided through SWAYAM, are a window of opportunity for lifelong learning and are offered through technology-based platforms. Learning Commerce systems (LMS) may be used by institutions to integrate the entire teaching, learning and evaluation process. The Learning Commerce System may be used by institutions to deliver academic content in blended form and to assess learning through thesis, assignments etc. Open-source learning Commerce systems such as Moodle, may be used for posting content in the form of videos, audios, e-learning modules, live class sessions etc. Use of plagiarism detection software will be highly recommended to check originality of content.

In the conduct of examinations, universities face tremendous challenges such as need for trained manpower, distribution of question paper without delays and errors, delays in evaluation of answer scripts, lack of infrastructure to conduct examinations at a large scale, non-availability of faculty members for assessment, security issues faced during paper setting and paper distribution, tampering of certificates and answer scripts etc.
For a typical examination department of an institution will be an autonomous body right from registration of student to convocation through an integrated system. In fact, steps must be taken to implement a complete examination Commerce system that considers the complete life cycle of examination process. The use of technology will reduce dependency on human intervention and be error free. The following functions will be automated:

i. Registration of students and generating unique PRN,

ii. Filling up of examination form,

iii. Generation of seat numbers and admit cards/hall tickets,

iv. Preparation of list of paper setter,

v. Use of question bank system to draw question sets, question paper generation,

vi. Online distribution of question papers on the day of examination with system of encryption,

vii. Bar code system for answer books (this will eliminate issues related to errors, avoid malpractices etc.),

viii. Digitization of answer scripts and onscreen evaluation of answer sheets,

ix. Tracking of student's performance, x. Marks submission through online software,

xi. Viewing of result through online system,

xii. Online verification and revaluation system,

xiii. Digitization of certificates and mark sheets (to avoid tampering and easy retrieval),

xiv. Certificate authentication system,

xv. Submission of various other applications through online system.

The above will lead to conduct of functions of the examination system in an efficient and transparent manner and timely availability of information to students.

26. STUDENT DISCIPLINE

Every student is required to observe utmost discipline and decorum both inside and outside the campus and not to indulge in any activity against any law which may affect adversely the prestige/reputation of the University.

27. STUDENT WELFARE

Any act of indiscipline of a student will be reported by Head of the Department to the Chief Proctor/Dean (Students Welfare) with an information to Dean will be referred to a Discipline Committee constituted for the purpose. The Committee will enquire into the charges and decide on a suitable punishment if the charges are substantiated. The committee will also authorize the Chief Proctor/Dean (Students Welfare) to recommend to the Vice-Chancellor for the implementation of the decision. The student concerned may appeal to the Vice-Chancellor, whose decision will be the final.

28. RAGGING

Ragging in any form is a criminal and non-bail able offence in our country. The current State and Central legislations provide stringent punishments including imprisonment. Once the

involvement of a student(s) is established in ragging, offending fellow students/staff, harassment of any nature to the fellow students/staff etc. the student(s) will be liable to be dismissed from the University, as per the laid down procedures of the UGC / Govt. /Institute. Every senior student of the University, along with their parent, shall give an undertaking every year in this regard and the same should be submitted at the time of Registration.

29. POWER TO MODIFY

Not with standing all that has been stated above, the Academic Council is vested with powers to modify any or all the above regulations from time to time, if required, subject to the approval by the Board of Studies and Final approval by Vice-Chancellor.

30. EXIT POINT

As per NEP

31. NC/CREDIT COURSE

For non-credit courses 'Satisfactory' or "Unsatisfactory' shall be indicated instead of the letter grade and this will not be counted for the computation of SGPA/CGPA.

32. ANY OTHER HEADING AS PER YOUR PROGRAM

NA

IIMT UNIVERSITY MEERUT
Transforming Education System, Transforming Lives
UGC Approved Section 2(f) & 12B
NAAC Accredited with A GRADE

Evaluation Scheme

Year: I / Semester: I

S.No.	Course Code	Course Name	Course Type	Periods			Marks & Credit Distribution			
				L	T	P	IAM	EAM	Total	Credits
1	ADE-CC-111	Foundations of Business Management	Core Course Theory (Major)	3	1	0	25	75	100	4
2	ADE-CC-251	Statistics for Business & Economics	Core Course Theory (Major)	3	1	0	25	75	100	4
3	DSE -1	DSE-1	Discipline Specific Elective (Theory) (Minor)	3	1	0	25	75	100	4
4	ADE-CC-111P	Case Study-Management Foundation(P)	Core Course Practical (Major)	0	0	4	15	35	50	2
5	ADE-CC-251P	Case Study – Statistics for Business & Economics	Core Course Practical (Major)	0	0	4	15	35	50	2
6		DSE -1P	Discipline Specific Elective (Practical) Minor	0	0	4	15	35	50	2
7	NHU-111	English Communication	Ability Enhancement Compulsory Courses-AECC	3	0	0	25	75	100	3
8	ADE-VAC-251	Basic Drone Training	Value Added Courses -VAC	0	0	4	15	35	50	2
9	SPT-PC-111	Sports(P)	Physical Education (PE)Electives	0	0	2	15	35	50	1
			Total	**12**	**3**	**18**	**175**	**475**	**650**	**24**
			General Elective -I (Optional							
10	GENCC-101	National Cadet Corps (NCC)	General Elective	1	0	2	15	35	50	2

L- Lecture, T- tutorials, P- Practical (Labs), CT- Class Test (Sessionals), TA- Teacher's Assessment (Assignments, Tutorials),
IP- Internal Practical, ET- External Theory, EP- external Practical, NC- Non-Credit Course, GE- Generic Elective, PE – Physical Education, IAM – Internal Assignment Marks, EAM – External Assignment Marks

Specialization-1 (Fixed) :- Aviation & Travel Specialization1

1	Discipline Specific Elective (Theory)	AT-DSE-251	Introduction to Travel & Tourism
2	Discipline Specific Elective (Practical)	AT-DSE-251(P)	Case Study – Introduction to Travel & Tourism

Note 1- Students have to opt two specializations. First specialization is Fixed (Aviation & Travel) consists of three papers in first, Second & third semester and Second specialization (optional choice Based) consist of two papers (1 & 2) in fourth and fifth semester.

Note 2- PE/Sports Courses are mandatory—students must enroll in a Physical Education (PE) elective each semester as part of their curriculum requirement.The full list of codes and sports types should be referenced in the BOS (Board of Studies) attachment or official university curriculum documents for your specific program and year.

Year: I / Semester: II

S.No.	Course Code	Course Name	Course Type	Periods			Marks & Credit Distribution			
				L	T	P	IAM	EAM	Total	Credits
1	AE-CC-252	E-Business & Digital Transformation	Core Course Theory (Major)	3	1	0	25	75	100	4
2	ADE-CC-252	Business law & Regulatory	Core Course Theory (Major)	3	1	0	25	75	100	4
3	(GE-1)	GE-1	Generic Elective Theory	4	0	0	25	75	100	4
4	AE-CC-252P	Case Study - E-Business & Digital Transformation	Core Course Practical (Major)	0	0	4	15	35	50	2
5	ADE-CC-252P	Case Study - Business law & Regulatory	Core Course Practical (Major)	0	0	4	15	35	50	2
6	NHU-NPR-112	Environment and Ecology	Ability Enhancement Compulsory Courses-AECC	4	0	2	15	35	50	4
7		DSE-2	Discipline Specific Elective (Theory)(Minor)	3	1	0	25	75	100	4
8		DSE 2P	Discipline Specific Elective (Practical) (Minor	0	0	4	15	35	50	2
9	SPT-PC-211	Sports(P)	Physical Education (PE)Electives	0	0	2	15	35	50	1
			Total	**19**	**3**	**16**	**190**	**510**	**700**	**27**
General Elective -I (Optional)										
10	GENCC-102	National Cadet Corps (NCC)	General Elective	1	0	2	15	35	50	2

L- Lecture, T- tutorials, P- Practical (Labs), CT- Class Test (Sessionals), TA- Teacher's Assessment (Assignments, Tutorials),
IP- Internal Practical, ET- External Theory, EP- external Practical, NC- Non-Credit Course, GE- Generic Elective, PE – Physical Education, IAM – Internal Assignment Marks, EAM – External Assignment Marks

Specialization-1 (Fixed):- Aviation & Travel **Specialization1**

1	Discipline Specific Elective (Theory)	AT-DSE-252	Introduction to Aviation & LSC Management
2	Discipline Specific Elective (Practical)	AT-DSE-252(P)	Case Study – Aviation & LSC Management
3	Generic Elective Theory	GE-1	To be decided by CBCS Committee

Note 1- Students have to opt two specializations. First specialization is Fixed (Aviation & Travel) consists of three papers in first, Second & third semester and Second specialization (optional choice Based) consist of two papers (1 & 2) in fourth and fifth semester.

Note 2- PE/Sports Courses are mandatory—students must enroll in a Physical Education (PE) elective each semester as part of their curriculum requirement.The full list of codes and sports types should be referenced in the BOS (Board of Studies) attachment or official university curriculum documents for your specific program and year.

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UGC Approved Section 2(f) & 12B
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Year: II / Semester: III

S.No	Course Code	Course Name	Course Type	Periods			Marks & Credit Distribution			
				L	T	P	IAM	EAM	Total	Credits
1	ADE-CC-231	Organisational Dynamics	Core Course Theory (**Major**)	3	1	0	25	75	100	4
2	AT-CC-253	Tourism Geography & Cultural Studies	Core Course Theory (**Major**)	3	1	0	25	75	100	4
3	GE-2	GE-2	Generic Elective Theory	3	1	0	25	75	100	4
4		DSE-3	Discipline Specific Elective (Theory)(Minor)	3	1	0	25	75	100	4
5	ADE-CC-231(P)	Case Study - Organisational Dynamics	Core Course Practical (Major)	0	0	4	15	35	50	2
6	AT-CC-253(P)	Case Study-Tourism Geography & Cultural Studies	Core Course Practical (Major)	0	0	4	15	35	50	2
7		DSE-3(P)	Discipline Specific Elective (Practical)(Minor)	0	0	4	15	35	50	2
8	UVE-301	Human Values & Professional Ethics	AECC	2	1	0	15	35	50	3
9	ADE-VAC-253	Personal Grooming & Storytelling	Value Added Courses -VAC	0	0	4	15	35	50	2
10	SPT-PC-311	Sports(P)	Physical Education (PE)Electives	0	0	2	15	35	50	1
			Total	**14**	**5**	**18**	**190**	**510**	**700**	**28**
General Elective -I (Optional)										
11	GENCC-103	National Cadet Corps (NCC)	General Elective	1	0	2	15	35	50	2

L- Lecture, T- tutorials, P- Practical (Labs), CT- Class Test (Sessionals), TA- Teacher's Assessment (Assignments, Tutorials),
IP- Internal Practical, ET- External Theory, EP- external Practical, NC- Non Credit Course, GE- General Elective, PE – Physical Education, IAM – Internal Assignment Marks, EAM – External Assignment Marks

Specialization-1 (Fixed) :- Aviation & Travel **Specialization1**

1	Discipline Specific Elective (Theory)	AT-DSE-231	Cabin Crew & Hospitality
2	Discipline Specific Elective (Practical	AT-DSE-231 P	Case Study - Cabin Crew & Hospitality
3	Generic Elective Theory	GE-2	To be decided by CBCS Committee

Note 1- Students have to opt two specializations. First specialization is Fixed (Aviation & Travel) consists of three papers in first , Second & third semester and Second specialization (optional choice Based) consists of two papers (1 & 2) in forth and fifth semester.
Note 2- PE/Sports Courses are mandatory—students must enroll in a Physical Education (PE) elective each semester as part of their curriculum requirement.The full list of codes and sports types should be referenced in the BOS (Board of Studies) attachment or official university curriculum documents for your specific program and year.

Year: II / Semester: IV

S.No.	Course Code	Course Name	Course Type	Periods			Marks & Credit Distribution			
				L	T	P	IAM	EAM	Total	Credits
1	AE-CC-254	Intellectual Property Rights (IPR) & Patents	Core Course Theory (Major)	3	1	0	25	75	100	4
2	AT-CC-254	Travel Agency & Tour Operation Management	Core Course Theory (Major)	3	1	0	25	75	100	4
3		DSE-4	Discipline Specific Elective (Theory) (Minor)	3	1	0	25	75	100	4
4	AE-CC-254(P)	Case Study –Intellectual Property Rights (IPR) & Patents	Core Course Practical (Major)	0	0	4	15	35	50	2
5	AT-CC-254(P)	Case Study – Travel Agency & Tour Operation Management(P)	Core Course Practical (Major)	0	0	4	15	35	50	2
6		DSE-4(P)	Discipline Specific Elective (Practical)(Minor)	0	0	4	15	35	50	2
7	ADE-AE-254	Digital Marketing	AECC	2	1	0	15	35	50	3
8	ADE-SEC-254	Business Communication & Presentation Skills	Skill Enhancement Course (SEC)	2	0	2	15	35	50	2
9	ADE-SI-254	Summer Industrial Training	Industrial Training	0	0	8	30	70	100	4
10	ADE-PB-254	Portfolio Building	Skill Enhancement Course (SEC)	2	0	2	15	35	50	2
10	SPT-PC-411	Sports (P)	Physical Education (PE)Electives	0	0	2	15	35	50	1
			Total	**13**	**4**	**24**	**215**	**535**	**750**	**30**
General Elective -I (Optional)										
11	GENCC-104	National Cadet Corps (NCC)	General Elective	1	0	2	15	35	50	2

L- Lecture, T- tutorials, P- Practical (Labs), CT- Class Test (Sessionals), TA- Teacher's Assessment (Assignments, Tutorials),
IP- Internal Practical, ET- External Theory, EP- external Practical, NC- Non Credit Course, PE – Physical Education, IAM – Internal Assignment Marks, EAM – External Assignment Marks

Discipline Specific Elective Specialization-2 (Optional) (Choose any 1)

	International Business	**Business Analytics**	**Marketing Management**	**Human Resources Management**	**Banking & Finance**
Discipline Specific Elective	Global Competitiveness Analysis	Marketing Analytics	International Marketing Strategies	Strategic Human Resource Marketing	Financial Analytics-I
	ADE-IB-1 COURSE-1	ADE -BA-1 COURSE-1	ADE -MM-1 COURSE-1	ADE -HRM-1 COURSE-1	ADE -BF-1 COURSE-1
Discipline Specific Elective (Practical)	Case Study - Global Competitiveness Analysis	Case Study - Marketing Analytics	Case Study - International Marketing Strategies	Case Study - Strategic Human Resource Marketing	Case Study - Financial Analytics-I
	ADE-IB-1P COURSE-1	ADE -BA-1P COURSE-1	ADE -MM-1P COURSE-1	ADE -HRM-1P COURSE-1	ADE -BF-1P COURSE-1

Note 1- Students have to opt two specializations. First specialization is Fixed (Aviation & Travel) consists of three papers in first , Second & third semester and Second specialization (optional choice Based) consists of two papers (1 & 2) in forth and fifth semester.
Note 2- PE/Sports Courses are mandatory—students must enroll in a Physical Education (PE) elective each semester as part of their curriculum requirement.The full list of codes and sports types should be referenced in the BOS (Board of Studies) attachment or official university curriculum documents for your specific program and year.

Year: III / Semester: V

S.No	Course Code	Course Name	Course Type	Periods			Marks & Credit Distribution			
				L	T	P	IAM	EAM	Total	Credits
1	ADE-CC-255	Research Foundations & Methodology	Core Course Theory (Major)	3	1	0	25	75	100	4
2	AT-CC-255	Travel Law & Air Regulation	Core Course Theory (Major)	3	1	0	25	75	100	4
3		DSE-5	Discipline Specific Elective (Theory) (Minor)	3	1	0	25	75	100	4
4	ADE-CC-255P	Case Study – Research Foundations & Methodology	Core Course Practical (Major)	0	0	4	15	35	50	2
5	AT-CC-255P	Case Study – Travel Law & Air Regulation	Core Course Practical (Major)	0	0	4	15	35	50	2
6		DSE-5P	Discipline Specific Elective (Practical)Minor	0	0	4	15	35	50	2
7	GE-3	GE-3	Generic Elective Theory	3	1	0	25	75	100	4
8	ADE-VAC-255	Problem Solving Through Aptitude	Value Added Courses -VAC	0	0	4	15	35	50	2
9	ADE-IT-255	Industry-Based Research Project	Industrial Training	0	0	8	30	70	100	4
10	SPT-PC-511	Sports (P)	Physical Education (PE)Electives	0	0	2	15	35	50	1
			Total	**12**	**4**	**26**	**205**	**545**	**750**	**29**
General Elective -I (Optional)										
11	GENCC-105	National Cadet Corps (NCC)	General Elective	1	0	2	15	35	50	2

L- Lecture, T- tutorials, P- Practical (Labs), CT- Class Test (Sessionals), TA- Teacher's Assessment (Assignments, Tutorials),
IP- Internal Practical, ET- External Theory, EP- external Practical, NC- Non Credit Course, GE- General Elective , PE – Physical Education, IAM – Internal Assignment Marks, EAM – External Assignment Marks

Discipline Specific Elective Specialization-2 (Optional) (Choose any 1)

	International Business	Business Analytics	Marketing Management	Human Resources Management	Banking & Finance
Discipline Specific Elective	Globalization and Indian Business Scenario	Predictive Analytics	Introduction to Services Marketing	Performance Management	Mergers and Acquisitions
	ADE-IB-2 COURSE-2	ADE -BA-2 COURSE-2	ADE -MM-2 COURSE-2	ADE -HRM-2 COURSE-2	ADE -BF-2 COURSE-2
Discipline Specific	Case Study - Globalization and IndianBusiness Scenario	Case Study - Predictive Analytics	Case Study -Introduction to Services Marketing	Case Study -Performance Management	Case Study - Mergers and Acquisitions

Elective (Practical)	ADE-IB-2P COURSE-2	ADE -BA-2P COURSE-2	ADE -MM-2P COURSE-2	ADE -HRM-2P COURSE-2	ADE -BF-2P COURSE-2

Note 1- Students have to opt two specializations. First specialization is Fixed (Entrepreneurship & Innovation) consists of three papers in first , Second & third semester and Second specialization (optional choice Based) consists of two papers (1 & 2) in forth and fifth semester.
Note 2- PE/Sports Courses are mandatory—students must enroll in a Physical Education (PE) elective each semester as part of their curriculum requirement.The full list of codes and sports types should be referenced in the BOS (Board of Studies) attachment or official university curriculum documents for your specific program and year.
Note 3-A **minimum of 75% attendance** in each subject is **mandatory** to be eligible to appear for both **sessional** and **semester examinations**.

Year: III / Semester: VI

S.No	Course Code	Course Name	Course Type	Periods			Marks & Credit Distribution			
				L	T	P	IAM	EAM	Total	Credits
1	ADE-RP-256	Major Research Project – I	Core Research Project (Major)	0	0	16	25	75	100	8
2	ADE – V-256	Viva – Voce (Skill)	Core Research Practical (Major)	0	0	14	25	75	100	7
3	AT-CS-256	Case Study – Aviation & Travel	Core Course Practical (Major)	0	0	4	25	75	100	2
4	ADE-PR-256	Presentation & Research Paper	Core Course Practical (Major)	0	0	4	15	35	50	2
5	SPT-PC-511	Sports (P)	Physical Education (PE)Electives	0	0	2	15	35	50	1
			Total	**0**	**0**	**40**	**105**	**295**	**400**	**20**
General Elective -I (Optional)										
6	GENCC-106	National Cadet Corps (NCC)	General Elective	1	0	2	15	35	50	2

Note 1- Each student is required to complete a minimum of 600 hours of internship as part of the curriculum. Successful earning of the specified credits is contingent upon the evaluation of the student's internship project report by the designated faculty or external evaluator.
Note 2- In addition, each student must have at least one research paper published in a recognized journal or conference during the course of their program. This publication is a mandatory criterion for fulfillment of the academic requirements.

SIX MONTH INDUSTRY INTERNSHIP/STUDENTS EXCHANGE PROGRAMME
The sixth semester credit will be equalized by the Internship assessment /OJT/Research projects/assessment by the students exchange programme

Year: IV / Semester: VII

S.No	Course Code	Course Name	Course Type	Periods			Marks & Credit Distribution			
				L	T	P	IAM	EAM	Total	Credits
1.	ADE-CC-471	Merchandising Management	Core Course Theory (Major)	3	1	0	25	75	100	4
2.	ADE-CC-472	Branding & Positioning	Core Course Theory (Major	3	1	0	25	75	100	4
3.	ADE-CC-471P	Case Study- Merchandising management	Core Course Practical (Major)	0	0	4	15	35	50	2

4.	ADE-CC-472P	Case Study- Branding & Positioning	Core Course Practical (Major)	0	0	4	15	35	50	2
5.	AECC-371	Modern Indian Language	AECC	3	0	0	25	75	100	3
6.	AE-VAC-471	Transcendental Meditation & Yoga	Value Added Course (VAC)	0	0	4	15	35	50	2
7.	AE-RP-471	RP	Research Project	4	1	2	25	75	100	6
8	SPT-PC-711	Sports (P)	Physical Education (PE)Electives	0	0	2	15	35	50	1
			Total	**13**	**3**	**16**	**160**	**440**	**600**	**24**
General Elective -I (Optional)										
9	GENCC-107	National Cadet Corps (NCC)	General Elective	1	0	2	15	35	50	2
L- Lecture, T- tutorials, P- Practical (Labs), CT- Class Test (Sessionals), TA- Teacher's Assessment (Assignments, Tutorials), IP- Internal Practical, ET- External Theory, EP- external Practical, NC- Non Credit Course, GE- General Elective , PE – Physical Education, IAM – Internal Assignment Marks, EAM – External Assignment Marks										

Year: IV / Semester: VIII

S.No.	Course Code	Course Name	Course Type	Periods			Marks & Credit Distribution			
				L	T	P	IAM	EAM	Total	Credits
1.	ADE-CC-481	International HRM	Core Course Theory (Major)	3	1	0	25	75	100	4
2.	ADE-CC-482	Strategies for the Digital Economy	Core Course Theory (Major)	3	1	0	25	75	100	4
3.	ADE-CC-481P	Case Study- International HRM	Core Course Practical (Major)	3	1	0	25	75	100	2
4.	ADE-CC-482P	Case Study - Strategies for the Digital Economy	Core Course Practical (Major)	1	1	4	15	35	50	2
5.	AECC-481	Research and Publication Ethics	AECC (Research)	3	0	0	25	75	100	3
6.	AE-VAC-481	Nutrition & Food Science	Value Added Course (VAC)	0	0	4	15	35	50	2
7.	AE-SEC-481	Intellectual Property Rights	Skill Enhancement Course (SEC)	2	0	0	15	35	50	2
8.	GE-4	GE-4	Generic Elective Theory	3	1	0	25	75	100	4
9.	AE-RP-481	RP	Research Project	4	1	2	25	75	100	6
10.	SPT-PC-811	Sports (P)	Physical Education (PE)Electives	0	0	2	15	35	50	1
			Total	**22**	**6**	**12**	**210**	**590**	**800**	**30**
General Elective -I (Optional)										
11	GENCC-108	National Cadet Corps (NCC)	General Elective	1	0	2	15	35	50	2
L- Lecture, T- tutorials, P- Practical (Labs), CT- Class Test (Sessionals), TA- Teacher's Assessment (Assignments, Tutorials), IP- Internal Practical, ET- External Theory, EP- external Practical, NC- Non Credit Course, GE- General Elective, PE – Physical Education, IAM – Internal Assignment Marks, EAM – External Assignment Marks										
Specialization:- Aviation & Travel										
1	Generic Elective Theory		GE-2	To be decided by CBCS Committee						

Note 1- 4-year UG Degree (Honours): A four-year UG Honours degree in the major discipline will be awarded to those who complete a four-year degree programme with 160 credits and have satisfied the credit requirements as given in table 2 in Section 5as per Cred **Note 2-** 4-year UG Degree (Honours with Research): Students who secure 75% marks and above in the first six semesters and wish to undertake research at the undergraduate level can choose a research stream in the fourth year. They should do a research project or dissertation under the guidance of a faculty member of the University/College. The research project/dissertation will be in the major discipline. The students who secure 160 credits, including 12 credits from a research project/dissertation, are awarded UG Degree (Honours with Research).
4-year UG Degree (Honours): A four-year UG Honours degree in the major discipline will be awarded to those who complete a four-year degree programme with 160 credits and have satisfied the credit requirements as given in table 2 in Section 5as per Cred **4-year UG Degree (Honours with Research):** Students who secure 75% marks and above in the first six semesters and wish to undertake research at the undergraduate level can choose a research stream in the fourth year. They should do a research project or dissertation under the guidance of a faculty member of the University/College. The research project/dissertation will be in the major discipline. The students who secure 160 credits, including 12 credits from a research project/dissertation, are awarded UG Degree (Honours with Research).
Note 1- 4-year UG Degree (Honours): A four-year UG Honours degree in the major discipline will be awarded to those who complete a four-year degree programme with 160 credits and have satisfied the credit requirements as given in table 2 in Section 5as per Cred **Note 2-** 4-year UG Degree (Honours with Research): Students who secure 75% marks and above in the first six semesters and wish to undertake research at the undergraduate level can choose a research stream in the fourth year. They should do a research project or dissertation under the guidance of a faculty member of the University/College. The research project/dissertation will be in the major discipline. The students who secure 160 credits, including 12 credits from a research project/dissertation, are awarded UG Degree (Honours with Research).
4-year UG Degree (Honours): A four-year UG Honours degree in the major discipline will be awarded to those who complete a four-year degree programme with 160 credits and have satisfied the credit requirements as given in table 2 in Section 5as per Cred **4-year UG Degree (Honours with Research):** Students who secure 75% marks and above in the first six semesters and wish to undertake research at the undergraduate level can choose a research stream in the fourth year. They should do a research project or dissertation under the guidance of a faculty member of the University/College. The research project/dissertation will be in the major discipline. The students who secure 160 credits, including 12 credits from a research project/dissertation, are awarded UG Degree (Honours with Research).

Format-1

Format-1

NEP-2020 IMPLEMENTATION 3 STEPS PLAN (FORMAT-1,2 & 3) CBCS: Statement of Credits distribution												
College/School: School of Commerce & Management **Programme: BBA – Aviation & Travel (Hons. /Research)** **Duration: UG (6 Sem.), UG (Hons. /Research) 8 Sem., PG (4 Sem)**							**Minimum 120 for UG** **160 for UG (Hons.), 80 for PG** **(Suggested by CBCS-NEP Committee)**					
Course	**Credit**	**Semester**	**CORE (Th 4+P 2) Major**	**DSE (Th 4+P 2) Minor**	**AECC (Th 3)**	**SEC ****	**GE (Th 4) Interdisciplinary**	**General Elective (2)**	**Value Added Course (VAC) (2)**	**Physical Education (PE) Electives**	**Industrial Training/ Survey / Research Project (4)**	**Pre-Requisite**
Certificate in BBA- Aviation & Travel	**54 Credits in First Year**	**1st**	**C1-ADE-CC-111:**Foundations of Business Management (C=4) **C2-ADE-CC-251:** Statistics for Business & Economics (C=4) **ADE-CC-111P:** Case Study-Management Foundation (P)C=2) **DSE-2P-ADE-CC-251P** Case Study – Statistics for Business & Economics (C=2)	**DSE-1 AT-DSE-251** (C=4) **DSE-1P** AT-DSE-251(P) (C=2)	**AECC-1 NHU-111** English Communication (C=3)			**GENCC-101** National Cadet Corps (NCC) ((C=2)	**VAC-1 ADE-VAC-251** Basic Drone Training (C=2)	**PE-1 SPT-PC-111** Sports(P) (C=1)		Passed 10+2 in any stream from recognized board or as per UGC requirement . 23 (Excluding NCC)

		2nd	**C3-AE-CC-252** E-Business & Digital Transformation (C=4) **C4-ADE-CC-252** Business law & Regulatory (C=4) **AE-CC-252P** (C=2) Case Study – E-Business & Digital Transformation (P) (C=2) **ADE-CC-252P** Business law & Regulatory (P) (C=2)	**DSE -2 AT-DSE-252** Introduction to Aviation & LSC Management (C=4) **DSE-2P AT-DSE-252(P)** Case Study - Aviation & LSC Management (C=2)	**AECC-2 NHU-NPR-112** Environment and Ecology (C=5)		**GE-1** GE-1 (C=4)	**GENCC102** National Cadet Corps(C=2)		**PE-2 SPT-PC-211** Sports(P) (C=1)		29 (Excluding NCC)
		3rd	**C5-ADE-CC-231** Organizational Dynamics(C=4) **C6-AT-CC-253** Tourism Geography & Cultural Studies (C=4) **ADE-CC-231(P)**	**DSE-3 AT-DSE-231** Cabin Crew & Hospitality (C=4) **DSE-3 (P) AT-DSE-231 P** Cabin Crew & Hospitality.	**AECC 3-UVE-301** Human Values & Professional Ethics (C=3)		**GE-2** (C=4)	**NCC GENCC-103** National Cadet Corps (C=2)	**VAC-2 ADE-VAC-253** Personal Grooming & Storytelling (C=2)	**SPT-PC-311** Sports (P) (C=1)		Certificate in BBA or as per UGC requirement. 27 (Excluding NCC)

			Case Study - Organizational Dynamics (C=2) **AT-CC-253(P)** Case Study – Tourism Geography & Cultural Studies(C=2)	(C=2)								
Diploma in BBA-Aviation & Travel	**56 Credits in Second Year**	**4th**	**C7-AE-CC-254** Intellectual Property Rights (IPR) & Patents (C=4) **C8-AT-CC-254** Travel Agency & Tour Operation Management (C=4) **AE-CC-254 (P)** Case Study – Intellectual Property Rights (IPR) & Patents (P) (C=2) **AT-CC-254 (P)** Case Study - Travel Agency & Tour Operation Management (P) (C=2)	**DSE-4(C=4)** **ADE-IB-1** Global Competitiveness Analysis (C=4) **ADE -BA-1** Marketing Analysis (C=4) **ADE -MM-1** International Marketing Strategies. (C=4) **ADE -HRM-1** Strategic Human Resource Marketing (C=4) **ADE -BF-1** Financial Analytics-I (C=4) **DSE-4P**	**AECC 4-ADE -AE-254** Digital Marketing (C=3)	**SEC 2-ADE-SEC-254** Business Communication & Presentation Skills (C=2) **SEC 2-ADE-SEC-254** Portfolio Building		**NCC GENCC-104** National Cadet Corps (NCC) (C=2)		**SPT-PC-411** Sports (P) (C=1)	**ADE-SI-254** Summer Industrial Training (C=4)	27 (Excluding NCC)

				(C=2) **ADE -IB-1P** Case Study - Global Competitiveness Analysis (C=2) **ADE -BA-1P** Case Study - Marketing Analytics (C=2) **ADE -MM-1P** Case Study - International Marketing Strategies (C=2) **ADE -HRM-1P** Case Study - Strategic Human Resource Marketing (C=2) **ADE -BF-1P** Case Study - Financial Analytics-I (C=2)								

		5th	**C9-ADE-CC-255** Research Foundations & Methodology (C=4) **C10-AT-CC-255** Travel Law & Air Regulation (C=4) **ADE-CC-255P** Case Study - Research Foundations & Methodology (C=2) **AT-CC-255P** Case Study- Case Customer Relationship Management (P) (C=2)	**DSE-5 (C=4) ADE-IB-2** Globalization and Indian Business Scenario (C=4) **ADE-BA-2** Predictive Analytics (C=4) **ADE-MM-2** Introduction to Services Marketing (C=4) **ADE-HRM-2** Performance Management (C=4) **ADE-BF-2** Mergers and Acquisitions (C=4) **DSE-5P (C=2) ADE-IB-2P** Case Study - Globalization and Indian Business Scenario (C=2) **ADE-BA-2P**			**GE-3** (C=4)	**NCC GENCC-105** National Cadet Corps (C=2)	**VAC-3** **ADE-VAC-255** Problem Solving Through Aptitude (C=2)	**SPT-PC-511** Sports (P) (C=1)	**ADE-IT-255** Industry-Based Research Project (C=4)	Diploma in BBA or as per UGC requirement 28 (Excluding NCC)

				Case Study - Predictive Analytics (C=2) **ADE-MM-2P** Case Study - Introduction to Services Marketing (C=2) **ADE-HRM-2P** Case Study - Performance Management (C=2) **ADE-BF-2P** Case Study - Mergers and Acquisitions (C=2)								
UG Degree in BBA-Aviation & Travel	**49 Credits in Third Year**	**6th**	**C11-ADE-RP-256** Major Research Project - I (C=8) **C12-ADE – V-256** Viva – Voice (Skill) (C=7) **AT-CS-256** Case Study – Aviation	**DSE-6 (C=4)** ADE-IB-3 Merger, Acquisition and Corporate Restructure (C=4) ADE-BA-3 Financial Analytics (C=4)		**SEC 3-** AE-SEC-361 NPTEL/ MOCCS (C=2)		**NCC GENCC-106** National Cadet Corps (C=2)		**SPT-PC-511** Sports (P) (C=1)	**AE-VI-351** Industrial Training Survey Report / Research Project (C=4)	24 (Excluding NCC)

			&Travel (C=2) **ADE-PR-256** Presentation & Research Paper (C=2)	ADE-MM-3 Marketing in Action (C=4) ADE-HRM-3 Organizational Change and Development (C=4) ADE-BF-3 Management of Banks and Financial Institutions (C=4) **DSE-6P (C=2)** ADE-IB-3P Case Study - Merger, Acquisition and Corporate Restructure (C=2) ADE-BA-3P Case Study - Financial Analytics (C=2) ADE-MM-3P Case Study - Marketing in Action								

				(C=2) ADE-HRM-3P Case Study - Organizational Change and Development (C=2) ADE-BF-3P Case Study - Management of Banks and Financial Institutions (C=2)								
		7th	**C13-ADE-CC-471** Merchandising Management (C=4) **C14-ADE-CC-472**Branding & Positioning (C=4) **ADE-CC-471P**Case Study- Merchandising management (C=2) **ADE-CC-472P**Case Study- Branding & Positioning		**AECC 5-** **AECC-371** Modern Indian Language (C=3)		**NCC GENCC-107** National Cadet Corps (NCC) (C=2)	**VAC-4** **AE -VAC-471** Transcendental Meditation & Yoga (C=2)	**SPT-PC-711** Sports (P)		Degree in BBA or as per UGC requirement 17 (Excluding NCC)	

			(C=2)									
UG Degree in BBA-Aviation & Travel with Hons. & Research	**54 Credits in Fourth Year**	**8th**	**C15-ADE-CC 481**International HRM. (C=4) **ADE-CC-481P**Case Study-International HRM (C=2) **C16-ADE-CC-482**Strategies for the Digital Economy (C=4) **ADE-CC-482P** Case Study - Strategies for the Digital Economy (C=2)	**AECC 6** **AECC-481** Research and Publication Ethics (C=3)	**SEC 4** AE-SEC-481 Intellectual Property Rights. (C=2)	**GE -4** (C=4)	**GENCC-108** National Cadet Corps (C=2)	**VAC-5** **AE-VAC-481** Nutrition & Food Science (C=2)	**SPT-PC-811** Sports (P) (C=1)	Seminar/ Industrial Training/ Research (Credits-4) **AE-RP 481** Research Project (C=6)	29 (Excluding NCC)	

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IIMTU-NEP Implementation: Exit Points

Programme	Year	Semester (15 weeks)	Course Code	Credit	Periods per Week	Periods (Hours) per Semester	Course Name	Unit (Periods per semester)	Prerequisite	Elective (For other faculty)
Certificate in BBA- Aviation & Travel	FIRST YEAR	SEMESTER -I	1. ADE-CC-111	4	4	60	1. Foundations of Business Management	5	10+2 with 40% in any stream or any other UGC requirement.	
			2. ADE-CC-251	4	4	60	2. Statistics for Business & Economics	5		
			3. AT-DSE- 251	4	4	60	3. Introduction to Travel & Tourism	5		
			4. ADE-CC-111P	2	2	60	4. Case Study-Management Foundation(P)	5		
			5. ADE-CC-251P	2	2	60	5. Case Study –Statistics for Business & Economics	5		
			6. AT-DSE- 251(P)	2	2	60	6. Case Study- Introduction to Travel & Tourism	5		
			7. NHU-111	3	3	45	7. English Communication	5		
			8. ADE-VAC-251	2	2	60	8. Basic Drone Training	5		
			9. SPT-PC-111	1	2	60	9. Sports(P)	5		
			10. GENCC-101	2	-	-	10. National Cadet Corps NCC)	-		
			TOTAL	**24**	**25**	**525**		**40**		

		SEMESTER - II	1. AE-CC-252	4	4	60	1. E-Business& Digital Transformation	5		
			2. ADE-CC-252	4	4	60	2. Business Law & Regulatory	5		
			3. (GE-1)	4	4	60	3. GE-1	5		
			4. AE-CC-252P	2	2	60	4. Case Study E-Business & Digital Transformation Case Study–Business Law & Regulatory	5		
			5. ADE-CC-252P	2	2	60	5. Environment and Ecology	5		
			6. NHU-NPR-112	4	5	75	6. Introduction to Aviation & LSC Management	5		
			7. AT-DSE-252	4	4	60	7. Case Study –Aviation & LSC Management	5		
			8. AT-DSE-252(P)	2	2	60		5		
			9. SPT-PC-211	1	2	60	8. Sports(P)	-		
			10. GENCC-102	2	-	-	9. National Cadet Corps (NCC)			
			TOTAL	**30**	**31**	**615**		**40**		
DIPLOMA IN BBA-AVIATION & TRAVEL	**SECOND YEAR**	**SEMESTER -III**	1. ADE-CC-231	4	4	60	1. Organisational Dynamics	5	Certificate in BBA with Min-40 Credits	
			2. AT-CC-253	4	4	60	2. Tourism Geography & Cultural Studies	5		
			3. GE-2	4	4	60	3. GE-2			
			4. AT-DSE-231	4	4	60	4. Cabin Crew & Hospitality	5		
			5. ADE-CC-231(P)	2	2	60	5. Case Study-Organisational Dynamics	5		
			6. AT-CC-253(P)	2	2	60	6. Case Study- Tourism Geography & Cultural Studies	5		
			7. AT-DSE- 231(P)	2	2	60	7. Case Study- Cabin Crew & Hospitality	5		
			8. UVE-301	3	3	45	8. Human Values & Professional Ethics	5		
			9. ADE-VAC-311	2	2	60	9. Personal Grooming & Storytelling	5		
			10. SPT-PC-311	1	2	60	10. Sports(P)			
			11. GENCC-103	2	-	-	11. National Cadet Corps			
			TOTAL	**30**	**29**	**585**		**45**		

		SEMESTER - IV	1. AE-CC-254	4	4	60	1. Intellectual Property Rights (IPR) & Patents	5	
			2. AT-CC-254	4	4	60	2. Travel Agency & Tour Operation Management	5	
			3. ADE-IB-1	4	4	60	3. Global Competitiveness Analysis	5	
			4. ADE -BA-1	2	2	60	4. Marketing Analytics	5	
			5. ADE-MM-1	2	2	60	5. International Marketing Strategies	5	
			6. ADE-HRM-1	2	2	60	6. Strategic Human Resource Marketing	5	
			7. ADE-BF-1	3	3	45	7. Financial Analytics-I	5	
			8. AE-CC-254(P)	2	2	60	8. Case study- Intellectual Property Rights (IPR) & Patents (P)	5	
			9. AT-CC-254(P)	4	4	120	9. Case Study- Travel Agency & Tour Operation Management(P)	5	
			10. ADE-IB-1P	1	2	60	10. Case study - Global	-	
			11. ADE-BA-1P	2	2	60	11. Competitiveness analysis	-	
			12. ADE-MM-1P	2	-	-	12. Case study – Marketing Analytics	-	
			13. ADE-HRM-1P				13. International marketing strategies	-	
			14. ADE-BF-1P				14. Case study – Strategic Human Resource Marketing	-	
			15. ADE-AE-254				15. Case study – financial Analytics – I	-	
			16. ADE-SEC-254				16. Digital Marketing	-	
			17. ADE-SI-254				17. Business Communication & Presentation Skills	-	
			18. ADE-PB-254				18. Summer Industrial Training	-	
			19. SPT-PC-411					-	
			20. GENCC-104				19. Portfolio Building	-	
							20. Sports (P)		
							21. National Cadet Corps		
			TOTAL	**30**	**29**	**765**		**45**	

Programme	Year	Semester (15 weeks)	Course Code	Credit	Periods per Week	Periods (Hours) per Semester	Course Code	Unit (Periods per semester)	Prerequisite	Elective (For other faculty)

UNDERGRADUATE DEGREE-BBA-AVIATION & TRAVEL	**THIRD YEAR**	**SEMESTER -V**	1. ADE-CC-255	4	4	60	1. Customer relationship Management	5	Diploma in BBA-Program with Min-80 Credits	
			2. AT-CC-255	4	4	60	2. Travel law and regulation	5		
			3. ADE-IB-2	4	4	60	3. Globalization and Indian business scenario	5		
			4. ADE-BA-2	2	2	60	4. Predictive analytics	5		
			5. ADE-MM-2	2	2	60	5. Introduction to Service Marketing	5		
			6. ADE-HRM-2	3	4	60	6. Performance management	5		
			7. ADE-BF-2	4	2	60	7. Mergers and Acquisitions	5		
			8. ADE-CC-255P	4	4	120	8. Case Study – Research foundation and methodology	5		
			9. AT-CC-255P	4	2	60	9. Case Study – Travel law and air regulations	5		
			10. ADE-IB-2P	1	2	60	10. Case -Study Globalization and Indian business scenario	-		
			11. ADE-BA-2P	2	4	-	11. Case -Study Predictive analytics			
			12. ADE-MM-2P		-		12. Case -Study Introduction to Service Marketing			
			13. ADE-HRM-2P				13. Case -Study Performance management			
			14. ADE-BF-2P				14. Case -Study Mergers and Acquisitions			
			15. GE-3				15. GE- 3			
			16. ADE-VAC-255				16. Problem solving through aptitude			
			17. ADE-IT-255				17. Industrial BASED Research Project			
			18. SPT-PC-511				18. SPORTS(P)			
			19. GENCC-105				19. National Cadet Corps			
			TOTAL	**29**	**34**	**720**		**45**		

		SEMESTER - VI	1. ADE-RP-256	8	8	240	1. Major Research Project-I	5		
			2. ADE-V-256	7	7	210	2. Viva -Voce (Skill)	-		
			3. AT-CS-256	2	2	60	3. Case Study – Data Analyst & Artificial Intelligence	5		
			4. ADE-PR-256	2	2	60	4. Presentation & Research Paper	5		
			5. SPT-PC-511	1	2	60	5. Sports (P)	-		
			6. GENCC-106	2	-	-	6. National Cadet Corps (NCC)	-		
			TOTAL	**20**	**21**	**630**		**15**		

Programme	**Year**	**Semester (15 weeks)**	**Course Code**	**Credit**	**Periods per Week**	**Periods (Hours) per Semester**	**Course Code**	**Unit (Periods per semester)**	**Prerequisite**	**Elective (For other faculty)**
UNDER-GRADUATE DEGREE (HONOURS) - AVIATION& TRAVEL (HONOURS WITH RESEARCH)	FOURTH YEAR	SEMESTER -VII	1. ADE-CC-471	4	4	60	1. Merchandising Management	5	BACHELORS IN BUSINESS ADMINISTRATION	
			2. ADE-CC-472	4	4	60	2. Branding & Positioning	5		
			3. ADE-CC-471P	2	2	60	3. Case Study - Merchandising Management	5		
			4. ADE-CC-472P	2	2	60	4. Case Study – Branding & Positioning	5		
			5. AECC-371	3	3	45	5. Modern Indian Language	5		
			6. AE-VAC-471	2	2	60	6. Transcendental Meditation & Yoga	5		
			7. AE-RP-471	6	6	120	7. RP (Research Project)	-		
			8. SP-PC-711	1	2	40	8. Sports (P)	-		
			9. GENCC-107	2	-	-	9. National Cadet Corps (NCC)	-		
			TOTAL	**24**	**25**	**505**		**30**		

		Semester – VIII	1. ADE-CC-481	4	4	60	1. International HRM	5		
			2. ADE-CC-482	4	4	60	2. Strategies for the Digital Economy	5		
			3. ADE-CC-481P	2	2	60	3. Case study – International HRM	5		
			4. ADE-CC-482P	2	2	60	4. Case study – Strategies for the Digital Economy	5		
			5. AECC-481	3	3	45	5. Research and Publication Ethics	5		
			6. AE-VAC-481	2	2	60	6. Nutrition & Food Science	5		
			7. AE-SEC-481	2	2	60	7. Intellectual Property Rights	5		
			8. GE-4	4	4	60	8. GE-4	5		
			9. AE-RP-481	6	6	180	9. Research Project	5		
			10. SPT-PC-811	1	2	60	10. Sports (P)	-		
			11. GENCC-108	2	-	-	11. National Cadet Corps (NCC)	-		
			TOTAL	**30**	**31**	**705**		**45**		

Programme Outcome:

PO_1**Research Proficiency**: Students will possess a strong understanding of research methodologies, allowing them to design, conduct, and evaluate research studies in the aviation and travel industries.

PO_2**Data Collection and Analysis**: Students will be skilled in collecting, processing, and analyzing data relevant to aviation and travel trends, enabling them to derive meaningful insights.

PO_3**Industry Insights**: Students will demonstrate a deep understanding of key concepts, trends, and challenges in the aviation and travel sectors, based on their research findings.

PO_4**Informed Decision-Making**: Students will be equipped to make informed and evidence-based decisions for aviation and travel businesses, contributing to their strategic planning and operations.

PO_5**Market Assessment**: Students will be able to assess market demand, consumer behaviour, and competitive landscape through research, aiding in the development of effective marketing strategies.

PO_6**Academic and Industry Contribution**: Students will be capable of producing research papers and reports suitable for academic journals and industry publications, contributing to the advancement of knowledge.

PO_7 **Collaborative Research**: Students will be skilled collaborators, capable of working in research teams to address multifaceted issues in aviation and travel.

PO_8 **Ethical Research Practices**: Students will adhere to ethical standards and guidelines in their research, ensuring integrity and credibility in their work

Programme Specific Outcome:

PSO_1 – **Airline and Airport Management**: Students will demonstrate a deep understanding of airline and airport operations, including terminal management, ground handling, aviation safety, and regulatory compliance.

PSO_2- **Travel and Tourism Marketing**: Students will be proficient in designing and executing effective marketing strategies specifically targeted at the travel and tourism industry, taking into consideration factors such as destination promotion, tour packages, and online booking platforms.

PSO_3- **Aviation Regulations and Compliance**: Students will have a comprehensive knowledge of aviation regulations and standards set by aviation authorities, enabling them to ensure compliance in various operational aspects.

PSO_4- **Aircraft Fleet Management**: Students will learn about the strategic management of aircraft fleets, including fleet planning, acquisition, maintenance, and retirement.

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IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: Certificate in BBA-AT/DA&AI/E&I **Class: BBA-AT/DA&AI/E&I**	**Year: I** **Semester: I**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: FOUNDATIONS OF BUSINESS MANAGEMENT**
Course Code: ADE-CC-111	**Title: FOUNDATIONS OF BUSINESS MANAGEMENT**

Course Objectives:
CO1: Understand the essential concepts and principles of business management.
CO2: Analyse the roles and responsibilities of managers in various organizational contexts.
CO3: Evaluate different management functions and their impact on organizational effectiveness.
CO4: Apply strategic management tools and techniques in decision-making processes.
CO5: Develop leadership and communication skills essential for managing teams and organizations.
CO6: Assess the ethical and social responsibilities of businesses in a global environment.

Nature of Paper: Core Theory

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 45
T: 15
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	**Foundations of Management Principles** Conceptual Overview of Management: Understanding the role and significance of management in business. Historical Evolution of Management Theories: Tracing the development of management thought and its impact on modern practices. Core Functions of Management: Analyzing the key functions: Planning, Organizing, Leading, and Controlling.	12
II	**Strategic Planning and Decision-Making Frameworks:** Strategic Planning Process: The significance of planning in achieving business objectives. Strategic Management Tools: Applying tools and techniques to formulate and implement strategies. Decision-Making Models: Approaches and frameworks for effective managerial decision-making. Case Analysis in Strategic Planning: Practical application through real-world case studies.	11

III	**Organizational Design and Dynamics-** Organizational Structure and Design: Designing effective organizational structures to optimize performance. Division of Labour and Authority: Balancing roles, responsibilities, and authority within an organization. Change and Innovation Management: Strategies for managing organizational change and fostering innovation. Case Analysis in Organizational Structure: Examining organizational challenges through case studies.	12
IV	**Leadership Dynamics and Team Management-** Leadership Styles and Theories: Exploring different leadership approaches and their effectiveness. Motivational Theories in Practice: Understanding and applying motivation theories to enhance team performance. Communication in Leadership: Developing effective communication strategies for leadership. Case Analysis in Leadership: Assessing leadership effectiveness through case studies	13
V	**Control Systems and Performance Management-** Control Process in Management: Understanding the control function and its role in achieving organizational goals. Performance Measurement Systems: Tools and techniques for monitoring and evaluating performance. Risk and Quality Management: Identifying, assessing, and managing risks and ensuring quality control. Case Analysis in Control Mechanisms: Practical insights into control processes through case studies.	12

Reference / Text Books:

- Foundations of Business management by Dr.PK Gupta, 2nd Edition
- Principles & Practices of Management & Business Communication by Dr.CV Gupta, 4th Edition
- Fundamentals of Management, Essentials Concepts& Application by Stephen P. Robbins, David A. Desanto & Mary Coutler, 11th Edition
- Management foundation & Application by Deny Samsom & Timothy Donnat, 6th edition

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	10
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report/Seminar on Research Project Report/Class performance	5
5) ESE	75
Total:	**100**

Prerequisites for the course: 10+2 with 40% in any stream or any other UGC requirement.

Course Learning Outcomes:

CO1: Explain the fundamental principles of business management and their applications.
CO2: Critically evaluate management practices and their effectiveness in different organizational settings.
CO3: Design and implement effective management strategies to achieve organizational goals.
CO4: Demonstrate leadership skills in managing teams and organizational change.
CO5: Apply ethical decision-making frameworks to resolve management dilemmas.
CO6: Communicate management concepts and strategies effectively in both written and oral forms.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: Certificate in BBA-AT/DA&AI/E&I **Class: Certificate in BBA-AT/DA&AI/E&I**	**Year: I** **Semester: I**
Credits: 3 **Theory: 3** **Practical: 0**	**SUBJECT: ENGLISH COMMUNICATIONS.**
Course Code: NHU- 111	**TITLE: ENGLISH COMMUNICATIONS.**

Course Objectives:
CO1: To enable the learner to communicate effectively and appropriately in real life situation.
CO2: To use English effectively for study purpose across the curriculum.
CO3: To develop interest in and appreciation of Literature.
CO4: To develop and integrate the use of the four language skills i.e. Reading, Listening, Speaking and Writing.
CO5: To revise and reinforce structure already learnt.
CO6: Understand labels, simple notices and written instructions.

Nature of Paper: AECC

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4 Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction:** Theory of Communication, Types and modes of Communication Language of Communication: Verbal and Non-verbal (Spoken and Written) Personal, Social and Business Barriers and Strategies Intra-personal, Inter-personal and Group communication	13
II	**Speaking Skills:** Monologue Dialogue Group Discussion Effective Communication/ Mis-Communication Interview Public Speech Basic grammar: Articles, Prepositions, Subject-Verb agreement, Uses of tenses, Modals, Active and Passive Voices, Direct/Indirect speech, Punctuations, Indianisms, common errors.	12
III	**Reading and Understanding** Close Reading, Comprehension, Summary Paraphrasing, Analysis and Interpretation, Translation (from Indian language to English and vice-versa), Literary/Knowledge Texts	13
IV	**Writing Skills-** Documenting, Report Writing, Making notes, Letter writing.	10
V	English in situations–Etiquette, formal, informal, Conversational English, Meeting proceedings, Personality development; self-assessment, SWOT Analysis, developing leadership quality and stress management.	13

Reference / Text Books:
1. "English for Everyone: Business English Practice Book" by DK. 2nd edition (2023)

2. "English Communication for Business" by 'Sanjay Kumar and Pushp Lata'. 4th Edition (2023) 3. "Practical English usage" by 'Michael Swan'. 1st Edition (2022)
If the course is available as Generic Elective, then the students of following departments may opt it: Any students from the IIMT University-Meerut campus can adopt this course.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Seasonal Examination	5
2) Presentations /Seminar	5
3) Assignments	5
4) ESE	35
Total:	**50**

Prerequisites for the course:- 10+2 with 40% in any stream or any other UGC requirement.

Course Learning Outcomes:

Upon completion of the course, Students will be able to

CO1: The ability to understand English when it is spoken. the student should able to understand meaning of words, phrases and sentences in context.

CO2: The Student is able to pronounce English Correctly and intelligibly.

CO3: The student is able to master the Mechanics of writing the use of correct punctuation marks and capital letters.

CO4: The student should be able to imbibe ethical, moral, national and cultural values through various forms of literature.

CO5: Understand labels, simple notices and written instructions.

CO6: Students will develop critical thinking skills to analyze and evaluate information, arguments, and perspectives presented in oral and written forms.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: BBA-DA&AI **Class: BBA-DA&AI**	**Year: I** **Semester: I**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case study- Foundations of Business Management (P)**
Course Code: ADE-CC-111P	**Title: Case study- Foundations of Business Management (P)**

Course Objectives:

CO1: To provide students with a foundational understanding of the principles, concepts, and functions of management.

CO2: To enhance students' critical thinking and decision-making abilities in various managerial scenarios

CO3: To foster effective communication skills, enabling students to convey ideas, plans, and strategies clearly and persuasively

CO4: To cultivate teamwork and leadership qualities, enabling students to work effectively in teams and lead them toward achieving common goals.

CO5: To encourage the practical application of management theories and concepts through case studies, group projects, and simulations.

CO6: To stimulate problem-solving capabilities by presenting students with real-world management challenges and guiding them in developing viable solutions.

Nature of Paper: General Elective Practical

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L: 0
T: 0
P: 60 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4 Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	Leadership in Practice: The role of leadership in organizational success, Case studies of effective leadership styles and approaches & Decision Making and Problem Solving	15
II	Techniques for effective decision-making and problem-solving & Analysis of case studies involving complex business decisions Practical Applications in Management Foundation	12
III	Operational Excellence, Principles of operational management and continuous improvement & Case studies on achieving operational excellence in global organizations, Project Management, Fundamentals of project management methodologies and tools & Analysis of case studies highlighting successful project management practices,	10

IV	Change Management, Strategies for managing organizational change effectively & Case studies on successful change management initiatives and their outcomes & Analysis of case studies on risk management in different industries	11
V	Case studies on international management strategies and cross-cultural management issues, Case studies on CSR initiatives and their impact on organizational reputation, Integrative case studies applying management mastery principles across various functional areas & Practical exercises and simulations to reinforce learning outcomes	12

Reference / Text Books:

1. "Principles of Management", Author: Peter F. Ducker, Publisher: Harper Business
2. Various articles and case studies will be provided during the course.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and punctuality	5
2) Presentations/Seminar	5
3) Case Study/Research Project Report/Seminar on Research Project Report	5
4) ESE	35
Total:	**50**

Prerequisites for the course: 10+2 with 40% in any stream or any other UGC requirement.

Course Learning Outcomes:

CO1: Students will demonstrate a comprehensive understanding of the fundamental principles and theories of management

CO2: Students will apply the key functions of management, including planning, organizing, leading, and controlling, to address organizational challenges

CO3: Students will analyze and evaluate various management case studies to extract lessons and insights applicable to real-world situations

CO4: Students will effectively collaborate within a team, showcasing the ability to work collectively, delegate tasks, and manage conflicts constructively

CO5: Students will deliver well-structured, engaging presentations on management topics, demonstrating effective communication and presentation skills CO6: Students will formulate practical solutions to management problems by integrating theoretical knowledge with real-world contexts and practical application

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: I / Semester: I

Program: Certificate in BBA-DA&AI/E&I/AT **Class: BBA-DA&AI/E&I/AT**	**Year: I** **Semester: I**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Statistics for business & Economics**
Course Code: ADE-CC-251	**Title: Statistics for business & Economics**

Course Objectives (COs)

CO1: To introduce students to the role and importance of statistics in business decision-making and economic analysis.
CO2: To develop the ability to collect, organize, and present data effectively for managerial use.
CO3: To train students in the application of statistical tools such as probability, correlation, regression, and time series analysis.
CO4: To encourage critical thinking through real-life case studies in marketing, finance, operations, and economics.
CO5: To enable students to apply hypothesis testing and inferential statistics in solving business problems.
CO6: To integrate statistical knowledge with practical decision-making, fostering analytical and problem-solving skills.

Nature of Paper: Core Theory

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 30
T: 10
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=4 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	**Unit 1: Introduction to Statistics and Descriptive Analysis** In the first unit, students are introduced to the fundamental concepts of statistics, focusing on the nature and scope of statistics in business and economics. The unit covers data types, measurement scales, and methods of data collection, emphasizing the importance of accurate data gathering for meaningful analysis. Students will learn to summarize and describe data using various descriptive statistics techniques, including measures of central tendency (mean, median, and mode) and measures of dispersion (range, variance, and standard deviation). Visualization techniques such as histograms and box plots are also explored to interpret and present data effectively, laying the foundation for more advanced statistical analysis.	7
II	**Unit 2: Probability Theory and Probability Distributions** Probability theory, which is crucial for understanding uncertainty in business decision-making. Students will learn about the basic probability	8

	rules (addition and multiplication laws), conditional probability, and Bayes' Theorem, all of which play a pivotal role in business risk assessment. The unit also covers random variables and their associated probability distributions, such as the binomial, normal, and Poisson distributions, allowing students to understand how probabilities can model real-world business and economic situations. This unit equips students with the tools needed to quantify uncertainty and apply them in statistical decision-making processes.	
III	**Unit 3: Sampling, Estimation, and Confidence Intervals** In Unit 3, the focus shifts to sampling methods and the concept of using a sample to estimate population parameters. Students will explore various types of sampling techniques, including simple random sampling, stratified sampling, and systematic sampling. The unit highlights the Central Limit Theorem and its significance in ensuring that sample means can be used to make inferences about a population. Students will also learn the fundamentals of point estimation and how to calculate confidence intervals, which provide a range of plausible values for population parameters based on sample data. This unit prepares students to apply statistical tools to make reliable inferences from sample data.	8
IV	**Unit 4: Hypothesis Testing** Introduces hypothesis testing, a cornerstone of statistical inference. Students will learn to formulate null and alternative hypotheses and understand the logic behind testing them using sample data. The unit covers one-tailed and two-tailed tests for means, proportions, and variances, along with the concepts of Type I and Type II errors. Emphasis is placed on the interpretation of the p-value and confidence intervals in hypothesis testing. This unit aims to equip students with the skills necessary to test business assumptions, evaluate the significance of results, and make data-driven decisions**.**	9
V	**Unit 5: Regression, Correlation, and Time Series Analysis** In the final unit, students explore regression and correlation analysis, which are essential for understanding the relationships between different business variables. The unit covers simple linear regression to model the relationship between two variables and multiple regression to analyze the effect of several predictors on a dependent variable. Students will also learn how to calculate and interpret the correlation coefficient to assess the strength and direction of relationships. The unit concludes with an introduction to time series analysis, including the identification of trends, seasonality, and cyclical variations, as well as methods such as moving averages and exponential smoothing. This unit equips students with the tools to analyze business data over time and forecast future trends, making it invaluable for economic and business decision-making.	8

Reference / Text Books:

1. Levin, Richard I., and David S. **Rubin** (2017) – *Statistics for Management* (8th Edition)
2. Gupta, S. P. (2018) – *Business Statistics* (latest edition).
3. Anderson, Sweeney, Williams, Camm, and Cochran (2017) – *Modern Business Statistics with Microsoft Office Excel* (6th Edition)

4. Larsen, Richard J., and Morris L. Marx (2017) – *An Introduction to Mathematical Statistics and its Applications*.
5. Elhance, D. N., Veena Elhance, and B. M. Aggarwal (latest edition) – *Fundamentals of Statistics.*
6. Sancheti, D. C., and V. K. Kapoor – *Statistics (Theory, Methods and Application).*

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and Punctuality	12
2) Presentations/Seminar	4
3) Assignments	9
4) Case Study/Research Project Report Seminar On Research Project Report	-
5) ESE	75
Total:	**100**

Prerequisites for the course: 10+2 with 40% in any stream or any other UGC Requirement.

Course Learning Outcomes:
Upon completion of the course, Students will be able to

Course Learning Outcomes (CLOs)

CLO1: Demonstrate an understanding of fundamental statistical concepts and their applications in business and economics.
CLO2: Apply descriptive statistics and probability distributions to analyze and interpret real-world data.
CLO3: Use correlation and regression techniques to establish relationships and forecast business trends.
CLO4: Conduct time series analysis and construct index numbers for evaluating economic and business patterns.
CLO5: Formulate hypotheses and use statistical tests (t-test, chi-square, ANOVA) to support managerial decision-making.
CLO6: Analyze case studies across business domains using statistical methods and propose effective data-driven solutions**.**

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: I / Semester: I

Program: Certificate in BBA-DA&AI/E&I/AT **Class: BBA Data Analyst & Artificial intelligence**	**Year: I** **Semester: I**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case study – Statistics for business & Economics**
Course Code: ADE-CC-251P	**Title: Case study – Statistics for business & Economics**

Course Objectives (COs)

CO1: To introduce students to the role and importance of statistics in business decision-making and economic analysis.
CO2: To develop the ability to collect, organize, and present data effectively for managerial use.
CO3: To train students in the application of statistical tools such as probability, correlation, regression, and time series analysis.
CO4: To encourage critical thinking through real-life case studies in marketing, finance, operations, and economics.
CO5: To enable students to apply hypothesis testing and inferential statistics in solving business problems.
CO6: To integrate statistical knowledge with practical decision-making, fostering analytical and problem-solving skills.

Nature of Paper: Core Theory

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L: 0
T: 0
P: 20 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=4 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	**Unit I: Introduction to Statistics and Data Analysis** Meaning, scope, and importance of statistics in business & economics. Types of data: qualitative and quantitative. Methods of data collection and presentation (charts, graphs, frequency distribution). **Descriptive statistics:** measures of central tendency (mean, median, mode) and dispersion (range, variance, standard deviation). **Case Studies:** **Sales Data Analysis** – Analysing monthly sales data of an FMCG company to identify trends and variations. **Student Performance Study** – Using descriptive statistics to evaluate academic performance in a university department. **Retail Store Analysis** – Studying customer footfall and average bill size using	04

	measures of central tendency**.**	
II	**Unit II: Probability and Sampling Techniques** Probability concepts and applications in business decision-making. Probability distributions: Binomial, Poisson, and Normal. Sampling techniques: random, stratified, cluster, systematic. Sampling errors and significance. Case Studies: Defect Rate Analysis – Applying probability distributions to study defect rates in a manufacturing unit. Customer Satisfaction Survey – Using sampling techniques to estimate customer satisfaction for a service company. Insurance Claim Study – Probability analysis of claims for an insurance firm..	03
III	**Unit III: Correlation and Regression Analysis** **Correlation:** types, methods, and interpretation. **Regression analysis:** simple and multiple regression. Business forecasting using regression models. Application in market demand, pricing, and cost analysis. **Case Studies:** **Advertising vs. Sales** – Regression analysis of advertising expenditure and sales performance. **Stock Market Analysis** – Correlation between stock indices and macroeconomic indicators. **Real Estate Pricing** – Regression model to predict housing prices based on size, location, and amenities.	03
IV	**Unit IV: Time Series Analysis and Index Numbers** **Components of time series:** trend, seasonal, cyclical, and irregular variations. Methods of time series analysis (moving averages, least squares). **Index numbers:** types, construction, and applications in economics. Cost of living index, consumer price index, and wholesale price index. **Case Studies:** **GDP Growth Trend** – Time series analysis of India's GDP growth over 20 years. **Consumer Price Index Study –** Studying inflation patterns using CPI data. **Airline Passenger Traffic** – Time series forecasting of air travel demand.	04
V	**Unit V: Hypothesis Testing and Decision Making** Formulation of hypothesis and testing of significance. t-test, chi-square test, ANOVA. Application of hypothesis testing in business research. Decision-making under uncertainty. **Case Studies:** **Market Research Survey** – Hypothesis testing to check consumer preference between two brands. **Employee Productivity Study** – Using t-test to compare productivity between two shifts in a factory. **Customer Demographics Analysis** – Chi-square test to analyze relationship between age groups and product preferences**.**	06
Reference / Text Books: 1. Levin, Richard I., and David S. **Rubin** (2017) – *Statistics for Management* (8th Edition).		

2. Gupta, S. P. (2018) – *Business Statistics* (latest edition).
3. Anderson, Sweeney, Williams, Camm, and Cochran (2017) – *Modern Business Statistics with Microsoft Office Excel* (6th Edition).
4. Larsen, Richard J., and Morris L. Marx (2017) – *An Introduction to Mathematical Statistics and its Applications.*
5. Elhance, D. N., Veena Elhance, and B. M. Aggarwal (latest edition) – *Fundamentals of Statistics*
6. Sancheti, D. C., and V. K. Kapoor – *Statistics (Theory, Methods and Application).*

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and Punctuality	12
2) Presentations/Seminar	4
3) Assignments	9
4) Case Study/Research Project Report Seminar On Research Project Report	-
5) ESE	75
Total:	**100**

Prerequisites for the course:- 10+2 with 40% in any stream or any other UGC Requirement.

Course Learning Outcomes:
Upon completion of the course, Students will be able to

Course Learning Outcomes (CLOs)

CLO1: Demonstrate an understanding of fundamental statistical concepts and their applications in business and economics.

CLO2: Apply descriptive statistics and probability distributions to analyze and interpret real-world data.

CLO3: Use correlation and regression techniques to establish relationships and forecast business trends.

CLO4: Conduct time series analysis and construct index numbers for evaluating economic and business patterns.

CLO5: Formulate hypotheses and use statistical tests (t-test, chi-square, ANOVA) to support managerial decision-making.

CLO6: Analyze case studies across business domains using statistical methods and propose effective data-driven solutions**.**

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: I / Semester: I

Programme: BBA – AVIATION & TRAVEL **Class: BBA – AT**	**Year: I** **Semester: I**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: BASIC DRONE TRAINING**
Course Code: ADE-VAC-251	**Title: BASIC DRONE TRAINING**

Course Objectives:
CO1: To introduce the fundamentals of drone technology, components, and classifications.
CO2: To develop skills for safe handling, pre-flight checks, and basic flight operations.
CO3: To familiarize students with drone regulations, legal requirements, and safety standards.
CO4: To train students in basic aerial photography, videography, and data collection techniques.
CO5: To build competence in troubleshooting, maintenance, and care of drones.
CO6: To prepare learners for further advanced training and certification in drone operations.

Nature of Paper: Value Added Courses -VAC

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L: 0
T: 0
P: 4 (In Hours/Week) (4Hrs./Week=2Credits)
Theory – 1 Hr. = 1 Credit Practical – 2 Hrs. = 1 Credit

Unit	Contents	No. of Lectures Allotted
I	Introduction to Drone Technology – History and evolution of drones; types and classifications of drones (fixed-wing, rotary-wing, hybrid); drone components and working principles; overview of drone applications in industries.	03
II	Drone Laws, Regulations, and Safety Protocols & Development Fundamentals – DGCA rules and UIN registration; no-fly zones and airspace categories; flight permissions and insurance; safety guidelines and ethical considerations. Drone aerodynamics for drones; motor and propeller selection; flight controller basics; power system configuration; introduction to drone assembly; testing and tuning.	08
III	Pre-Flight Preparations and Basic Flight Training – Pre-flight inspection checklist; battery and propeller checks; remote controller setup; GPS calibration; basic flight controls; take-off, hovering, and landing.	03
IV	Practical Flight Maneuvers and Aerial Data Capture – Forward, backward, lateral movement; altitude control; aerial photography techniques; video	04

	recording settings; introduction to mapping and survey basics.	
V	Drone Maintenance, Troubleshooting, and Hands-On Assessment – Routine maintenance practices; firmware updates; common operational issues and their fixes; hands-on flight test evaluation; preparing for advanced drone certification.	02

Reference / Text Books:

1. "Introduction to UAV Systems" by P.G. Fahlstrom & T.J. Gleason. 5th Edition (2020).
2. "Unmanned Aircraft Systems: UAVS Design, Development and Deployment" by R. Austin. 2nd Edition (2016).
3. "Aerial Robotics in Practice" by F. Nebeker. 1st Edition (2019).
4. "Remote Pilot – Small Unmanned Aircraft Systems Study Guide" by FAA. (2021).

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks / Sessional Examination	05
2) Presentations / Seminar	05
3) Case Study / Research Project Report / Seminar on Research Project Report	05
4) ESE	35
Total:	**50**

Prerequisites for the course: 10+2 with 40% in any stream or any other UGC requirement.

Course Learning Outcomes:

After successful completion of this course, students will be able to:
CO1: Identify various types of drones and their components.
CO2: Perform pre-flight inspections and ensure operational readiness.
CO3: Operate drones for basic flight maneuvers safely and efficiently.
CO4: Capture aerial images/videos and collect basic survey data.
CO5: Apply basic troubleshooting and maintenance procedures.
CO6: Comply with drone laws, guidelines, and safety protocols.

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: I / Semester: II

Programme: BBA – AVIATION & TRAVEL **Class: BBA – AT**	**Year: I** **Semester: II**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Introduction to Aviation & LSC Management**
Course Code: AT-DSE-252	**Title: Introduction to Aviation & LSC Management**

Course Objectives:
CO1: Introduce students to the fundamentals of aviation industry and its global structure.
CO2: Provide knowledge of airport operations, airline functions, and aviation management.
CO3: Develop understanding of logistics and supply chain management concepts.
CO4: Explain the role of transportation and logistics in aviation and global trade.
CO5: Introduce supply chain components such as procurement, warehousing, and distribution.
CO6: Enable students to understand aviation logistics, cargo operations, and supply chain coordination.

Nature of Paper: Core Practical

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=2 Credit (4Hrs./Week=2Credits)

Unit	Contents	No. of Lectures Allotted
1	**UNIT I: Introduction to Aviation Industry:** History and evolution of aviation, Growth of aviation industry globally and in India. Types of aviation: Civil aviation, Military aviation, Cargo aviation. Aviation organizations: ICAO, IATA, DGC, AAI. Importance of aviation in economic development	9
2	**UNIT II: Airport and Airline Operations:** Introduction to airport operations, Structure of airport management, Airport departments and functions, Airline operations: Airline structure, Airline management, Airline services, Passenger handling process, Ground handling services	10
3	**UNIT III: Introduction to Logistics Management:** Introduction to logistics, Objectives and importance of logistics Functions of logistics management. Components of logistics: Transportation, Warehousing, Inventory management Role of logistics in business.	9
4	**UNIT IV: Supply Chain Management:** Introduction to supply chain management, Supply chain components: Procurement, Manufacturing, Distribution, Supply chain process flow, Role of supply chain in business, Transportation modes: Air, Road, Rail, Sea.	6

5	**UNIT V: Aviation Logistics and Cargo Management:** Introduction to air cargo, Air cargo operations, Air cargo handling process. Cargo types: General cargo, Dangerous goods, Perishable cargo, Aviation logistics management, Role of logistics in aviation industry, Future trends in aviation logistics	2

Reference / Text Books: 1. S. K. Sinha,

1. Introduction to Aviation Management, APH Publishing Corporation. Donald Waters, Logistics: An Introduction to Supply Chain Management, Palgrave Macmillan. Rigas Doganis,
2. Flying Off Course: Airline Economics and Marketing, Routledge.
3. Sunil Chopra and Peter Meindl, Supply Chain Management: Strategy, Planning and Operation, Pearson Education.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Attendance and Punctuality	12
2) Presentations /Seminar	4
3) Case Study /Research Project Report/Seminar on Research Project Report	9
4) ESE	75
Total:	**100**

Prerequisites for the course: 10+2 with 40% in any stream or any other UGC Requirement.

Course Learning Outcomes:

CLO1: Describe aviation industry structure, growth, and importance.
CLO2: Identify airport and airline operational processes.
CLO3: Explain logistics and supply chain management concepts and functions.
CLO4: Understand transportation modes and logistics operations.
CLO5: Demonstrate understanding of aviation cargo and logistics management.
CLO6: Apply logistics and supply chain concepts in aviation and business applications.

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: I / Semester: II

Programme: BBA – AVIATION & TRAVEL **Class: BBA – AT**	**Year: I** **Semester: II**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study Introduction to Aviation & LSC Management**
Course Code:AT-DSE-252 P	**Title: Case Study Introduction to Aviation & LSC Management**

Course Objectives:.
CO1: Understand the fundamentals of aviation operations through real-world case analysis.
CO2: Analyze logistics and supply chain management challenges in the aviation industry.
CO3: Evaluate airline and airport operational failures and propose corrective strategies.
CO4: Develop problem-solving and critical thinking skills using aviation case studies.
CO5: Understand the impact of regulatory, safety, and infrastructure issues on aviation operations.
CO6: Apply theoretical aviation concepts to practical business and operational situations.

Nature of Paper: Core Practical

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L: 0
T: 0
P: 30 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=2 Credit (4Hrs./Week=2Credits)

Unit	Contents	No. of Lectures Allotted
1	**Unit I: Fundamentals of Aviation Industry:** Structure of Aviation Industry (Airlines, Airports, Regulators), Introduction to Aviation Operations, Overview of Logistics & Supply Chain in Aviation, **Case Study 1:** Airline Operational Disruption due to Technical Failure, **Case Study 2:** Airport Congestion and Passenger Handling Crisis Practical Activity: Group discussion and structured case analysis report.	6
2	**Unit II: Airline Operations & Crisis Management:** Airline Scheduling and Fleet Management, Ground Handling and Passenger Service Issues, Crisis Management in Aviation **Case Study 3:** Flight Delay & Passenger Compensation Crisis **Case Study 4:** Real Incident of Airline Bankruptcy and Operational Collapse Practical Activity: Root cause analysis and recommendation presentation.	6
3	**Unit III: Airport Operations & Infrastructure Challenges:** Airport Terminal Management, Runway & Airside Operations Airport Commercial Revenue Model **Case Study 5:** Airport Infrastructure Failure Impacting Flight Operations **Case Study 6:** Public – Private Partnership (PPP) Airport Model Success / Failure Practical Activity: Operational risk mapping exercise.	6

4	**Unit IV: Aviation Logistics & Supply Chain Management:** Air Cargo Operations, Aircraft Spare Parts & Maintenance Logistics, Aviation Fuel Supply Chain **Case Study 7:** Global Supply Chain Disruption Impacting Airlines (e.g., Pandemic Impact) **Case Study 8**: Cargo Mishandling and Financial Loss **Incident Practical Activity:** Supply chain flow diagram and bottleneck analysis.	6
5	**Unit V: Safety, Regulation & Strategic Decision Making:** Role of DGCA / ICAO in Aviation Safety, Regulatory Compliance in Aviation, Risk Assessment in Airline & Airport Operations **Case Study 9:** Aviation Safety Incident Investigation **Case Study 10:** Strategic Route Planning Failure Case **Practical Activity:** Case-based decision-making simulation and report submission**.**	6

Reference / Text Books

1. Senguttuvan, P.S. – *Fundamentals of Air Transport Management,* John G. Wensveen – *Air Transportation: A Management Perspective,* Martin Christopher.
2. – *Logistics & Supply Chain Management,* Rigas Doganis – *Flying Off Course: Airline Economics and Marketing,* Ashford, Stanton & Moore – *Airport Operations.*

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and Punctuality	5
2) Presentations/Seminar	5
3) Case Study/Research Project Report Seminar On Research Project Report	5
4) ESE	35
Total:	**50**

Prerequisites for the course:-10+2 with 40% in any stream or any other UGC Requirement.

Course Learning Outcomes:

CLO1: Identify key operational components of airlines, airports, and cargo systems.
CLO2: Interpret real aviation incidents using structured case analysis methods.
CLO3: Examine supply chain disruptions and their impact on aviation services.
CLO4: Recommend operational and logistical improvements in aviation case scenarios.
CLO5: Demonstrate teamwork and presentation skills through case discussions.
CLO6: Prepare structured case reports with analytical insights and practical solutions.

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: I / Semester: II

Programme: BBA – AVIATION & TRAVEL **Class: BBA – AT**	**Year: I** **Semester: II**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Environment and Ecology**
Course Code: NHU-NPR-112	**Title: Environment and Ecology**

Course Objectives:

CO1: To appreciate the historical context of human interactions with the environment and to gain insights into the international efforts to safeguard the Earth's environment and resources.
CO2: To understand the concept of natural resources, identify types of natural resources, their distribution and use with special reference to India.
CO3: To develop a critical understanding of the environmental issues of concern.
CO4: To describe the main types of ecosystems and their distribution in India and the world and to explain major conservation strategies taken in India.
CO5: To develop an understanding of pollution, its types and Control measures.
CO6: To gain a comprehensive knowledge of climate change, its science and response measures andto have an overview of national and global efforts to address climate change adaptation and mitigation.
CO7: To Explain major conservation strategies taken in India.
CO8: To Sensitize themselves to adverse health impacts of pollution**.**

Nature of Paper: Ability Enhancement Compulsory Courses-AECC

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 4
T: 0
P: 2 (In Hours/Week)
(1Hr. Theory = 1 Credit) (2Hrs Practical = Credit 1)

Unit	Contents	No. of Lectures Allotted
I	Humans and the Environment: The man-environment interaction: Humans as hunter-gatherers; Mastery of fire; Origin of agriculture; Emergence of city-states; Great ancient civilizations and the environment, lndic Knowledge and Culture of sustainability; Middle Ages and Renaissance; Industrial revolution and its impact on the environment; Population growth and natural resource exploitation; Global environmental change. Environmental Ethics and emergence of environmentalism: Anthropocentric and eco-centric perspectives (Major thinkers); The Club of Rome-Limits to Growth; UN Conference on Human Environment 1972; World Commission on Environment and Development and the concept of sustainable development; Rio Summit and subsequent international efforts.	**8**
II	Natural Resources and Sustainable Development: Overview of natural resources: Definition of resource; Classification of natural resources-biotic and abiotic, renewable and non-renewable., Biotic resources: Major type of biotic resources- forests, grasslands, wetlands, wildlife and aquatic (fresh water and	**8**

	marine); Microbes as a resource; Status and challenges., Water resources: Types of water resources-fresh water and marine resources; Availability and use of water resources; Environmental impact of over-exploitation, issues and challenges; Water scarcity and stress; Conflicts over water., Soil and mineral resources: Important minerals; Mineral exploitation; Environmental problems due to extraction of minerals and use; Soil as a resource and its degradation., Energy resources: Sources of energy and their classification, renewable and non-renewable sources of energy; Conventional energy sources-coal, oil, natural gas, nuclear energy; Non-conventional energy sources- solar, wind, tidal, hydro, wave, ocean thermal, geothermal, biomass, hydrogen and fuel cells; Implications of energy use on the environment., Introduction to sustainable development: Sustainable Development Goals (SDGs)-targets and indicators, challenges and strategies for SDGs.	
III	Environmental Issues-Local, regional & Global: Environmental issues and scales: Concepts of micro-, meso-, synoptic and planetary scales; Temporal and spatial extents of local, regional and global phenomena. Pollution: Impact of sectoral processes on Environment; Types of Pollution- air, noise, water, soil, thermal, radioactive ;municipal solid waste, hazardous waste; trans boundary air pollution; acid rain; smog. Land use and Land cover change: land degradation, deforestation, desertification, urbanization. Biodiversity loss: past and current trends, impact., Global change: Ozone layer depletion; Climate change. Disasters-Natural and Man-made (Anthropogenic)	**8**
IV	Conservation of Biodiversity & amp; Ecosystem: Biodiversity and its distribution: Biodiversity as a natural resource; Levels and types of biodiversity; Biodiversity in India and the world; Biodiversity hotspots; Species and ecosystem threat categories., Ecosystems and ecosystem services: Major ecosystem types in India and their basic characteristics• forests, wetlands, grasslands, agriculture, coastal and marine; Ecosystem services-classification and their significance., Threats to biodiversity and ecosystems: Land use and land cover change; Commercial exploitation of species; Invasive species; Fire, disasters and climate change., Major conservation policies: in-situ and ex-situ conservation approaches; Major protected areas; National and International Instruments for biodiversity conservation; the role of traditional knowledge, community-based conservation; Gender and conservation.	**8**
V	Environmental Pollution & amp; Health: Understanding pollution: Production processes and generation of wastes; Assimilative capacity of the environment; Definition of pollution; Point sources and non-point sources of pollution. Air pollution: Sources of air pollution; Primary and secondary pollutants; Criteria pollutants-carbon monoxide, lead, nitrogen oxides, ground-level ozone, particulate matter and sulphur dioxide; Other important air pollutants-Volatile Organic compounds (VOCs), Peroxyacetyl Nitrate (PAN), Polycyclic aromatic hydrocarbons (PAHs) and Persistent organic pollutants (POPs); Indoor air pollution; Adverse health impacts of air pollutants; National Ambient Air Quality Standards., Water pollution: Sources of water pollution; River, lake and marine pollution, ground water pollution; water quality Water quality parameters and standards; adverse health impacts of water pollution on human and aquatic life., Soil pollution and solid waste: Soil pollutants and their sources; Solid and hazardous waste; Impact on human health., Noise pollution:	**8**

	Definition of noise; Unit of measurement of noise pollution; Sources of noise pollution; Noise standards; adverse impacts of noise on human health., Thermal and Radioactive pollution: Sources and impact on human health and ecosystems.	
VI	Climate change: impacts, adaptation & mitigation: Understanding climate change: Natural variations in climate; Structure of atmosphere; Anthropogenic climate change from greenhouse gas emissions- past, present and future; Projections of global climate change with special reference to temperature, rainfall, climate variability and extreme events; Importance of 1.5 °C and 2.0 °C limits to global warming; Climate change projections for the Indian sub-continent., Impacts, vulnerability and adaptation to climate change: Observed impacts of climate change on ocean and land systems; Sea level rise, changes in marine and coastal ecosystems; Impacts on forests and natural ecosystems; Impacts on animal species, agriculture, health, urban infrastructure; the concept of vulnerability and its assessment; Adaptation vs. resilience; Climate-resilient development; Indigenous knowledge for adaptation to climate change., Mitigation of climate change: Synergies between adaptation and mitigation measures; Green House Gas (GHG) reduction vs. sink enhancement; Concept of carbon intensity, energy intensity and carbon neutrality; National and international policy instruments for mitigation, decarbonizing pathways and net zero targets for the future; Energy efficiency measures; Renewable energy sources; Carbon capture and storage, National climate action plan and Intended Nationally Determined Contributions (INDCs); Climate justice.	**8**
VII	Environment management: Introduction to environmental laws and regulation: Constitutional provisions-Article 48A, Article 5 lA (g) and other derived environmental rights; Introduction to environmental legislations on the forest, wildlife and pollution control. Environmental management system: ISO 14001. Concept of Circular Economy, Life cycle analysis; Cost-benefit analysis. Environmental audit and impact assessment; Environmental risk assessment Pollution control and management; Waste Management- Concept of 3R (Reduce, Recycle and Reuse) and sustainability; Ecolabeling/Ecomark scheme	**8**
VIII	Environmental Treaties and Legislation: An overview of instruments of international cooperation; bilateral and multilateral agreements; conventions and protocols; adoption, signature, ratification and entry into force; binding and non• binding measures; Conference of the Parties (COP) Major International Environmental Agreements: Convention on Biological Diversity (CBD); Cartagena Protocol on Biosafety; Nagoya Protocol on Access and Benefit-sharing; Convention on International Trade in Endangered Species of Wild Flora and Fauna (CITES); Ramsar Convention on Wetlands of International Importance; United Nations Convention to Combat Desertification (UNCCD); Vienna Convention for the Protection of the Ozone Layer; Montreal Protocol on Substances that Deplete the Ozone Layer and the Kigali Amendment; Basel Convention on the Control of Trans boundary Movements of Hazardous Wastes and their Disposal; Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade; Stockholm Convention on Persistent Organic Pollutants; Minamata Convention on Mercury; United Nations Framework Convention on Climate Change (UNFCCC); Kyoto Protocol; Paris Agreement; India's	**8**

	status as a party to major conventions, Major Indian Environmental Legislations: The Wild Life (Protection) Act, 1972; The Water (Prevention and Control of Pollution) Act, 1974; The Forest (Conservation) Act, 1980; The Air (Prevention and Control of Pollution) Act, 1981; The Environment (Protection) Act, 1986; The Biological Diversity Act, 2002; The Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006; Noise Pollution (Regulation and Control) Rules, 2000; Industry-specific environmental standards; Waste management rules; Ramsar sites; Biosphere reserves; Protected Areas; Ecologically Sensitive Areas; Coastal Regulation Zone; Status phase-out of production and consumption of Ozone Depleting Substances by India; National Green Tribunal; Some landmark Supreme Court judgements, Major International organisations and initiatives: United Nations Environment Programme (UNEP), International Union for Conservation of Nature (IUCN), World Commission on Environment and Development (WCED), United Nations Educational, Scientific and Cultural Organization (UNESCO), Intergovernmental Panel on Climate Change (IPCC), and Man and the Biosphere (MAB) programme.	

Reference / Text Books:

1. A text book of Ecology and Environment, P.C. Joshi & Namita Joshi, Himalaya Publishing House, Mumbai
2. Ecology and Environment, P.D. Sharma, Rastogi Pub., New Delhi.
3. Ecology and Environment, H.R. Singh and Neeraj Kumar, Rastogi Publication.
4. Fundamentals of Ecology, E.P. Odum, W.B. Saunders Co., Philadelphia.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Sessional Examination	16
2) Presentations/Seminar/Attendance	5
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	75
5) ESE	-
Total:	**100**

Prerequisites for the course: Knowledge of Basics of Environment and Ecology (Intermediate level)

Course Learning Outcomes:

CLO1: Student will come up with the knowledge of field Environmental management as well as Sustainable development and benefit of mankind.
CLO2: Student will come up with the knowledge of Environment management.
CLO3: Student will come up with the knowledge of Environmental Science in cleaning the environment.
CLO4: Student will be Explain sustainable development, its goals, targets, challenges and global strategies for sustainable development.
CLO5: Student will be develop a critical understanding of the environmental issues
CLO6: The overall course outcome focused on the role of Environment management in human welfare.
CLO7: Student will be Explain major conservation strategies taken in India.
CLO8: Student will be able Sensitize themselves to adverse health impacts of pollution.

Format-3

IMTU-NEP IMPLEMENTATION-2023
Year: I / Semester: II

Programme: BBA – AVIATION & TRAVEL **Class: BBA – AT**	**Year: I** **Semester: II**
Credits: 2 **Theory: 2** **Practical: 0**	**Subject: German language**
Course Code: ADE-SEC-252	**Title: German language**

COURSE OBJECTIVES:

CO1. It aims to improve German Language skills i.e., Listening, speaking, reading, & writing.
CO2. To understand and get to know about the pronunciation of alphabets and German culture.
CO3. To develop potential skills to deal confidently in German with diverse situations in the external world.
CO4. To work in a collaborative manner & communicate effectively in German.
CO5. To understand the basic use of German Grammar
CO6. To get exposure to various activities related to GERMAN Language Communication which will enable the learners to take initiative, solve problems, and demonstrate a positive work ethics.

Nature of Paper: DSE Theory

Minimum Passing Marks/Credits: 40% Marks / 2 Credits

L: 3
T: 1
P: 0 (In Hours/Week)
(1Hr. Theory = 1 Credit) (2Hrs Practical = Credit 1)

Unit	Contents	No. of Lectures Allotted
I	GERMAN Language skills: Importance of GERMAN Worldwide, Alphabets and Pronunciation rules, Greetings & Introductions (formal/informal), COUNTING (0 – 100+), Days, Months and Seasons.	8
II	Articles: DEFINITE (DER, DAS, DIE) INDEFINITE (EIN, EIN, EINE) Personal Pronomen (ICH, DU, ER….) POSSESSIVARTIKEL-(MEIN, DEIN, SEIN…) ESSENTIAL VERBS-SEIN (TO BE) HABEN (TO HAVE) Cases-NOMINATIV, AKKUSATIV	8
III	W frage: (Wer, Wie, Woher…..) Ja and Nein Question/Answer Modal verb-wollen, sollen ….) Basic verb-arbeiten, wohnen, sprechen, fahren….)	8
IV	FUNCTIONAL AND DAILY USE Vocabulary : Family and relationship, Food and drinks, Clothes and colours, Hobbies and leisure activities, Transportations and directions	8
V	**Communication Skills:** 1. LISTENING: Understanding classroom, instructions, simple dialogues, announcements 2. SPEAKING: Introducing self by speaking to others Asking/responding to basic questions 3. WRITING: To write the daily day to day routine. 4. READING: Reading signs, Short messages, ADS, and simple passages.	8

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: I / Semester: II

Programme: BBA – AVIATION & TRAVEL **Class: BBA – AT**	**Year: I** **Semester: II**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: E-Business & Digital Transformation**
Course Code: AE-CC-252	**Title: E-Business & Digital Transformation**

Course Objectives:
CO1: Explain the fundamental concepts of e-business, e-commerce models, and their relevance in the digital economy.
CO2: Understand the role of digital technologies in transforming traditional business models.
CO3: Analyze various digital platforms, payment systems, and online transaction processes.
CO4: Identify the opportunities and challenges in adopting e-business strategies.
CO5: Apply concepts of digital transformation to design innovative business solutions.
CO6: Evaluate ethical, legal, and cyber security issues in the e-business environment.

Nature of Paper: Core Course Theory (Major)

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 30
T: 10
P: 0 (In Hours/Week) (4Hrs./Week=2Credits)
Theory – 1 Hr. = 1 Credit
Practical – 2 Hrs. = 1 Credit

Unit	Contents	No. of Lectures Allotted
1	**Introduction to E-Business:** Meaning, scope, and significance; Difference between e-business & e-commerce; E-business models – B2B, B2C, C2C, C2B, B2G; Digital economy and trends; Value chain in e-business. **Digital Transformation Overview:** Concept, drivers, and impact on industries; Role of emerging technologies (AI, IoT, Blockchain, Cloud).	12
2	**E-Business Infrastructure:** Internet, intranet, extranet; Web servers, hosting, and domain names; Online payment systems – credit/debit cards, digital wallets, UPI, cryptocurrency; Security protocols – SSL, encryption, authentication. **E-Business Applications:** E-marketing, e-SCM, e-CRM, ERP integration.	12
3	**Digital Business Models:** Freemium, subscription, marketplace, on-demand services, platform-based models; Case studies of Amazon, Flipkart, Paytm, Uber. **Website & App Development Basics:** UI/UX principles, responsive design, mobile-first approach, SEO basics.	13

4	**Digital Transformation Strategies:** Steps for digital adoption, change management in digital environments, innovation in business processes; Omni channel strategies; Role of data analytics in transformation. **Legal & Ethical Issues:** Cyber laws, data privacy (GDPR, Indian IT Act), ethical concerns in digital business.	12
5	**Emerging Trends in E-Business:** AI-driven personalization, big data, blockchain in supply chain, augmented & virtual reality applications, social commerce. **Future of Digital Transformation:** Sustainability, green IT, and the digital workplace.	11

Reference / Text Books:

1. Chaffey, D. E-Business and E-Commerce Management, Pearson Education.
2. Laudon, K. C. & Traver, C. G., E-commerce: Business, Technology, Society, Pearson.
3. Rogers, D., The Digital Transformation Playbook, Columbia Business School Publishing.
4. Westerman, G., Bonnet, D., & McAfee, A., Leading Digital, Harvard Business Review Press.
5. Rayport, J. F., Introduction to E-Commerce, McGraw-Hill Education.
6. Brynjolfsson, E. & McAfee, A., The Second Machine Age, W. W. Norton & Company.
7. Tapscott, D., Digital Economy: Promise and Peril in the Age of Networked Intelligence, McGraw-Hill.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks / Attendance and Punctuality	12
2) Presentations / Seminar	4
3) Assignments	9
4) Case Study / Research Project Report Seminar On Research Project Report	-
5) ESE	75
Total:	**100**

Prerequisites for the course:- 10+2 with 40% in any stream or any other UGC Requirement.

Course Learning Outcomes:

By the end of this course, students will be able to:

CLO1– Explain the meaning, scope, significance, and various models of e-business, and differentiate between e-business and e-commerce.

CLO2– Analyze the impact of digital transformation and emerging technologies such as AI, IoT, Blockchain, and Cloud on industries.

CLO3– Demonstrate an understanding of e-business infrastructure, including internet technologies, hosting, payment systems, and security protocols.

CLO4– Apply knowledge of e-business applications like e-marketing, e-SCM, e-CRM, ERP integration, and evaluate digital business models with real-world case studies.

CLO5– Develop basic website and app concepts incorporating UI/UX principles, responsive design, SEO, and omnichannel strategies for digital adoption.

CLO6– Assess legal, ethical, and emerging trends in e-business, and recommend sustainable and innovative strategies for the future of digital transformation.

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: I / Semester: II

Programme: BBA – AVIATION & TRAVEL **Class: BBA – AT**	**Year: I** **Semester: II**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study - E-Business & Digital Transformation**
Course Code: AE-CC-252P	**Title: Case Study - E-Business & Digital Transformation**

Course Objectives:
CO1: Understand the core concepts and frameworks of e-business and digital transformation.
CO2: Analyze real-world case studies of successful and failed digital business models.
CO3: Evaluate the role of digital platforms, payment systems, and online marketplaces in modern business.
CO4: Apply e-business strategies to real-life business problems through practical analysis.
CO5: Assess the impact of emerging technologies such as AI, IoT, blockchain, and cloud computing on business operations.
CO6: Develop innovative, technology-driven business solutions based on case study insights.

Nature of Paper: Core Course Practical (Major)

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L: 0
T: 0
P: 4 (In Hours/Week) (4 Hrs./Week=2 Credits)
Theory – 1 Hr. = 1 Credit
Practical – 2 Hrs. = 1 Credit

Unit	Contents	No. of Lectures Allotted
1	**Basics of E-Business:** Overview–Introduction to e-business & digital transformation; difference between traditional & digital business; e-business models (B2B, B2C, C2C, C2B, B2G); case examples from Indian and global markets.	8
2	**Digital Business Infrastructure:** Case studies on digital platforms, payment gateways (Paytm, Razorpay, UPI), logistics integrations, and cloud-based operations; security and data protection practices in online business.	8
3	**Digital Marketing & Customer Engagement:** Real-life applications of SEO, social media marketing, influencer marketing, and CRM systems; case studies on customer experience improvement in e-commerce platforms.	8
4	**Technology & Innovation in Business:** Case discussions on AI-driven	8

	personalization (Netflix, Amazon), IoT-enabled retail, blockchain in supply chain, and AR/VR in customer experience.	
5	**Future Trends & Strategic Transformation:** Analyses of emerging trends like social commerce, sustainability in digital business, gig economy platforms, and digital entrepreneurship opportunities; lessons from failures like Snapdeal, Kodak's late transformation.	8

Reference / Text Books:

1. Chaffey, D. – E-Business and E-Commerce Management, Pearson Education.
2. Laudon, K.C. & Traver, C.G. – E-Commerce: Business, Technology, Society, Pearson.
3. Turban, E., et al. – Electronic Commerce: A Managerial and Social Networks Perspective, Springer.
4. Rogers, D. – The Digital Transformation Playbook, Columbia Business School Publishing.
5. Schwab, K. – The Fourth Industrial Revolution, WEF.
6. Harvard Business Review – Case Studies on Digital Business & Innovation.
7. McKinsey Digital Reports & KPMG Insights on E-Business.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and Punctuality	5
2) Presentations/Seminar	5
3) Case Study/Research Project Report Seminar On Research Project Report	5
4) ESE	35
Total:	**50**

Prerequisites for the course: - 10+2 with 40% in any stream or any other UGC Requirement.

Course Learning Outcomes:

CLO1: Define and explain the scope of e-business and digital transformation.
CLO2: Apply e-business models and frameworks to real-world situations.
CLO3: Evaluate the role of digital technologies in business strategy and operations.
CLO4: Analyze digital marketing and customer engagement strategies through case study evaluation.
CLO5: Assess opportunities and risks in adopting digital transformation.
CLO6: Develop strategic recommendations for digital adoption and innovation using case-based learning.

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: I / Semester: II

Programme: BBA – AVIATION & TRAVEL **Class: BBA – AT**	**Year: I** **Semester: II**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: BUSINESS LAW AND REGULATORY**
Course Code: ADE-CC-252	**Title: BUSINESS LAW AND REGULATORY**

Course Objectives:
CO1: Understand the impact of business law and regulatory on business operations and strategies.
CO2: To introduce students to the fundamental principles and concepts of Business law.
CO3: Identifying the purpose and functions of Business law.
CO4: Analyzing legal issues and applying legal principles to solve business problems.
CO5: Developing critical thinking and analytical skills in a legal context.
CO6: Understanding the importance of legal compliance in business operations.

Nature of Paper: Core Course Theory (Major)

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 30
T: 10
P: 0 (In Hours/Week) (4Hrs./Week=4 Credits)
Theory – 3 Hr. = 1 Credit
Practical – 0 Hrs. = 4 Credit

Unit	Contents	No. of Lectures Allotted
I	Introduction to business law and regulatory: Definition, Nature and Scope of law, including the distinction between civil and criminal law, various sources of law like statutes, case law and customs. Overview of different legal system and their influence, Introduction to the Indian contract act 1872 and other relevant legislation.	8
II	The law of contract: definition and essentials of a valid contract, type of contracts: classification based on validity, formation and performance. Offer and acceptance: rules regarding offer and acceptance, communication and revocation, concept of consideration, its important and exceptions, capacity to contract factors affecting free consent, void and unlawful agreements. Discharge of contract: performance of contracts: actual performance, attempted performance and tender. Discharge of contracts: modes of discharge, Quasi contracts: definition and essentials of Quasi contracts.	9
III	Performance and Discharge of contracts: performance of contracts: actual	6

	performance, attempted performance and tender. Discharge of contracts: modes of discharge, Quasi contracts: definition and essentials of Quasi contracts.	
IV	Sale of goods act 1930: contract of sale: sale vs agreement to sale, essential of sale. Goods: Definition and type of goods. Condition and Warranties: Distinction between condition and warranties, their effect on the contract. Buyer and seller: Rights and duties of buyer and seller, unpaid seller: Definition and rights of an unpaid seller.	9
V	Regulatory framework: overview of key regulatory bodies in India, Basic principles of company formation and management, introduction to patent, trademark and copyrights, overview of consumer right and redressal mechanisms, Brief introduction to environmental regulations.	8

Reference / Text Books:

1. Legal aspects of business – Ravinder Kumar
2. Business laws – G.K. Kapoor and Sanjay Dhamija
3. Business regulatory framework – Ashish Dilraj, Nitin Jain (Himalaya public publishing house)
4. Business law – S.K. Matta
5. Legal Aspects of Business – Thakur publications.

Evaluation/Assessment Methodology

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

Prerequisites for the course: 10+2 with 40% in any stream or any other UGC requirement.

Course Learning Outcomes:

CLO1: Understanding the formation and essentials of a valid contract.
CLO2: Understanding the concept of consideration and competency to contract.
CLO3: The concept of consideration based on ethical theories and principals that align with corporate social responsibility.
CLO4: Purpose solutions to ethical dilemmas based on ethical and regulation principles that guide business conduct.
CLO5: Recall major laws and regulation and ethical principles that guide business operations.
CLO6: Analyse case studies to identify legal and ethical challenges within business operations.
CLO7: Evaluate the effectiveness of existing legal frameworks in governing business practices.

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: I / Semester: II

Programme: BBA – AVIATION & TRAVEL **Class: BBA – AT**	**Year: I** **Semester: II**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study- BUSINESS LAW AND REGULATORY**
Course Code: ADE-CC-252 P	**Title: Case Study- BUSINESS LAW AND REGULATORY**

Course Objectives:
CO1– To develop practical understanding of business laws and their application through real-world case studies.
CO2– To enhance analytical skills in interpreting statutory provisions and judicial decisions.
CO3– To train students in identifying legal issues in business transactions and suggesting compliant solutions.
CO4– To familiarize students with key regulatory frameworks governing business operations.
CO5– To encourage critical thinking and ethical decision-making in business law contexts.
CO6– To build effective legal research, documentation, and presentation skills through hands-on assignments.

Nature of Paper: Core Course Practical (Major)

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L: 0
T: 0
P: 4 (In Hours/Week) (4Hrs./Week=2Credits)
Theory – 1 Hr. = 1 Credit Practical – 4 Hrs. = 2 Credit

Unit	Contents	No. of Lectures Allotted
I	**Unit 1 –** Nature and scope of business law; sources of business law; understanding statutes and judicial decisions; methodology for analyzing legal case studies. **Case Study:** M.C. Mehta v. Union of India (Oleum Gas Leak Case – landmark for industrial liability).	4
II	**Unit II – Contract Law Case Studies** Essentials of a valid contract; offer and acceptance; consideration; capacity of parties; free consent; breach of contract and remedies; case analysis on contractual disputes. **Case Study:** Carlill v. Carbolic Smoke Ball Co. (1893) – principles of offer and acceptance.	3
III	**Unit III – Company Law and Regulatory Compliance Cases**	3

	Formation and incorporation of companies; memorandum and articles of association; directors' duties and liabilities; shareholder rights; corporate governance; case studies on corporate disputes and compliance. **Case Study:** Salomon v. Salomon & Co. Ltd. (1897) – separate legal entity principle.	
IV	**Unit IV – Commercial Transactions and Consumer Protection** Sale of goods; negotiable instruments; partnership and LLP regulations; consumer rights under Consumer Protection Act; dispute redressal mechanisms; case analysis on trade practices. **Case Study:** Indian Medical Association v. V.P. Shantha (1995) – consumer rights in services sector.	4
V	**Unit V – Contemporary Legal Issues and Compliance Management** Intellectual property rights; cyber law provisions; environmental law in business; competition law; recent regulatory developments; practical assignments on compliance checklists and reports. **Case Study:** Google LLC v. Competition Commission of India (2022) – competition law & digital markets.	6

Books & References

Textbooks:

1. Kapoor, N.D. (2022). Elements of Mercantile Law (40th ed.). Sultan Chand & Sons.
2. Kuchhal, M.C., & Kuchhal, Vivek (2021). Business Law (11th ed.). Vikas Publishing House.

References:

1. Singh, Avtar (2022). Business Law (13th ed.). Eastern Book Company.
2. Gulshan, S.S., & Gaur, G.K. (2021). Business Law (4th ed.). New Age International.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and Punctuality	5
2) Presentations/Seminar	5
3) Case Study/Research Project Report Seminar on Research Project Report	5
4) ESE	35
Total:	**50**

Prerequisites for the course: - 10+2 with 40% in any stream or any other UGC Requirement.

Course Learning Outcomes:

After completing this course, students will be able to:

CLO1– Interpret and apply relevant provisions of business laws to real-life case scenarios.

CLO2– Analyze and resolve legal disputes related to contracts, companies, and commercial transactions.

CLO3– Evaluate the impact of statutory compliance on business decisions.

CLO4– Present legal opinions and case study findings with clarity and accuracy.

CLO5– Demonstrate awareness of ethical considerations in business law practice.

CLO6– Conduct basic legal research using statutes, case laws, and regulatory guidelines.

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: I / Semester: II

Programme: BBA – AT/EI/BFD **Class: BBA – AT/EI/BFD**	**Year: I** **Semester: II**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Negotiation & Conflict Management**
Course Code: EA-GE-251	**Title: Negotiation & Conflict Management**

Course Objectives:
CO1: Introduce students to the concepts and importance of negotiation and conflict management.
CO2: Develop understanding of negotiation strategies and techniques.
CO3: Explain sources, types, and impact of conflict in organizations.
CO4: Equip students with skills to manage and resolve conflicts effectively.
CO5: Develop communication and interpersonal skills required for negotiation.
CO6: Enable students to apply negotiation and conflict management techniques in business situations.

Nature of Paper: Generic elective

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory- 1 Hr. = 1 Credit
Practical- 4 Hrs.=2 Credit (4Hrs./Week=2 Credits)

Unit	Contents	No. of Lectures Allotted
1	**UNIT I: Introduction to Negotiation and Conflict Management:** Meaning and definition of negotiation, Importance of negotiation in business, Nature and characteristics of negotiation. Types of negotiation: Distributive negotiation Integrative negotiation. Meaning and definition of conflict, Nature and characteristics of conflict, Importance of conflict management.	9
2	**UNIT II: Sources and Types of Conflict:** Sources of conflict: Organizational conflict, Interpersonal conflict, Group conflict Causes of conflict: Communication barriers, Differences in values and perception, Resource limitations. Types of conflict: Functional conflict, Dysfunctional conflict, Positive and negative effects of conflict.	10
3	**UNIT III: Negotiation Process and Strategies:** Negotiation process: Preparation, Discussion, Bargaining, Agreement Negotiation strategies: Competitive strategy, Collaborative strategy, Compromise strategy. Negotiation skills: Listening skills, Communication skills, Persuasion skills.	9
4	**UNIT IV: Conflict Management Techniques:** Conflict management styles: voiding, Accommodating, Competing, Compromising, Collaborating. Conflict resolution techniques: Problem solving, Mediation, Arbitration. Role of managers in conflict management	6
5	**UNIT V: Negotiation and Conflict Management in Organizations:** Negotiation in business environment, Negotiation in HR management,	2

	Workplace conflict management, Role of communication in conflict management, Ethical issues in negotiation, Case studies in negotiation and conflict management	

Reference / Text Books:

1. Fisher, Ury, and Patton Getting to Yes: Negotiating Agreement Without Giving In Penguin Books
2. Christopher W. Moore, The Mediation Process Jossey-Bass Publications. www.mindtools.com
• www.managementstudyguide.com • www.coursera.org

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Attendance and Punctuality	12
2) Presentations /Seminar	4
3) Case Study /Research Project Report/Seminar on Research Project Report	9
4) ESE	75
Total:	**100**

Prerequisites for the course: - 10+2 with 40% in any stream or any other UGC Requirement.

Course Learning Outcomes:

CLO1: Explain negotiation concepts, processes, and importance.
CLO2: Identify sources and types of organizational conflict.
CLO3: Demonstrate negotiation skills and techniques.
CLO4: Apply communication skills in negotiation and conflict resolution.
CLO5: Implement conflict resolution methods in workplace situations.
CLO6: Develop effective negotiation and conflict management plans.

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year II / Semester III

Programme: BBA AT **Class: BBA-AT**	**Year: II** **Semester: III**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Cabin Crew & Hospitality**
Course Code: AT-DSE-231	**Title: Cabin Crew & Hospitality**

Course Objectives:
CO1: Understand the roles, responsibilities, and grooming standards of cabin crew professionals.
CO2: Learn about aviation safety procedures, emergency handling, and first aid in airline operations.
CO3: Develop customer service and communication skills for handling passengers in diverse situations.
CO4: Explore the hospitality industry, including hotel management, food and beverage service, and guest relations.
CO5: Examine cultural sensitivity, etiquette, and professional ethics in aviation and hospitality.
CO6: Apply practical skills in in-flight services, safety demonstrations, and hospitality operations through real-world simulations.

Nature of Paper: DSE Theory

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 45
T: 1
P: 0 (In Hours/Week)
Theory- 1Hr.=1 Credit Practical-0

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Aviation Industry & Hospitality Industry** Overview Of Aviation Industry & Hospitality Industry. History Of Aviation Industry & Hospitality Industry. Roles, responsibilities & qualities of hospitality professional. Growth & Trends in global & Indian Markets Roles, responsibilities & qualities of cabin crew & hospitality professional Organizational structure of Airlines & Hotels. Service standards in aviation & hospitality. Case study real world example.	**8**
II	**Aircraft Familiarization & Cabin Crew Duties** Aircraft Types. Configuration & Classes of Service. Safety Equipment, Cabin Layouts & Gallery Arrangements. Pre-Flight, In-Flight & Post-Flight Duties of Cabin crew. Cabin preparation & Briefing Procedures. Handling Special service request. Case study real world example.	**8**
III	**Passenger Handling & Service Excellence** Passenger boarding, Seating arrangement **&** Baggage handling. Passenger Categories. Customer Service principles in Aviation & Hospitality. Communication Skills. Professional Etiquette & Body Language. Food & Beverage Service procedures. Case study real world example.	**8**

IV	**Safety, Security & Emergency Procedures** Aviation Safety Regulations (DGCA & IATA). Security screening & Baggage checks. In-Flight emergencies. Fire Fighting equipment usage, First Aid techniques & CPR. Coordination with Ground & emergency services. Case study real world example.	**8**
V	**Hospitality Management & Cultural Awareness** Principles of Hospitality Management in Hotels & Airlines. Cross Cultural Service delivery & Cultural sensitivity. Grooming. Uniform Standards & Personal Presentation. Guest Relations, Complaint handling & Conflicts resolution. Sustainable & Ethical Service practices. Case study real world example.	**8**

Reference/Textbooks:

1. **"The Essential Guide to Becoming a Flight Attendant"** – Kiki Ward**1st Edition (2003), Courage Books / HarperCollins**
2. **"Airline Cabin Crew Training Manual"** – EASA & ICAO Latest Regulatory Manual (Updated as per 2022 standards)
3. **"Hotel Front Office Operations and Management"** – Jatashankar Tiwari **2nd Edition (2016), Oxford University Press**
4. **"Customer Service in Tourism and Hospitality"** – Simon Hudson & Louise Hudson **2nd Edition (2017), Good fellow Publishers**

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and punctuality	10
2) Presentations/Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	5
4) Assignment	5
5) ESE	75
Total:	**100**

Prerequisites For The Course: Certificate in BBA

Course Learning outcome:

CLO1: Demonstrate an understanding of cabin crew responsibilities, airline regulations, and hospitality operations**.**

CLO2: Perform essential in-flight service procedures, including food & beverage service and customer assistance**.**

CLO3: Apply safety, first aid, and emergency response protocols in airline operations

CLO4: Deliver high-quality guest service and handle passenger concerns professionally**.**

CLO5: Exhibit cultural awareness, grooming standards, and professional behavior in hospitality and aviation.

CLO6: Use real-world case studies and simulations to gain hands-on experience in customer service and crisis management.

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year II / Semester III

Programme: BBA AT **Class: BBA-AT**	**Year: II** **Semester: III**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study - Cabin Crew & Hospitality**
Course Code: AT-DSE-231P	**Title: Case Study - Cabin Crew & Hospitality**

Course Objectives:
CO1: Understand the roles, responsibilities, and grooming standards of cabin crew.
CO2: Explore the fundamentals of hospitality in aviation and customer service excellence.
CO3: Analyze real-life case scenarios related to in-flight service and passenger handling.
CO4: Learn about safety, emergency handling, and regulatory compliance in aviation.
CO5: Build communication, presentation, and problem-solving skills through practical case studies.

Nature of Paper: DSE PRACTICAL

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L: 0
T: 0
P: 60 (In Hours/Week)
Theory- 1 Hr.=1
Practical-2 HRS= 1Credit

Unit	Contents	No. of Lectures Allotted
I	**Unit 1: Service Quality & Passenger Experience** Case Studies – Emirates Airlines (Luxury service), Singapore Airlines (Customer experience), Oberoi Hotels (Personalized guest service), Vistara (Premium Indian aviation service); Focus on customer satisfaction, service innovation, and brand positioning.	5
II	**Unit 2: Crisis Management in Aviation & Hospitality** Case Studies – Qantas Flight 32 (Engine failure), Taj Mahal Palace Mumbai (26/11 response), British Airways (Managing delays), Air Asia QZ8501 (Crisis communication); Focus on emergency handling, PR management, and crew coordination.	5
III	**Unit 3: Cultural Sensitivity & International Service Standards** Case Studies – Qatar Airways (Diverse clientele), Marriott Hotels (Cultural adaptation), Air India (Cross-cultural communication), Hyatt Hotels (Staff cultural training); Focus on cross-cultural communication and adapting service globally.	5
IV	**Unit 4: Innovation in Cabin Service & Hospitality** Case Studies – Virgin Atlantic (Unique passenger experience), Indigo Airlines (Low-cost innovation), ITC Hotels (Sustainable luxury), Delta Airlines (Technology in service); Focus on service innovation, sustainability, and technology adoption.	5
V	**Unit 5: Handling Difficult Passengers & Complaints** Case Studies – United Airlines (Passenger removal), Hilton Hotels (Complaint resolution), Lufthansa (Overbooking management), Jet Airways (Conflict de-escalation); Focus on conflict resolution, complaint management, and customer recovery strategies.	5

Reference/Textbooks:

- Introduction to Cabin Crew Training – Oxford Aviation Academy Latest Edition (OAA Standard Training Manual, 2020).
- Airline Operations and Management – John G. Wensveen 2nd Edition (2018), Routledge.
- Service Quality in Hospitality and Tourism – Metin Kozak 1st Edition (2010), Routledge.
- Hospitality Management and Organisational Behaviour – Laurie Mullins 6th Edition (2011), Pearson Education.
- Cabin Crew Career Guide – Caitlyn Rogers 2nd Edition (2014), Aspiring Cabin Crew Publishing.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and Punctuality	5
2) Presentations/Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	-
4) Assignment	5
5) ESE	35
Total:	**50**

Prerequisites For The Course: Certificate in BBA

Course Learning outcome:

CLO1: Understand the integral role of cabin crew in delivering world-class hospitality.
CLO2: Analyze emergency protocols and crew preparedness.
CLO3: Demonstrate customer service and guest-handling techniques.
CLO4: Appreciate cultural diversity in hospitality and adapt accordingly.
CLO5: Evaluate service strategies that enhance airline branding.
CLO6: Apply learnings through simulated case study activities and presentations.

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year II / Semester III

Programme: BBA AT **Class: BBA-AT**	**Year: II** **Semester: III**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Organisational Dynamics**
Course Code: ADE-CC-231	**Title: Organisational Dynamics**

Course Objectives:
CO1: Understand the fundamental concepts of Organisational Behavior and Dynamics.
CO2: Learn about leadership styles, motivation theories, and team dynamics.
CO3: Analyze organizational culture, structure, and power dynamics.
CO4: Explore strategies for conflict resolution, decision-making, and organizational change.
CO5: Examine the role of communication, ethics, and diversity in modern organizations.
CO6: Apply theoretical concepts to real-world business scenarios and case studies.

Nature of Paper: CORE COURSE THEORY

Minimum Passing Marks/Credits: 40%Marks / 4 Credits

L: 45
T: 1
P: 0 (In Hours/Week)
Theory- 1Hr.=1 Credit Practical-0

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Organizational Dynamics:** Definition, Scope, and Importance of Organisational Dynamics Evolution of Organizational Behavior (OB) and its Applications Key Elements of Organisational Structure and Culture, Case Study: Google's Organizational Culture and Innovation.	8
II	**Leadership & Motivation:** Leadership Styles: Autocratic, Democratic, Transformational, Transactional Theories of Motivation: Maslow's Hierarchy, Herzberg's Two-Factor, McClelland's Theory Role of **Emotional Intelligence (EI) in Leadership Case Study:** Steve Jobs vs. Elon Musk – Different Leadership Approaches.	8
III	**Group Behavior & Team Dynamics:** Team Formation and Development: Tuckman's Model (Forming, Storming, Norming, Performing, Adjourning) Conflict Management: Types of Conflict & Conflict Resolution Strategies Power and Politics in Organizations Case Study: How Netflix Built a High-Performance Team Culture.	8
IV	**Organisational Change & Development:** Understanding Organisational Change and Resistance to Change Kotter's 8-Step Change Model Managing Change: Planned vs. Unplanned Change Case Study: How Nokia Failed to Adapt to Industry Change	8
V	**Communication, Ethics, & Diversity in Organisations** Organisational Communication: Verbal, Non-Verbal, Formal & Informal Ethical Issues and Corporate Social Responsibility (CSR) Diversity & Inclusion: Managing a	8

	Multicultural Workforce Case Study: Diversity & Inclusion at Microsoft	

Reference/Textbooks:

- Robbins, Stephen P. & Judge, Timothy A. 18th Edition (2024)
- Katz, Daniel & Kahn, Robert L. 2nd Edition (Reprint 2021)
- Newstrom, John W. 14th Edition (2015)
- Management and Organisational Behaviour 12th Edition (2019

Evaluation/Assessment Methodology

	Max. Marks
1) Class Tasks/Attendance and punctuality	10
2) Presentations/Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	5
4) Assignment	5
5) ESE	75
Total:	**100**

Prerequisites For The Course: Certificate in BBA

Course Learning outcome:

CLO1: Demonstrate a deep understanding of organizational behavior, leadership, and teamwork**.**
CLO2: Apply motivational theories to improve employee performance**.**
CLO3: Analyze workplace conflicts and suggest effective resolution strategies**.**
CLO4: Assess the impact of organizational change and leadership sty leson business performance.
CLO5: Develop communication and ethical decision-making skills in business environments

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: II / Semester: III

Programme: BBA AT **Class: BBA-AT**	**Year: II** **Semester: III**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: CASE STUDY- ORGANISATIONAL DYNAMICS**
Course Code: ADE-CC-231P	**Title: CASE STUDY- ORGANISATIONAL DYNAMICS**

Course Objectives:
CO1: Understand the behavior of individuals and groups within organizations.
CO2: Analyze organizational structure, culture, and change through real-world cases.
CO3: Identify key drivers of team performance and interdepartmental coordination.
CO4: Examine conflict management, communication patterns, and leadership influence.
CO5: Apply organizational behavior theories in practical business situations.

Nature of Paper: Core Course PRACTICAL

Minimum Passing Marks/Credits: 50% Marks / 4 Credits

L:
T:
P: 60 (In Hours/Week)
Theory- 1Hr.=1
Practical-2HRS= 1Credit

Unit	Contents	No. of Lectures Allotted
I	**Case Study 1 – Introduction to Organizational Dynamics** Understanding the structure and flow of organizational systems. Examines real-life organizational behavior in dynamic business environments.	5
II	**Case Study 2 – Organizational Culture and Values** Analyzing how shared values, norms, and culture shape employee attitudes and organizational performance. Includes culture-change cases.	5
III	**Case Study 3 – Leadership Styles and Impact** Evaluation of leadership effectiveness in different scenarios including crisis, innovation, and team management. Focus on transformational and situational leadership.	5
IV	**Case Study 4 – Communication and Conflict Management** Understanding formal and informal communication flows, barriers, and strategies to resolve workplace conflicts through real examples.	5
V	**Case Study 5 – Organizational Change and Team Dynamics** Explores change management models, resistance to change, team collaboration, and organizational agility in global environments.	5

Reference/Text Books:
- *Organizational Behavior* – Stephen P. Robbins & Timothy A. Judge **18th Edition (2024)**, **Pearson Education**
- *Understanding Organizational Behavior* – Udai Pareek **3rd Edition (2010)**, **Oxford University**

Press □ *Organizational Development and Change* – Thomas G. Cummings **11th Edition (2022)**, **Cengage Learning** □ *Cases in Organizational Behavior* – Gerard Seijts **1st Edition (2006)**, **SAGE Publications** □ *Managing Organizational Change* – Palmer, Dunford & Akin **4th Edition (2022)**, **McGraw-Hill Education**

Evaluation/Assessment Methodology	
	Max. Marks
1) Class tasks/Attendance and punctuality	5
2) Presentations/Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	-
4) Assignment	5
5) ESE	35
Total:	**50**

Prerequisites For the Course: Certificates in BBA

Course Learning outcome:

CLO1: Explain the dynamics of organizational behavior.
CLO2: Analyze real-life organizational challenges and leadership decisions.
CLO3: Apply team management and conflict resolution techniques.
CLO4: Evaluate the role of organizational culture and communication.
CLO5: Design solutions for managing change and improving team effectiveness.
CLO6: Use case-based learning to connect OB theory with corporate practices.

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year II / Semester III

Program: BBA-AT/EI/DA **Class: BBA-AT/EI/DA**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Human Values & Professional Ethics**
Course Code: UVE-301	**Title: Human Values & Professional Ethics**

Course Objectives:
CO1: To introduce the foundational concepts of human values and their relevance in the ant business.
CO2: To cultivate ethical reasoning and decision-making in professional and scenarios.
CO3: To develop a holistic understanding of the relationship between individual, society, and nature.
CO4: To sensitize students about ethical practices in business, leadership, and governance.
COS: To equip students to identify and resolve moral dilemmas through value-based reassuring.
CO6: To nurtures socially responsible, environmentally conscious, and ethically sound business professionals.

Nature of Paper: AECC

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 2
T: 1
P: 0 (In Hours/Week)
(1 Hr. Theory = 1 Credit) (2 Hrs Practical = Credit 1)

Unit	Contents	No. of Lectures Allotted
I	Introduction to Human Values and Ethics: Concept and Classification of Values Need and Importance of Human Values in the Modern World Morals, Ethics, and Human Values-Distinction and Connection Harmony in Self and Society Role of Values in Business and Personal Life **Activity:** Value Reflection Exercise: "My Core Values"-Case Discussion: Ethical Leadership Examples (e.g., Ratan Tata).	10
II	Professional Ethics in Business and Workplace: Concept of Professionalism and Code of Conduct, Ethical Theories in Decision-Making Ethical Issues in Business: Corruption, Harassment, Fraud Honesty, Integrity, Transparency, and Loyalty Ethics in Customer Relations, HR, Marketing, and Finance Corporate Social Responsibility (CSR) and Business Ethics **Case Studies:** Satyam Scam: Failure of Ethics **TATA Group:** Benchmark of Ethical Business **Activity:** Group Presentation, Ethics in Modern Indian Corporations.	10
III	Individual and Societal Ethics: Relationship between Individual, Family, Society, and Nature Universal Human Values: Truth, Love, Peace, Non-violence, Righteousness Gender Sensitization and Respect Conflict Resolution through Non-violent Communication Human Rights, Equality, and Justice **Activities: Role Play:** Handling Ethical Conflicts, Class Debate: Ethics vs. Success in Business	07

IV	Self-Development and Emotional Ethics: Self-awareness and Self-regulation Stress and Anger Management in Professional Life Empathy, Compassion, Gratitude, Forgiveness Emotional Intelligence and Value-Based Leadership Discipline and Commitment to Excellence **Activities:** Mindfulness and Value Journaling **Case Analysis:** Emotional Intelligence in Corporate Leadership	08
V	Ethical Governance, Environment & Sustainable Living: Ethical Governance and Accountability Ethical Leadership in Politics, Administration, and Business Environmental Ethics and Sustainable Development Role of Youth and Professionals in Nation-Building Ethics in Digital Age: Data Privacy, Al, and Social Media Use **Activities:** Group Project: Sustainable Solutions for Local Problems **Case Study:** Ethical Practices in Tech Companies (Google, Infosys, etc.)	10

Reference / Text Books:

1. Human Values and Professional Ethics-R. R. Gaur, R. Sanga, GP Bagaria
2. Professional Ethics and Human Values-M. Govindarajan, S. Natarajan, VS. Senthil Kumar
3. Business Ethics-C.S.V. Murthy
4. Ethics in Engineering-Mike Martin & Roger
5. Case materials from NCERT, AICTE, UGC Value Education Framework

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Attendance and Punctuality	10
2) Presentations /Seminar	5
3) Assignments	5
4) Case Study /Research Project Report/Seminar On Research Project Report	5
5) ESE	75
Total:	**100**

Prerequisites for the course: BFD Certificate as per NEP 2020 or as per UGC

Course Learning Outcomes

Upon completion of the course, Students will be able to

CLOI: Define and differentiate human values, ethics, morals, and professional responsibility.
CLO2: Demonstrate the application of ethical principles in workplace and social life.
CLO3: Evaluate decisions from a human-centric and sustainable development perspective.
CLO4: Apply values like trust, integrity, empathy, and responsibility in management practices.
CLO4: Recognize ethical dilemmas and agent appropriate resolutions in business contexts.
CLO5: Commit to professional ethics, sic duty, and sustainable leadership in career and life.

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year II / Semester III

Programme: BBA AT **Class: BBA-AT**	**Year: II** **Semester: III**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Personal Grooming & Story Telling**
Course Code: ADE-VAC-253	**Title: Personal Grooming & Story Telling**

COURSE OBJECTIVES:

CO1- To develop self-awareness and confidence through effective personal grooming practices.
CO2- To enhance professional image and etiquette suitable for diverse business and social contexts.
CO3- To introduce the art of storytelling as a powerful tool for communication and influence.
CO4- To train students to craft, structure, and deliver engaging stories for personal branding and presentations.
COS- To improve verbal and non-verbal communication skills through practical exercises and feedback.
CO6- To integrate grooming and storytelling skills for impactful professional presence and leadership

Nature of Paper: VAC

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L: 0
T: 0
P: 4 (In Hours/Week)
(1Hr. Theory = 1 Credit) (2Hrs Practical = Credit 1)

Unit	Contents	No. of Lectures Allotted
I	**Fundamentals of Personal Grooming:** Importance of grooming; personal hygiene; wardrobe management; dressing for different occasions; color coordination; accessories; hair and skincare basics.	6
II	**Professional Etiquette & Social Skills:** Business etiquette; dining etiquette; meeting protocols; cross-cultural manners; workplace behaviour; digital etiquette.	5
III	**Introduction to Storytelling:** Definition and importance; elements of a story; types of storytelling (personal, business, inspirational); story arcs and structures.	5
IV	**Story Crafting & Delivery Skills:** Identifying purpose and audience; building characters; setting and plot, integrating data into narratives; vocal variety; body language, use of pauses; handling questions.	6
V	**Integrating Grooming & Storytelling for Impact:** Personal branding; storytelling in interviews; leadership communication; influence and persuasion techniques; presentation of self in professional contexts, capstone storytelling presentation.	6

Reference / Text Books:

1. Pease, A., & Pease, B. (2017). The Definitive Book of Body Language. Orion.
2. Guber, P. (2011). Tell to Win: Connect, Persuade, and Triumph with the Hidden Power of Story. Crown Business.
3. Carnegie, D. (2019). The Art of Public Speaking (Updated ed.). Pocket Books.
4. Morgan, N. (2014). Power Cues: The Subtle Science of Leading Groups, Persuading Others, and Maximizing Your Personal Impact. Harvard Business Review Press.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Attendance and punctuality	5
2) Presentations /Seminar	5
3) Assignments/Research Project Report/Seminar On Research Project Report/Class performance	5
4) ESE	-
	35
Total:	**50**

Prerequisites for the course: 10+2 & BFD Certificate as per NEP 2020 or as per UGC

Course Learning Outcomes:

Upon completion of the course, Students will be able to

CLO1- Demonstrate proper personal grooming and dressing techniques for professional settings.
CLO2- Apply business etiquette and social manners in formal and informal environments.
CLO3- Develop storytelling frameworks to communicate ideas effectively.
CLO4- Deliver impactful presentations and narratives using voice modulation, body language, and emotional connection.
CLOS- Use storytelling to enhance personal branding and professional identity.
CLO6- Integrate grooming and storytelling strategies to influence, inspire, and lead effectively.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: BBA – Aviation & Travel Management **Class: BBA – Aviation & Travel Management**	**Year: II** **Semester: III**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Tourism Geography & Cultural Studies**
Course Code: AT-CC-253	**Title: Tourism Geography & Cultural Studies**

Course Objectives:
CO1: To introduce students to the geographical dimensions of tourism and their significance in travel planning.
CO2: To develop an understanding of world tourism regions, destinations, and their unique cultural characteristics.
CO3: To familiarize students with India's diverse geography, heritage sites, and cultural landscapes.
CO4: To enable students to analyze the relationship between culture, geography, and tourism demand.
CO5: To build awareness of sustainable tourism practices and their geographic and cultural implications.
CO6: To prepare students to apply geographic and cultural knowledge in planning and promoting tourism products.

Nature of Paper: Core Course Theory (Major)

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 30
T: 10
P: 0 (In Hours/Week) (4Hrs./Week=4Credits)
Theory – 1 Hr. = 1 Credit
Practical – 2 Hrs. = 1 Credit

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Tourism Geography** Meaning, scope, and importance of tourism geography. Relationship between geography and tourism. Physical geography: landforms, climate, and vegetation in tourism context. Types of tourism destinations: natural, cultural, historical, and adventure. Geographic factors influencing tourist behaviour and destination choice.	10
II	**World Tourism Regions & International Destinations** Overview of major world tourism regions: Europe, Americas, Asia-Pacific, Africa, and Middle East. Key international tourist destinations and their geographic and cultural appeal. UNESCO World Heritage Sites: significance	10

	and distribution. Emerging tourism destinations and global tourism trends. Role of international organisations: UNWTO, IATA, ICAO in global tourism.	
III	**Tourism Geography of India** Physical divisions of India and their tourism significance: Himalayas, Indo-Gangetic Plains, Peninsular Plateau, Coastal Regions, Islands. Major tourism circuits of India: Golden Triangle, Buddhist Circuit, Coastal Circuit, Hill Stations. India's UNESCO World Heritage Sites: cultural and natural. Religious and pilgrimage tourism in India. North-East India and its untapped tourism potential.	10
IV	**Cultural Studies & Tourism** Concept of culture: meaning, elements, and components. Relationship between culture and tourism. Cultural heritage: tangible and intangible heritage. Festivals, fairs, art, craft, cuisine, and folk traditions as tourism attractions. Cross-cultural communication in tourism and hospitality. Cultural sensitivity and responsible tourist behaviour.	10
V	**Sustainable Tourism & Cultural Preservation** Concept and principles of sustainable tourism. Impact of tourism on geography and culture: positive and negative. Ecotourism and responsible travel practices. Role of local communities in cultural preservation. Heritage tourism management and conservation strategies. Government policies and initiatives for sustainable and cultural tourism in India: Incredible India, Swadesh Darshan, PRASAD Scheme.	10

Reference / Text Books:

1. Hunziker, W. & Krapf, K. – General Theory of Tourism, Zurich.
2. Goeldner, C.R. & Ritchie, J.R.B. – Tourism: Principles, Practices, Philosophies, John Wiley & Sons.
3. Bhatia, A.K. – The Business of Tourism: Concepts and Strategies, Sterling Publishers.
4. Singh, S. – Tourism Geography, Rawat Publications.
5. Negi, J. – Tourism Development and Resource Conservation, Metropolitan Book Co.
6. Ministry of Tourism, Government of India – Annual Reports & Incredible India Publications.
7. UNWTO & UNESCO Reports on Cultural and Heritage Tourism.

Evaluation/Assessment Methodology

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

Prerequisites for the course: 10+2 with 40% in any stream or any other UGC requirement.

Course Learning Outcomes:

Upon completion of this course, students will be able to:

CLO1: Identify and explain the geographic and physical features that influence tourism destinations

worldwide.
CLO2: Describe major international and Indian tourism regions, circuits, and heritage sites.
CLO3: Analyze the cultural dimensions of tourism including festivals, traditions, and heritage.
CLO4: Evaluate the socio-cultural and environmental impacts of tourism on destinations.
CLO5: Apply principles of sustainable and responsible tourism in destination planning.
CLO6: Demonstrate cross-cultural awareness and sensitivity essential for a career in aviation and travel management.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: BBA – Aviation & Travel Management **Class: BBA – Aviation & Travel Management**	**Year: II** **Semester: III**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study – Tourism Geography & Cultural Studies**
Course Code: AT-CC-253 (P)	**Title: Case Study – Tourism Geography & Cultural Studies**

Course Objectives:
CO1: To develop practical skills in analyzing real-world tourism destinations through case studies.
CO2: To apply geographic and cultural knowledge in evaluating tourism products and circuits.
CO3: To familiarize students with documented case studies of successful and challenged tourism destinations.
CO4: To strengthen research, documentation, and presentation skills through destination-based projects.
CO5: To build awareness of cultural sensitivity, heritage conservation, and sustainable tourism through practical examples.
CO6: To prepare students to design and present tourism itineraries incorporating geographic and cultural insights.

Nature of Paper: Core Course Practical (Major)

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L: 0
T: 0
P: 4 (In Hours/Week) (4 Hrs./Week = 2 Credits)
Theory – 1 Hr. = 1 Credit
Practical – 2 Hrs. = 1 Credit

Unit	Contents	No. of Lectures Allotted
I	**Case Studies on Tourism Destination Analysis** Introduction to the case study method in tourism geography. Analysis of geographic features and their role in destination popularity. Case Study: Kerala – Gods Own Country: Natural landscape, backwaters, and ecotourism. Case Study: Switzerland – Alpine geography and year-round tourism. Factors that make a destination globally competitive: accessibility, attractions, and amenities.	10
II	**Case Studies on World Tourism Regions & Heritage Sites** Comparative analysis of tourism regions: Europe vs. Asia-Pacific. Case Study: France – Cultural tourism, the Eiffel Tower, and the Louvre Museum effect. Case	10

	Study: Rajasthan, India – Desert geography, forts, palaces, and cultural tourism. UNESCO World Heritage Sites: role in destination branding and tourist footfall. Challenges of over-tourism: Venice, Machu Picchu, and Taj Mahal.	
III	**Case Studies on Cultural Tourism & Festivals** The role of culture and traditions in shaping tourism demand. Case Study: Kumbh Mela – Worlds largest religious gathering and its tourism impact. Case Study: Rio Carnival – Cultural identity, tourism economics, and global branding. Intangible cultural heritage: cuisine, music, dance, and crafts as tourism products. Cross-cultural tourism experiences: challenges and opportunities for travel professionals.	10
IV	**Case Studies on Sustainable & Responsible Tourism** Principles of sustainable tourism applied through real-world examples. Case Study: Bhutan – High-value, low-volume tourism and Gross National Happiness policy. Case Study: Costa Rica – Ecotourism model and biodiversity conservation. Impact of tourism on local communities: positive economic contribution vs. cultural erosion. Government initiatives: Swadesh Darshan Scheme, PRASAD Scheme, and Incredible India Campaign.	10
V	**Project Work, Itinerary Design & Presentations** Students will independently research and present a tourism destination of their choice incorporating geographic, cultural, and sustainability dimensions. Activities include: preparation of a destination profile report, design of a themed tourism itinerary (cultural, heritage, or eco-tour), group discussions on tourism challenges and solutions, and final viva voce and project presentation to faculty panel.	20

Reference / Text Books:

1. Bhatia, A.K. – The Business of Tourism: Concepts and Strategies, Sterling Publishers.
2. Singh, S. – Tourism Geography, Rawat Publications.
3. Goeldner, C.R. & Ritchie, J.R.B. – Tourism: Principles, Practices, Philosophies, John Wiley & Sons.
4. Negi, J. – Tourism Development and Resource Conservation, Metropolitan Book Co.
5. Ministry of Tourism, Government of India – Incredible India Publications & Annual Reports.
6. UNWTO & UNESCO Reports on Cultural Heritage and Sustainable Tourism.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks / Attendance and Punctuality	5
2) Presentations / Seminar	5
3) Case Study / Research Project Report / Seminar on Research Project Report	5
4) ESE	35
Total:	**50**

Prerequisites for the course: 10+2 with 40% in any stream or any other UGC requirement.

Course Learning Outcomes:

Upon completion of this course, students will be able to:

CLO1: Analyze real-world tourism destinations using geographic and cultural frameworks.

CLO2: Evaluate the factors contributing to the success or decline of tourism destinations through case

evidence.
CLO3**:** Assess the cultural, environmental, and economic impacts of tourism using documented case studies.
CLO4: Design destination-specific tourism itineraries incorporating geographic and cultural elements.
CLO5: Apply sustainable tourism principles to destination management scenarios.
CLO6: Present research findings and destination analyses effectively through written reports and oral presentations.

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: II / Semester: IV

Programme: BBA – AT / BBA – E&I **Class: BBA – AT / BBA – E&I**	**Year: II** **Semester: IV**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Intellectual property rights (IPR) & Patents**
Course Code: AE-CC-254	**Title: Intellectual property rights (IPR) & Patents**

Course Objectives:.
CO1: To understand the concept, evolution, and importance of Intellectual Property Rights.
CO2: To study various forms of intellectual property and legal protection mechanisms.
CO3: To analyze Indian and international IPR frameworks and agreements.
CO4: To understand procedures for registration, filing, and enforcement of IPR.
CO5: To examine infringement, remedies, and dispute resolution mechanisms.
CO6: To apply IPR principles in innovation, research, and business management.

Nature of Paper: CORE THEORY

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory- 1 Hr. = 1 Credit
Practical- 4 Hrs.= 2 Credit (4Hrs./Week= 2 Credits)

Unit	Contents	No. of Lectures Allotted
1	**Unit I: Introduction to Intellectual Property Rights:** Meaning, Nature, and Scope of IPR, History and Evolution of IPR Importance of IPR in Economic Development, Types of Intellectual Property, Tangible vs Intangible Property, Objectives and Functions of IPR, Role of IPR in Innovation and Entrepreneurship, IPR and Competition Law, Overview of Indian IPR System	8
2	**Unit II: Patent Law and Protection:** Concept and Types of Patents, Patentable and Non-Patentable Inventions, Criteria for Patentability (Novelty, Inventive Step, Industrial Applicability), Patent Specification (Provisional & Complete), Patent Filing Procedure in India, Patent Cooperation Treaty (PCT), Examination, Opposition, and Grant of Patent, Rights and Duties of Patentee, Term, Renewal, and Revocation of Patent, Compulsory Licensing	8
3	**Unit III: Copyright, Trademark, Design and GI:** Copyright: Meaning, Scope and Subject Matter, Ownership and Assignment of Copyright, Duration and Rights of Author, Infringement and Remedies in Copyright, Trademark: Types (Product, Service, Collective, Certification Mark), Trademark Registration Procedure, Passing Off and Infringement Industrial Designs: Registration and Protection, Geographical Indications (GI), Trade Secrets and Confidential Information	8
4	**Unit IV: International IPR Framework and Enforcement:** World Intellectual Property Organization (WIPO), TRIPS Agreement (WTO), Paris	8

	Convention, Berne Convention, Madrid Agreement and Protocol, Budapest Treaty, International Filing Systems, Enforcement Mechanisms, Civil and Criminal Remedies, Border Measures and Anti-Counterfeiting, Alternative Dispute Resolution (ADR) in IPR	
5	**Unit V: IPR Management and Emerging Issues:** IPR in Research and Development, Technology Transfer and Licensing Assignment and Franchising, Patent Valuation and IP Audit, IPR in Startups and MSMEs, Role of IPR in Digital Economy Cyber Law and Digital Copyright, Software and Database Protection, Ethical Issues in IPR, Case Studies on IPR Disputes IPR and Artificial Intelligence	8

Reference / Text Books: P. Narayanan – Intellectual Property Law, - V.K. Ahuja – Law Relating to Intellectual Property Rights, B.L. Wadhera – Law Relating to Patents, Trademarks, Copyright, Designs and GI, W.R. Cornish – Intellectual Property: Patents, Copyright, Trademarks and Allied Rights

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and Punctuality	12
2) Presentations/Seminar	4
3) Case Study /Research Project Report/Seminar On Research Project Report	9
4) ESE	75
Total:	**100**

Prerequisites for the course: Student have certificate of any program as per UGC Requirement.

Course Learning Outcomes:

CLO1: Explain the fundamental principles and objectives of IPR.
CLO2: Differentiate among various types of intellectual property rights.
CLO3: Interpret national and international legal provisions related to IPR.
CLO4: Outline the procedure for filing patents, trademarks, and copyrights.
CLO5: Identify infringement issues and legal remedies available.
CLO6: Apply IPR strategies in startups, research, and commercialization processes.

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: II / Semester: IV

Programme: BBA – AT / BBA – E&I **Class: BBA – AT / BBA – E&I**	**Year: II** **Semester: IV**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study Intellectual property rights (IPR) & Patents**
Course Code: AE-CC-254 P	**Title: Case Study Intellectual property rights (IPR) & Patents**

Course Objectives:.
CO1: To understand practical applications of IPR and patent laws through real case studies.
CO2: To analyze landmark patent disputes and their legal implications.
CO3: To evaluate infringement, enforcement, and dispute resolution mechanisms.
CO4: To understand patent filing, opposition, and litigation processes in real contexts.
CO5: To assess commercialization and licensing strategies through case analysis.
CO6: To develop analytical and report-writing skills in IPR case evaluation.

Nature of Paper: CORE PRACTICAL

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L: 0
T: 0
P: 30 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=2 Credit (4Hrs. / Week= 2 Credits)

Unit	Contents	No. of Lectures Allotted
1	**Unit I: Foundations of IPR– Case-Based Introduction:** Overview of Intellectual Property Rights, Types of IPR (Patent, Copyright, Trademark, GI, Design), - **Case Study 1:** Copyright Dispute in Media Industry - **Case Study 2:** Trademark Infringement Case (Brand Identity Conflict) - Case Analysis Framework **Practical Activity:** Case briefing and structured legal analysis.	5
2	**Unit II: Patent Law–Landmark Patent Disputes:** Patentability Criteria, Patent Filing & Opposition Process **Case Study 3:** Pharmaceutical Patent Dispute (e.g., Compulsory Licensing Case in India) **Case Study 4:** Technology Patent Conflict (e.g., Smartphone Patent Litigation) - Analysis of Court Judgments Practical Activity: Drafting a patent case analysis report**.**	5
3	**Unit III: Infringement and Enforcement Cases:** Patent Infringement and Remedies, Civil and Criminal Actions **Case Study 5:** Software Copyright Violation Case, **Case Study 6:** Industrial Design Infringement Case ADR in IPR Disputes - Practical Activity: Role-play on IPR litigation strategy.	5

4	**Unit IV: International IPR Disputes:** TRIPS & WTO Dispute Cases, Cross-Border Patent Conflicts, **Case Study 7:** International Patent Dispute between Multinational Corporations, **Case Study 8:** GI Protection Case (e.g., Regional Product Conflict), Comparative Analysis of Legal Systems **Practical Activity:** Comparative case presentation.	5
5	**Unit V: Commercialization & Strategic IPR Management:** Licensing and Technology Transfer Cases, Patent Valuation Startup & Innovation Patent Strategy, **Case Study 9:** University Technology Transfer Case, **Case Study 10:** Patent Commercialization Success Story, Ethical Issues in Patent Practices **Practical Activity:** Final case report submission and viva.	5

Reference / Text Books: P. Narayanan – *Intellectual Property Law ,* N.S. Gopala krishnan & T.G. Agitha – *Principles of Intellectual Property , WIPO – Official Publications and Case Materials WTO – TRIPS Agreement Documents.*

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Attendance and Punctuality	5
2) Presentations /Seminar	5
3) Case Study /Research Project Report / Seminar On Research Project Report	5
4) ESE	35
Total:	**50**

Prerequisites for the course:- Student have certificate of any program as per UGC Requirement.

Course Learning Outcomes:

CLO1: Interpret real IPR and patent disputes using legal principles.
CLO2: Analyze causes and consequences of patent infringement cases.
CLO3: Evaluate judicial decisions and regulatory frameworks in IPR matters.
CLO4: Prepare structured case analysis reports on patent conflicts.
CLO5: Recommend legal and strategic solutions in intellectual property disputes.
CLO6: Demonstrate practical understanding of IPR management in innovation-driven industries.

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: II / Semester: IV

Programme: BBA – Aviation & Travel **Class: BBA – AT**	**Year: II** **Semester: IV**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Travel agency & Tour Operation Management**
Course Code: AT-CC-254	**Title: Travel agency & Tour Operation Management**

Course Objectives:.
CO1: Understand the structure and functions of travel agencies and tour operators.
CO2: Explain the procedures for travel planning, itinerary preparation, and tour packaging.
CO3: Analyze ticketing procedures and travel documentation required for domestic and international travel.
CO4: Develop skills in tour costing, pricing strategies, and budgeting.
CO5: Evaluate marketing strategies and customer service practices in the travel industry.
CO6: Apply managerial and operational skills in managing travel agencies and tour operations.

Nature of Paper: AECC

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L:45
T:0
P:0(In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=2 Credit(4Hrs./Week=2Credits)

Unit	Contents	No. of Lectures Allotted
1	**UNIT I: Introduction to Travel Agency and Tour Operations:** Meaning and concept of Travel Agency, Types of Travel Agencies (Retail, Wholesale, Online Agencies), Tour Operators: Meaning, Types, and Functions, Differences between Travel Agents and Tour Operators, Travel Industry Structure and Linkages, Role of Travel Agencies in Tourism Development, International and National Travel Organizations	8
2	**UNIT II: Travel Agency Organization and Management:** Organizational Structure of Travel Agencies, Functions and Departments in Travel Agencies, Roles and Responsibilities of Travel Agency Staff, Accreditation and Licensing (IATA, Ministry of Tourism, etc.), Travel Agency Accounting Basics, Customer Relationship Management in Travel Agencies	**8**
3	**UNIT III: Tour Planning and Itinerary Preparation:** Tour Planning Process, Types of Tours (Independent, Escorted, Group Tours), Tour Packaging and Components, Designing Tour Itinerary, Domestic and International Tour Packages, Travel Logistics and Transportation Planning, Hotel and Service Coordination.	**8**
4	**UNIT IV: Ticketing and Travel Documentation:** Introduction to Airline Ticketing, Global Distribution Systems (GDS), Types of Air Tickets (One-	**8**

	way, Round Trip, Open Jaw), Travel Documentation: Passport, Visa, Travel Insurance, Foreign Exchange Regulations, Airport Procedures and Check-in Process, Travel Safety and Security Regulations	
5	**UNIT V: Tour Costing, Marketing and Customer Service:** Tour Costing Elements, Pricing Strategies for Tour Packages, Budgeting and Profit Planning, Marketing of Travel Services, Digital Marketing in Tourism, Customer Service and Complaint Handling, Future Trends in Travel Agency and Tour Operations.	**8**

Reference / Text Books:

 Negi, J. – Travel Agency and Tour Operation – Kanishka Publishers, Foster, D. – Travel and Tourism Management – Macmilla

 Chuck Y. Gee – International Travel and Tourism – Wiley Publications, Peter Robinson – Tourism: The Key Concepts – Routledge

Evaluation/Assessment Methodology

	Max. Marks
1. Class tasks/ Attendance and Punctuality	12
2. Presentations /Seminar	4
3. Case Study /Research Project Report/ Seminar On Research Project Report	9
4. ESE	75
Total:	**100**

Prerequisites for the course:- Student have certificate of any program as per UGC.

Course Learning Outcomes:

CLO1: Define travel agency and tour operator concepts and organizational structures.
CLO2: Prepare professional travel itineraries and tour packages.
CLO3: Identify ticketing systems and travel documentation processes.
CLO4: Calculate tour costs and pricing methods for travel packages.
CLO5: Apply marketing and promotional strategies in tourism businesses.
CLO6: Demonstrate operational management skills in travel agency operations

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: II / Semester: IV

Programme: BBA – Aviation & Travel **Class: BBA – AT**	**Year: II** **Semester: IV**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case study - Travel agency & Tour Operation Management**
Course Code: AT-CC-254 P	**Title: Case study - Travel agency & Tour Operation Management**

Course Objectives:.
CO1: Analyze the operational structure and working practices of travel agencies through real case studies.
CO2: Evaluate tour planning and itinerary development using industry-based incidents.
CO3: Examine ticketing systems, travel documentation, and regulatory challenges.
CO4: Assess financial management, tour costing, and pricing decisions in travel operations.
CO5: Analyze marketing strategies and digital transformation in travel agencies.
CO6: Develop decision-making and problem-solving skills for handling crises and customer issues in tourism businesses.

Nature of Paper: CORE PRACTICAL

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L: 0
T: 0
P: 30 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=2 Credit (4Hrs./Week= 2 Credits)

Unit	Contents	No. of Lectures Allotted
1	**UNIT I: Travel Agency Structure and Operations:** Key Points Concept and role of travel agencies, Types of travel agencies (Retail, Wholesale, Online), Functions of travel agents and tour operators, Organizational structure of travel agencies, Linkages with airlines, hotels, and tourism bodies **Case Study 1:** Operational growth strategy of Thomas Cook travel services in India. **Case Study 2:** Transformation of traditional travel agencies due to online booking platforms like Make My Trip.	5
2	**UNIT II: Tour Planning and Package Development:** Tour planning process, Types of tours (Group, Independent, Escorted), Components of tour packages, Itinerary planning and route selection, Coordination with hotels, airlines, and transport **Case Study 1:** Tour planning failure during the 2013 Uttarakhand floods affecting Kedarnath pilgrimage tours. **Case Study 2:** Successful international tour package development by Cox & Kings.	5

3	**UNIT III: Ticketing and Travel Documentation:** Airline ticketing systems, Global Distribution Systems (GDS), Types of airline tickets, Travel documentation (Passport, Visa, Insurance), Airport check-in and immigration procedures **Case Study 1:** Passenger travel disruption due to visa documentation error at Indira Gandhi International Airport. **Case Study 2:** Use of GDS systems in airline ticketing by Amadeus IT Group.	5
4	**UNIT IV: Tour Costing and Financial Management:** Elements of tour costing, Pricing of tour packages, Budgeting and financial planning, Profit margin and cost control, Financial risks in travel operations **Case Study 1:** Financial loss due to incorrect package costing in a Thailand group tour. **Case Study 2:** Pricing strategy for budget airline packages by Indi Go travel partners.	5
5	**UNIT V: Marketing and Customer Service in Travel Agencies:** Tourism marketing strategies, Digital marketing in travel industry, Customer relationship management, Complaint handling and service recovery, Technology and innovation in travel services **Case Study 1:** Digital marketing success of Make My Trip in the Indian travel market. **Case Study 2:** Customer service strategies implemented by Air India for passenger satisfaction.	5

Reference/Text Books: Negi, J.–*Travel Agency and Tour Operation*–Kanishka Publishers., Holloway, J. C. – *The Business of Tourism*–Pearson Education Goeldner, C. R. & Ritchie, J.R.B.– *Tourism: Principles, Practices and Philosophies,* Chuck Y. Gee –*International Traveland Tourism*

Evaluation/Assessment Methodology

	Max. Marks
1. Class tasks/ Attendance and Punctuality	5
2. Presentations /Seminar	5
3. Case Study /Research Project Report/Seminar On Research Project Report	5
4. ESE	35
Total:	**50**

Prerequisites for the course: Student have certificate of any program as per UGC

Course Learning Outcomes:

CLO1: Define travel agency and tour operator concepts and organizational structures.
CLO2: Prepare professional travel itineraries and tour packages.
CLO3: Identify ticketing systems and travel documentation processes.
CLO4: Calculate tour costs and pricing methods for travel packages.
CLO5: Apply marketing and promotional strategies in tourism businesses.
CLO6: Demonstrate operational management skills in travel agency operations

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: II / Semester: IV

Programme: BBA – Aviation & Travel **Class: BBA – AT**	**Year: II** **Semester: IV**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Global Competitiveness Analysis**
Course Code: ADE-IB-1	**Title: Global Competitiveness Analysis**

Course Objectives:
CO1: To provide a comprehensive understanding of global competitiveness and its drivers.
CO2: To enable students to analyze national and firm-level competitiveness using recognized frameworks.
CO3: To examine global trade patterns, competitiveness indices, and economic integration.
CO4: To explore the role of innovation, human capital, and government policy in shaping competitiveness.
CO5**:** To apply competitive intelligence techniques in a global business environment.
CO6: To equip students with tools for strategic decision-making in globally competitive markets.

Nature of Paper: DSE Theory

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 30
T: 15
P: 0 (In Hours/Week.
Theory - 1 Hr. = 1 Credit
Practical- (4Hrs./Week=2Credits)

Unit	Contents	No. of Lectures Allotted
I	**Foundations of Global Competitiveness:** Meaning and Dimensions of Competitiveness, Levels: National, Sectoral, and Firm-Level Competitiveness Key Drivers: Productivity, Innovation, Infrastructure, Institutions, Globalization and its Impact on Competitive Positioning, Comparative vs. Competitive Advantage **Case Examples:** Why Switzerland Tops Global Competitiveness Rankings Singapore vs. Brazil: Institutional Drivers of Competitiveness **Activities:** Class Debate: "Can developing nations be truly competitive on a global scale?" Short Presentation: Competitiveness of India vs. China	8
II	Competitiveness Frameworks and Indices: Michael Porter's Diamond Model World Economic Forum's Global Competitiveness Index (GCI), IMD World Competitiveness Yearbook, Ease of Doing Business Index, Global Innovation Index and its Indicators, Limitations and Criticisms of Indices Case Examples: India's Ranking on GCI and its Interpretation Finland's Global Innovation Strategy Activities: Analysis of 3 Countries using GCI Dimensions Group Report: Comparative Competitiveness Dashboard	**9**

III	**Sectoral and Firm-Level Competitiveness:** Factors Affecting Sectoral Competitiveness: Input Costs, Demand Conditions, Regulatory Environment Firm-Level Competitiveness: Cost Leadership, Differentiation, Innovation Capability, Competitive Benchmarking Techniques, Global Supply Chains and Value Chain Management **Case Studies:** India's IT Sector vs. Philippines' BPO Sector Tesla: Disruptive Innovation and Competitive Edge Apple vs. Samsung: Global Value Chain Rivalry **Activities:** SWOT+Benchmark Analysis of a Global Firm Value Chain Mapping Workshop	10
IV	**National Competitiveness and Economic Policy:** Role of Government in Enhancing Competitiveness, Industrial and Trade Policies, Human Capital Development and Education Quality, Infrastructure and Digital Competitiveness Case of Emerging Economies: India, Vietnam, Indonesia **Case Examples:** Make in India: Strategy or Slogan? Ireland's Competitiveness in the Post-EU World **Activities:** Policy Review: Analyze one country's economic strategy for competitiveness Class Simulation: National Competitiveness Policy Forum.	9
V	**Strategic Applications and Global Competitiveness Challenges:** Competitive Intelligence & Strategic Forecasting, Innovation Ecosystems and Clusters Sustainable Competitiveness and ESG Factors, Challenges: Trade Wars, Supply Chain Shocks, Digital Disruption, Building a Competitive Strategy for Global Expansion **Case Studies:** China's Belt and Road Initiative – Strategic or Competitive? Global Competitive Strategy of Amazon COVID-19 and Resilience of National Competitivenes. **Activities:** Strategic Report: Improving India's Competitive Position by 2030 Final Group Presentation: Competitiveness Strategy for a Selected Country or Company	9

Reference/Text Books:
Michael E. Porter – The Competitive Advantage of Nations, World Economic Forum – Global Competitiveness Reports, IMD Business School – World Competitiveness Yearbook, Harvard Business Review Articles on Global Strategy, Reports from McKinsey, World Bank, UNCTAD, and OECD , Academic Journals: Journal of International Business Studies, Competitiveness Review

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks / Attendance and punctuality	10
2) Presentations / Seminar	5
3) Case Study / Research Project Report / Seminar On Research Project Report	5
4) Assignment	5
5) ESE	75
Total:	**100**

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC

Course Learning outcome:
CLO1: Define and explain the key concepts and determinants of global competitiveness.
CLO2: Analyze and interpret global competitiveness indices and reports.
CLO3: Compare the competitiveness of nations using real data and case analysis.
CLO4: Evaluate the competitive positioning of firms in international markets.
CLO5: Apply global strategy models and frameworks to real-world scenarios.
CLO6: Recommend strategic actions for firms or nations to improve competitiveness.

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: II / Semester: IV

Programme: BBA AT **Class: BBA-AT**	**Year: II** **Semester: IV**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study - Global Competitiveness Analysis**
Course Code: ADE-IB-1P	**Title: Case Study - Global Competitiveness Analysis**

Course Objectives:
CO1: Understand the concept of global competitiveness and the key influencing factors.
CO2: Analyze the competitiveness of nations and corporations in the global marketplace.
CO3: Explore strategic tools and frameworks to evaluate global performance.
CO4: Examine the role of technology, innovation, and policy in driving competitiveness.
CO5: Apply case-based insights to assess and improve global positioning strategies.

Nature of Paper: Core Course PRACTICAL (Major)

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L:
T:
P: 60 (In Hours/Week)
Theory- 1Hr.=1
Practical-2 HRS= 1Credit

Unit	Contents	No. of Lectures Allotted
I	**Case Study 1 – Fundamentals of Global Competitiveness:** Introduction to competitiveness indicators like productivity, innovation, economic freedom, and institutional strength. Case: Comparing USA, China, and India.	14
II	**Case Study 2 – Porter's Diamond & National Advantage:** Application of Porter's Diamond to understand competitiveness of nations such as Germany (automotive), Japan (electronics), and Switzerland (pharma).	10
III	**Case Study 3 – Company-Level Global Competitive Strategies:** Analysis of MNCs like Amazon, Nestlé, and Tata Group: their market penetration, localization, and innovation strategies.	12
IV	**Case Study 4 – Role of Innovation, R&D, and Digital Economy:** Understanding how R&D, patents, and digital advancements fuel global edge. Includes case studies of countries investing in smart tech and green innovation.	12
V	**Case Study 5 – Global Competitiveness Index (GCI) Interpretation:** Interpretation of WEF's Global Competitiveness Index; comparing year-wise rankings and proposing strategies to improve India's global ranking.	12

Reference/Text Books:

- **The Competitive Advantage of Nations – Michael E. Porter** 1st Edition (1990), Free Press / Macmillan
- **World Economic Forum – Global Competitiveness Report** Latest Annual Edition (2023),

World Economic Forum Publications

- **Global Strategic Management – Philippe Lasers** 4th Edition (2017)**,** Palgrave Macmillan
- **International Business – Charles W.L. Hill** 14th Edition (2024)**,** Mc Graw-Hill Education
- **Innovation and Competitiveness in the Global Economy – OECD Reports** Latest Editions (2022–2023)**,** OECD Publishing

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and punctuality	5
2) Presentations/Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	-
4) Assignment	5
5) ESE	35
Total:	**50**

Prerequisites for The Course: Certificate in BBA

Course Learning outcome:

CLO1: Understand core concepts and determinants of global competitiveness.
CLO2: Apply Porter's Diamond Model for national analysis.
CLO3: Evaluate multinational company strategies in global markets.
CLO4: Analyze the impact of innovation, R&D, and digital tools on competitive advantage.
CLO5: Interpret global indices and rankings to suggest actionable improvements.
CLO6: Develop critical thinking and analytical skills through real-world case studies..

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: II / Semester: IV

Programme: BBA – Aviation & Travel **Class: BBA – AT**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: E-Marketing & Social Media Strategies**
Course Code: ADE-AE-254	**Title: E-Marketing & Social Media Strategies**

COURSE OBJECTIVES

CO1: Understand concepts, scope and environment of E-Marketing including digital business models and consumer behavior.
CO2: Apply digital marketing channels such as SEO, SEM, PPC, email, content, affiliate and mobile marketing.
CO3: Develop social media marketing strategies including content creation, influencer marketing and branding.
CO4: Analyze digital marketing performance using analytics tools, metrics, ROI and testing methods.
CO5: Evaluate advanced E-Marketing strategies including IMC, CRM, personalization, AI and automation.
CO6: Understand digital branding, online reputation management and legal and ethical issues in digital marketing.

Nature of Paper: Core Course Practical (Major)

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 2
T: 1
P: 0 (In Hours/Week)
(1Hr. Theory = 1 Credit) (2HrsPractical = Credit 1)

Unit	Contents	No. of Lectures Allotted
I	**Introduction to E-Marketing** Concept and Scope of E-Marketing Traditional Marketing vs Digital Marketing Digital Business Models Online Consumer Behaviour E-Marketing Environment Digital Marketing Planning Process E-Commerce and M-Commerce	8
II	**UNIT II** **Digital Marketing Channels** Search Engine Optimization (SEO) Search Engine Marketing (SEM) Pay-Per-Click (PPC) Advertising Email Marketing Content Marketing Affiliate Marketing	8

	Display Advertising Mobile Marketing	
III	**Social Media Marketing** Social Media Platforms (Facebook, Instagram, LinkedIn, Twitter, You Tube) Social Media Strategy Development Content Creation and Storytelling Influencer Marketing Social Media Advertising Community Management Brand Positioning through Social Media	**8**
IV	**UNIT IV** **Digital Analytics and Performance Measurement** Web Analytics Tools (Google Analytics Overview) Social Media Metrics Conversion Rate Optimization Return on Investment (ROI) in Digital Marketing A/B Testing Campaign Performance Analysis Digital Dashboard and Reporting	**8**
V	**Advanced E-Marketing Strategies** Integrated Digital Marketing Communication (IMC) Customer Relationship Management (CRM) in Digital Space Personalization and Automation Artificial Intelligence in Marketing Digital Branding Online Reputation Management Legal and Ethical Issues in Digital Marketing	**8**

Reference / Text Books:

1. Marketing Management – Comprehensive foundation of marketing concepts and strategies.
2. Digital Marketing: Strategy, Implementation and Practice – Covers SEO, social media, PPC, analytics and digital planning in detail.
3. Marketing 4.0: Moving from Traditional to Digital – Explains transition from traditional to digital marketing and consumer behavior.
4. Digital Marketing for Dummies – Beginner-friendly guide covering all digital channels and campaign planning.
5. The Art of SEO – In-depth understanding of search engine optimization.
6. Jab, Jab, Jab, Right Hook – Practical insights into social media marketing and content strategy.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and Punctuality	10
2) Presentations/Seminar	5
3) Assignments	5
4) Case Study/Research Project Report/Seminar On Research Project Report	5
5) ESE	75
Total:	**100**

Prerequisites for the course: 10+2 & BFD Certificate as per NEP 2020 or as per UGC

Course Learning Outcomes:

After successful completion of this course, students will be able to:
CLO1: Knowledge of marketing concepts and digital environment.
CLO2: Analytical and critical thinking ability.
CLO3: Problem solving and decision making skills.
CLO4: Communication and presentation skills.
CLO5: Use of modern digital tools and technologies.
CLO6: Ethical, social and professional responsibility.

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: II / Semester: IV

Programme: BBA – Aviation & Travel **Class: BBA – AT**	**Year: II** **Semester: IV**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Business Communication & Presentation Skills**
Course Code: ADE-SEC-254	**Title: Business Communication & Presentation Skills**

COURSE OBJECTIVES

CO1: Understand the fundamentals, process, and importance of business communication along with identifying barriers and applying principles like 7Cs and 4Ss.
CO2: Develop professional written communication skills including business letters, emails, reports, and proposals with appropriate tone and format.
CO3: Demonstrate effective oral and non-verbal communication skills in professional and cross-cultural environments.
CO4: Design and deliver structured business presentations using digital tools and storytelling techniques.
CO5: Apply persuasive communication and negotiation strategies in business scenarios for effective decision-making and conflict resolution.
CO6: Exhibit teamwork, leadership communication, and feedback skills in collaborative and professional settings.

Nature of Paper: DSE Specialization (Practical) (Minor)

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L: 0
T: 0
P: 4 (In Hours/Week)
(1Hr. Theory = 1 Credit) (2Hrs Practical = Credit 1)

Unit	Contents	No. of Lectures Allotted
I	**Fundamentals of Business Communication** Definition, scope, and importance of communication in business. Communication process and barriers. Types of communication: verbal, non-verbal, written, visual, and digital. Principles of effective business communication (7Cs & 4Ss). Communication ethics and corporate etiquette. Practical Activity: Self-introduction and elevator pitch	10
II	**Written Communication Skills** Business letters, memos, notices, and circulars. Report writing: structure, types, and style. Email writing: professional tone. formatting, and etiquette. Proposal and business plan writing. Social media and digital communication guidelines. Practical Activity: Drafting a formal business proposal	9
III	**Oral & Non-Verbal Communication Public speaking fundamentals**. Non-verbal cues: body language, facial expressions, gestures, posture, and eye contact. Voice modulation, pitch, and tone in professional settings. Listening skills and questioning techniques. Cross-cultural and virtual meeting communication. Practical Activity: Group discussion and mock interviews.	9

IV	**Presentation Skills Planning and structuring a presentation**. Designing slides: use of visuals, charts, and info graphics. Storytelling techniques for business presentations. Using tools like Power Point, Canva, and Prezi. Managing Q&A sessions and handling audience feedback. Practical Activity: Delivering a 10-minute business presentation with peer evaluation.	**8**
V	**Persuasion, Negotiation & Communication in Teams Persuasive communication strategies**. Negotiation skills. preparation, tactics, and closure. Conflict resolution through communication. Leadership communication in teams. Feedback techniques for performance improvement Practical Activity: Role-play-negotiation between client and service provider.	**8**

Reference / Text Books:

1. Business Communication Today – Courtland L. Bovee & John V. Thill
2. Effective Business Communication – Herta A. Murphy, Herbert W. Hildebrandt & Jane P. Thomas
3. Business Communication – Meenakshi Raman & Prakash Singh
4. Essentials of Business Communication – Rajendra Pal & J.S. Korlahalli
5. Professional Communication – Aruna Koneru
6. The Pyramid Principle – Barbara Minto (for structured thinking & presentation)

Web References

1. Purdue Online Writing Lab (OWL) https://owl.purdue.edu (Excellent for business writing, emails, reports, and grammar)
2. Harvard Business Reviewhttps://hbr.org (Articles on communication, leadership, negotiation)
3. Mind Tools https://www.mindtools.com (Practical tools for communication, teamwork, and leadership)
4. Courser a https://www.coursera.org (Courses on business communication and presentation skills)
5. LinkedIn Learning https://www.linkedin.com/learning (Professional communication, email writing, negotiation)
6. Toastmasters International https://www.toastmasters.org (Public speaking and leadership skill development)

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and punctuality	5
2) Presentations/Seminar	5
3) Assignments/Research Project Report/Seminar On Research Project Report/Class performance	5 -
4) ESE	35
Total:	**50**

Prerequisites for the course: 10+2 & BFD Certificate as per NEP 2020 or as per UGC

Course Learning Outcomes

After successful completion of this course, students will be able to:

CLO1: Explain the communication process, types, barriers, and ethical practices in business communication.
CLO2: Draft clear, concise, and professional business documents such as emails, reports, proposals, and notices.
CLO3: Demonstrate effective speaking, listening, and non-verbal communication skills during presentations, interviews, and discussions.
CLO4: Create and present impactful business presentations using tools like PowerPoint, Canva, or Prezi.
CLO5: Apply negotiation, persuasion, and conflict-resolution techniques in simulated business situations.
CLO6: Collaborate effectively in teams by using appropriate leadership communication and constructive feedback methods.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Program: Certificate in BBA-DA **Class: BBA Data Analyst & Artificial intelligence/ Aviation& Travel/ Entrepreneurship & Innovation**	**Year: II** **Semester: IV**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Portfolio Building**
Course Code: ADE-PB-254	**Title: Portfolio Building**

Course Objectives (COs)

CO1: To develop students' understanding of personal and professional portfolio creation.
CO2: To enhance skills in self-assessment, career planning, and personal branding.
CO3: To equip students with tools for documenting academic and professional achievements.
CO4: To build competency in digital portfolio platforms and presentation techniques.
CO5: To prepare students for employment by showcasing their skills, projects, and experiences effectively.
CO6: To prepare students for job readiness through portfolio evaluation and improvement techniques.

Nature of Paper: Core Theory

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L: 30
T: 10
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=4 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	**Unit 1: Introduction to Portfolio Building** This unit introduces the concept and importance of portfolio building in career development. It covers the meaning, types, and purpose of portfolios, including academic, professional, and digital portfolios. Students learn the role of portfolios in employability, internships, and higher education opportunities. The unit also emphasizes self-assessment techniques such as SWOT analysis, goal setting, and identifying personal strengths, skills, and career aspirations.	7
II	**Unit 2: Components of a Professional Portfolio** This unit focuses on the essential elements of a strong portfolio. It includes resume writing, cover letters, statement of purpose, and career objectives. Students learn how to document academic achievements, certifications, projects, internships, and extracurricular activities. The unit also covers professional ethics, formatting standards, and the importance of clarity, accuracy, and relevance in presenting information.	8
III	**Unit 3: Digital Portfolio and Personal Branding** This unit introduces students to digital tools and platforms used for creating e-portfolios. It includes building professional profiles on platforms such as LinkedIn, personal websites, and portfolio tools. Students learn personal	8

	branding strategies, online presence management, and content creation. The unit also discusses the importance of networking, digital identity, and maintaining a professional image online.	
IV	**Unit 4: Portfolio Design, Presentation, and Communication** This unit emphasizes the design and presentation aspects of a portfolio. It covers visual layout, structuring content, and effective storytelling. Students learn how to present their portfolio in interviews, group discussions, and professional settings. Communication skills such as verbal presentation, confidence building, and body language are also included. The unit highlights the importance of tailoring portfolios for different job roles and industries.	9
V	**Unit 5: Portfolio Evaluation and Career Readiness** This unit focuses on reviewing, refining, and improving the portfolio. It includes peer review, faculty feedback, and industry standards for evaluation. Students learn how to update and customize their portfolio based on job requirements. The unit also integrates career readiness skills such as interview preparation, mock interviews, and professional etiquette. It concludes with final portfolio submission and presentation.	8

Reference / Text Books:

1. The Portfolio Life – A comprehensive guide to building a multi-dimensional career and showcasing diverse skills through a portfolio approach.
2. Designing Your Life – Focuses on career planning, self-assessment, and creating a meaningful professional path, useful for portfolio development.
3. Show Your Work! – Explains how to present skills, projects, and creative work effectively in a professional portfolio.
4. The Resume Writing Guide – Covers essential techniques for creating impactful resumes and professional documents for portfolios.
5. Career Development and Planning – Provides insights into career planning, self-assessment, and documentation of achievements.
6. Digital Portfolios in the Classroom – Useful for understanding digital portfolio tools, structure, and presentation, adaptable for higher education.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Attendance and Punctuality	12
2) Presentations /Seminar	4
3) Assignments	9
4) Case Study /Research Project Report/ Seminar On Research Project Report	0
5) ESE	75
Total:	**100**

Prerequisites for the course: Certificate in any stream or any other UGC Requirement.

Course Learning Outcomes: Upon completion of the course, Students will be able to

CLO1: Understand and explain the concept and significance of portfolio building.
CLO2: Organize and present academic and professional achievements effectively.
CLO3: Create professional documents such as resumes, cover letters, and statements of purpose.
CLO4: Develop and manage digital portfolios using appropriate tools and platforms.
CLO5: Demonstrate effective personal branding and communication skills.
CLO6: Evaluate, refine, and present a portfolio confidently for career opportunities.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Program: Diploma in BBA-EI/BBA-AT/BBA-DA&AI **Class: BBA-EI/BBA-AT/BBA-DA&AI**	**Year: II** **Semester: IV**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Marketing Analytics**
Course Code: ADE-BA-1	**Title: Marketing Analytics**

Course Objectives:
CO1: To develop students' understanding of data-driven decision-making in marketing.
CO2: To introduce quantitative tools and techniques used in analyzing marketing performance.
CO3**:** To teach students how to interpret, visualize, and act upon marketing data.
CO4: To explore customer behavior patterns using predictive models and segmentation techniques.
CO5: To equip students with hands-on skills in using tools like Excel, R, Python, or Google Analytics.
CO6: To enable students to optimize marketing efforts using return-on-investment (ROI) metrics and models.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 45
T: 15
P: 60 (In Hours/Week)
Theory- 1 Hr.=1 Credit Practical-0

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Marketing Analytics:** Definition, Scope, and Importance of Marketing Analytics, Role of Data in Marketing Decisions, Types of Data: Structured, Unstructured, Primary, Secondary, Marketing Funnel & Key Metrics, Overview of Tools: Excel, SPSS, Google Analytics, Power BI, R, Python **Practical Component:** Introduction to Excel for basic data analytics Hands-on demo of Google Trends / Google Analytics **Outcome:** Understand the scope of marketing analytics and recognize relevant data sources and platforms**.**	**10**
II	**Customer Analytics & Segmentation:** Customer Lifetime Value (CLV), RFM (Recency, Frequency, Monetary) Analysis, Customer Segmentation (Demographic, Behavioral, Geographic), Market Basket Analysis & Association Rules, Persona Creation and Targeting **Practical Component:** RFM analysis using Excel or Python Case Study: Customer Retention in E-commerce **Outcome:**	**10**

	Ability to segment customers and evaluate their value for business targeting strategies.	
III	**Predictive Marketing Analytics:** Regression Analysis in Marketing (Linear, Multiple), Logistic Regression for Customer Conversion Prediction, Time Series Forecasting for Sales & Demand, Predictive Modeling for Churn Analysis, A/B Testing in Digital Campaigns **Practical Component:** Running regression models in Excel or Python **Case Study:** Forecasting sales for a retail chain **Outcome:** Ability to apply statistical techniques to forecast future marketing outcomes and improve decisions.	**9**
IV	**Campaign & Digital Marketing Analytics:** Campaign Performance Metrics: Impressions, Clicks, CTR, CPC, ROI, Google Ads and Social Media Analytics (Meta, Instagram, LinkedIn), Email Campaign Metrics (Open Rate, Click Rate, Bounce Rate), Attribution Models (First Click, Last Click, Linear, Time Decay), Conversion Funnel Analysis **Practical Component:** Building a Google Ads report Creating a dashboard for campaign KPIs **Outcome:** Mastery of evaluating and optimizing campaign results across digital platforms.	**8**
V	**Dashboarding, Reporting & Ethical Use of Data:** Data Visualization with Excel, Tableau or Power BI, Creating Marketing KPI Dashboards Data Interpretation and Presentation Techniques, Marketing ROI Analysis and Optimization, Data Privacy, GDPR, and Ethical Use of Consumer Data **Practical Component:** Designing a live marketing dashboard using Google Data Studio / Power BI Report presentation using a real dataset **Outcome:** Develop skills in storytelling with data while adhering to ethical and legal considerations.	**8**

Reference/Text Books:

- Wayne L. Winston – Marketing Analytics: Data-Driven Techniques with Microsoft Excel
- Rajkumar Venkatesan, Paul Farris & Ronald T. Wilcox – Cutting Edge Marketing Analytics
- Mike Grigsby – Marketing Analytics: A Practical Guide to Real Marketing Science
- Google Analytics Academy (Free Courseware)
- Online Datasets: Kaggle, UCI Machine Learning Repository, Statista
- Harvard Business Case Studies on Campaign Analytics and Customer Retention

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and punctuality	10
2) Presentations/Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	5
4) Assignment	5
5) ESE	75

Total:	**100**
Prerequisites For The Course: Certificate in **BBA-EI/BBA-AT/BBA-DA&AI**	
Course Learning outcome: CLO1: Explain the role of marketing analytics in enhancing business strategies. CLO2: Analyze customer data to draw insights for segmentation and targeting. CLO3: Use analytical tools to measure and improve campaign performance. CLO4: Apply regression, clustering, and time series forecasting in marketing problems. CLO5: Visualize data trends and marketing KPIs for effective reporting. CLO6: Make informed, data-backed marketing decisions using analytical frameworks.	

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II/ Semester: IV

Programme: Diploma in BBA AT **Class: BBA-AT**	**Year: II** **Semester: IV**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study - Marketing Analytics**
Course Code: ADE -BA-1P	**Title: Case Study - Marketing Analytics**

Course Objectives:
CO1: Understand the fundamentals of marketing analytics and data-driven decision making.
CO2: Learn to interpret marketing data and identify actionable insights.
CO3: Apply analytical tools to measure campaign performance.
CO4: Evaluate customer behavior through segmentation, targeting, and predictive analytics.
CO5: Use real-world case studies to make strategic marketing decisions using data.

Nature of Paper: Core Course PRACTICAL

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L:
T:
P: 60 (In Hours/Week)
Theory- 1Hr.=1 Practical-2 HRS= 1 Credit

Unit	Contents	No. of Lectures Allotted
I	**Case Study 1 – Introduction to Marketing Analytics:** Overview of key concepts such as KPIs, ROI, CTR, conversion rate, customer lifetime value (CLV), and sales funnel metrics. Basic use of Excel and dashboards.	14
II	**Case Study 2 – Analyzing Consumer Behavior with Data:** Real-world data to analyze buying patterns, seasonality, customer demographics, and psychographics. Case study includes a retail chain's loyalty program insights.	10
III	**Case Study 3 – Digital Campaign Performance Analysis:** Focuses on analyzing email, social media, and SEO campaign data using platforms like Google Analytics and Meta Insights. Includes A/B testing and funnel analysis.	12
IV	**Case Study 4 – Market Segmentation and Predictive Modelling:** Application of clustering, RFM analysis, and regression to create customer segments and predict future sales.	12
V	**Case Study 5 – Dash boarding and Reporting for Marketing Teams:** Students learn to build simple dashboards using tools like Excel, Google Data Studio, and Power BI to communicate marketing performance effectively.	12

Reference/Text Books:
- Marketing Analytics: A Practical Guide to Real Marketing Science – Mike Grigsby **1st Edition (2015), Kogan Page**
- Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know – Mark Jeffery **1st**

Edition (2010), Wiley □ Marketing Analytics: Strategic Models and Metrics – Stephan Sorger **1st Edition (2013), Create Space Independent Publishing** □ Predictive Analytics for Marketers: Using Data Mining for Business Advantage – Barry Leventhal **1st Edition (2018), Kogan Page**

Evaluation/Assessment Methodology	
	Max. Marks
1) Class tasks/Attendance and punctuality	5
2) Presentations/Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	-
4) Assignment	5
5) ESE	35
Total:	**50**

Prerequisites For The Course: Certificate in BBA

Course Learning Outcomes :

CLO1: Understand the role and relevance of marketing analytics in modern marketing.
CLO2: Analyze and interpret marketing data using key metrics.
CLO3: Evaluate campaign effectiveness using digital platforms and analytics tools.
CLO4: Apply statistical and predictive models for market segmentation and forecasting.
CLO5: Build dashboards and reports for decision-making support.
CLO6: Develop data-backed marketing strategies from case study insights.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: Diploma in BBA AT **Class: BBA-AT**	**Year: II** **Semester: IV**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Strategic Human Resource Marketing**
Course Code: ADE-HRM-1	**Title: Strategic Human Resource Marketing**

Course Objectives:
CO1: Explain the role and importance of Human Resource Marketing in enhancing employer branding and talent management strategies.
CO2: Analyze and apply talent acquisition and retention strategies to attract and maintain a skilled workforce in the aviation and travel industry.
CO3: Evaluate the impact of employer branding and Employee Value Proposition (EVP) on workforce engagement and organizational success.
CO4: Utilize workforce planning and HR analytics to make data-driven decisions for recruitment, performance management, and employee development.
CO5: Design and implement HR marketing communication strategies, including digital and social media campaigns, to enhance employer attractiveness.
CO6: Assess the role of compensation structures, benefits, and compliance in shaping effective HR marketing strategies within aviation and travel businesses.

Nature of Paper: Core Course Theory

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 45
T: 1
P: 60 (In Hours/Week)
Theory- 1 Hr.=1 Credit Practical-0

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Strategic Human Resource Marketing:** Concept and significance of HR marketing Evolution of HR marketing in the aviation and travel industry Strategic role of HR marketing in employer branding Employee Value Proposition (EVP) and its importance.	**10**
II	**Talent Acquisition and Retention Strategies:** Workforce planning and talent forecasting Recruitment strategies (internal vs. external hiring) Selection process and on boarding experience Employee retention techniques and engagement programs.	**10**
III	**Employer Branding & HR Marketing Communication:** Concept and importance of employer branding Developing an employer brand strategy HR communication channels: internal and external Role of digital and social media in HR marketing.	**9**
IV	**Compensation, Benefits & Employee Experience:** Components of compensation and benefits strategy Performance-based incentives and rewards Work culture and employee satisfaction	**8**

	Work-life balance and employee well-being programs.	
V	**HR Analytics & Legal Compliance in HR Marketing:** Workforce analytics for strategic decision-making Key HR metrics and their impact on marketing strategies Legal and ethical considerations in HR marketing Compliance with labor laws and aviation industry regulations.	**8**

Reference/Text Books:

1. Armstrong's Handbook of Strategic Human Resource Management – Michael Armstrong **7th Edition (2020)**, **Kogan Page**
2. Employer Branding & HR Marketing: A New Way of Recruiting Employees – Doris Weichselbaumer **1st Edition (2019)**, **Springer Gabler**
3. Strategic Human Resource Planning – Monica Belcourt & Kenneth J. Mc Bey **6th Edition (2015)**, **Nelson Education**
4. Human Resource Management: Gaining a Competitive Advantage – Raymond Noe, John Hollenbeck, Barry Gerhart, Patrick Wright **12th Edition (2022)**, **McGraw-Hill Education**
5. The Talent Delusion: Why Data, Not Intuition, Is the Key to Unlocking Human Potential – Tomas Chamorro-Premuzic **1st Edition (2017)**, **Piatkus / Little, Brown**
6. Digital HR: A Guide to Technology-Enabled Human Resources – Deborah Waddill **1st Edition (2018)**, **Society for Human Resource Management (SHRM) / Routledge**
7. HR Analytics: Understanding Theories and Applications – Dipak Kumar Bhattacharyya **2nd Edition (2020)**, **SAGE Publications India**

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and punctuality	10
2) Presentations/Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	5
4) Assignment	5
5) ESE	75
Total:	**100**

Prerequisites For The Course: Certificates in BBA

Course Learning outcome:

CLO1: Understand the fundamental concepts of Strategic Human Resource Marketing and its role in employer branding and workforce management.

CLO2: Apply talent acquisition, recruitment, and retention strategies to enhance organizational effectiveness in the aviation and travel industry.

CLO3: Develop and implement employer branding strategies that improve employee engagement and organizational reputation.

CLO4: Utilize HR analytics and data-driven decision-making to optimize workforce planning, recruitment, and performance management.

CLO5: Design and execute HR marketing communication plans, incorporating digital and social media strategies to attract and retain talent.

CLO6: Assess the impact of compensation structures, employee benefits, and compliance regulations on HR marketing strategies.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: Diploma in BBA AT **Class: BBA-AT**	**Year: II** **Semester: IV**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study - Strategic Human Resource Marketing**
Course Code: ADE -HRM-1P	**Title: Case Study - Strategic Human Resource Marketing**

Course Objectives:
CO1: Understand the importance of HR marketing in building a strong employer brand.
CO2: Learn how marketing tools are applied in HR functions.
CO3: Evaluate HR strategies that support recruitment and retention.
CO4: Apply digital tools and analytics for employer branding.
CO5: Design strategic HR campaigns aligned with organizational goals.

Nature of Paper: Core Course PRACTICAL (Major)

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L: 0
T: 0
P: 60 (In Hours/Week)
Theory- 1 Hr.=1
Practical- 2 HRS= 1 Credit

Unit	Contents	No. of Lectures Allotted
I	**Unit I: Case Study 1– Understanding Strategic HR Marketing** Overview: Strategic Human Resource Marketing (SHRM) focuses on branding the company as an attractive employer using marketing principles. The unit explains the synergy between marketing and HR to attract top talent and retain employees in competitive industries like aviation	14
II	**Unit II: Case Study 2– Jet Sky Airlines: Attracting Talent Through HR Marketing** Overview: Jet Sky Airlines implemented a digital HR marketing campaign to tackle high turnover and weak employer branding. They applied the 4Ps of marketing (Product, Price, Place, Promotion) to their HR practices, used social media branding, employee testimonials, and analytics to track recruitment success. Within a year, job applications doubled and employee retention improved significantly.	10
III	**Unit III: Case Study 3– Creating Employee Value Proposition (EVP)** Overview: This unit discusses the development and communication of a compelling EVP. Learners explore how EVP impacts the recruitment process and employee experience, and how it is aligned with the brand image of the organization.	12
IV	**Unit IV: Case Study 4– Role of Social Media in HR Branding** Overview: This unit explores how platforms like LinkedIn, Instagram, and	12

	YouTube are leveraged for employer branding. Real-time analytics, engagement metrics, and candidate conversion tracking are studied in context	
V	**Unit V: Case Study 5– Using HR Analytics for Marketing Success** Overview: This case study teaches students to use HR analytics tools to evaluate hiring success, employee engagement, and campaign effectiveness. The focus is on data-driven HR marketing decisions.	**12**

Reference/Text Books:

- **Strategic Human Resource Management**– Jeffrey A. Mello 4th Edition (2018), Cengage Learning
- **Employer Branding & Recruitment Marketing**– Richard Mosley & Lars Schmidt 1st Edition (2017), Wiley
- **Human Resource Analytics: Leveraging Data for HR Success**– Gene Pease 1st Edition (2012), Wiley
- **HR Disrupted: It's Time for Something Different**– Lucy Adams 1st Edition (2017), Practical Inspiration Publishing
- **The Employee Experience Advantage**– Jacob Morgan 1st Edition (2017), Wiley
- **Marketing for HR: Build Employer Brand & Attract Top Talent**– Jody Ordioni 1st Edition (2017), Brandemix Publications

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and punctuality	5
2) Presentations/Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	-
4) Assignment	5
5) ESE	35
Total:	**50**

Prerequisites For The Course: Certificates in BBA

Course Learning outcome:

CLO1**:** Understand the fundamental concepts of Strategic Human Resource Marketing and its relevance in aviation and travel management.

CLO2**:** Analyze workforce segmentation techniques and their impact on HR marketing.

CLO3**:** Evaluate employer branding and talent acquisition strategies in competitive markets.

CLO4**:** Assess the role of HR analytics in recruitment, retention, and employee performance measurement.

CLO5**:** Examine employee motivation and engagement strategies to enhance organizational performance.

CLO6**:** Apply case study insights to design effective HR marketing campaigns.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: Diploma in BBA AT **Class: BBA-AT**	**Year: II** **Semester: IV**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Financial Analytics-I**
Course Code:ADE-BF-1	**Title: Financial Analytics-I**

Course Objectives:
CO1: Explain the fundamental concepts of financial analytics and its role in business decision-making.
CO2: Apply financial data analysis techniques to interpret financial statements and key performance indicators (KPIs).
CO3: Utilize statistical and analytical tools to perform financial forecasting and trend analysis.
CO4: Develop predictive models for risk assessment and decision-making in financial management.
CO5: Use financial data visualization tools (Excel, Tableau, Power BI) to present analytical insights effectively.
CO6: Analyze case studies and real-world applications of financial analytics in aviation and travel businesses.

Nature of Paper: Core Course Theory (Major)

Minimum Passing Marks/Credits: 40% Marks /4 Credits

L: 45
T: 1
P: 60 (In Hours/Week)
Theory- 1 Hr.=1 Credit Practical-0

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Financial Analytics:** Definition, scope, and importance of financial analytics Role of analytics in financial decision-making Financial data sources and collection methods Basics of financial statement analysis.	10
II	**Financial Data Management & Visualization:** Introduction to financial databases and data extraction Data cleaning and preprocessing techniques Tools for financial data visualization (Excel, Tableau, Power BI) Creating dashboards for financial insights.	10
III	**Descriptive and Inferential Statistics for Financial Analysis:** Measures of central tendency and dispersion in financial data Hypothesis testing and confidence intervals Correlation and regression analysis in finance Time series analysis basics.	9
IV	**Financial Forecasting and Predictive Analytics:** Techniques for financial forecasting (moving averages, exponential smoothing) Predictive modeling using regression and machine learning techniques Scenario analysis and stress testing Application of Monte Carlo simulation in finance.	8
V	**Risk Analysis & Financial Performance Evaluation:** Risk management in financial analytics Credit risk and market risk assessment Financial ratios and key performance indicators (KPIs) Economic Value Added (EVA) and Return	8

	on Investment (ROI) analysis.	

Reference/Text Books:

- Financial Analytics with R – Mark J. Bennett 1st Edition (2016), Cambridge University Press
- Financial Intelligence: A Manager's Guide to Knowing What the Numbers Really Mean – Karen Berman & Joe Knight Revised Edition (2013), Harvard Business Review Press
- Data Science for Business: What You Need to Know About Data Mining and Data-Analytic Thinking – Foster Provost & Tom Fawcett 1st Edition (2013), O'Reilly Media
- Financial Modeling – Simon Benninga 4th Edition (2014), MIT Press
- Python for Finance: Mastering Data-Driven Finance – Yves Hilpisch 2nd Edition (2018), O'Reilly Media
- Corporate Finance: Theory and Practice – Aswath Damodaran 2nd Edition (2001), Wiley

Evaluation/Assessment Methodology

	Max. Marks
1. Class tasks/Attendance and punctuality	10
2. Presentations/Seminar	5
3. Case Study/Research Project Report/Seminar On Research Project Report	5
4. Assignment	5
5. ESE	75
Total:	**100**

Prerequisites For The Course: Certificates in BBA

Course Learning outcome:

CO1: Explain the importance of financial analytics in strategic decision-making.
CO2: Apply financial data analysis techniques using statistical tools.
CO3: Interpret financial statements and performance metrics using analytical models.
CO4: Utilize financial forecasting techniques to predict market trends.
CO5: Analyze risks using financial modeling and simulation methods.
CO6: Demonstrate proficiency in financial data visualization and reporting tools.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: Diploma in BBA AT **Class: BBA-AT**	**Year: II** **Semester: IV**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study - Financial Analytics-I**
Course Code: ADE -BF-1P	**Title: Case Study - Financial Analytics-I**

Course Objectives:
CO1**:** Understand the fundamental concepts of financial analytics and its applications in aviation and travel industries.
CO2**:** Analyze financial data to identify trends, risks, and opportunities.
CO3**:** Evaluate financial performance using key financial metrics and ratios.
CO4**:** Assess the role of predictive analytics in financial decision-making.
CO5**:** Examine risk management techniques using financial analytics.
CO6**:** Apply case study insights to make data-driven financial decisions.

Nature of Paper: Core Course PRACTICAL (Major)

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L:
T:
P: 60 (In Hours/Week)
Theory- 1Hr.=1 Practical-2 HRS= 1 Credit

Unit	Contents	No. of Lectures Allotted
I	**Case study :1 Understanding the Role of Financial Analytics** Overview: Financial Analytics is the process of collecting, analyzing, and interpreting financial data to help businesses make informed, strategic decisions. It combines accounting, finance, and data analysis tools to extract valuable insights from financial statements and operational data.	**14**
II	**Case Study 2: Using Ratio Analysis to Solve Financial Performance Issues** Overview: Ratio analysis is a core tool in financial analytics that helps evaluate the performance, financial health, and operational efficiency of a business. By interpreting relationships between various items in the financial statements, such as income, expenses, assets, and liabilities, managers can gain deeper insights into the strengths and weaknesses of the company.	**10**
III	**Case Study 3: Break-even Analysis for Smart Expansion** Overview: Break-even analysis is a fundamental financial tool used to determine the level of sales required to cover all fixed and variable costs, helping businesses identify the point at which they start earning a profit. It is especially valuable during expansion, product launches, or investment decisions.	**12**
IV	**Case Study 4: Forecasting and Budgeting for Green Leaf Organics** Overview: Forecasting and budgeting are essential tools in financial	**12**

	analytics that help organizations anticipate future revenues, expenses, and cash flows. Budgeting provides a financial roadmap, while forecasting uses historical data and trends to predict future outcomes.	
V	**Case Study 5: Automating Financial Reports Using Excel at Tech Nova Pvt. Ltd.** Overview: Excel is a powerful tool in financial analytics used for data analysis, modeling, forecasting, and reporting. It enables finance professionals to process large volumes of data, perform complex calculations, and present insights through charts, pivot tables, and dashboards.	**12**

Reference/Text Books:

1. Financial Analytics: A Practitioner's Guide – *Mark J. Bennett & Dirk L. Hugen* 1st Edition (2016), Cambridge University Press.
2. Financial Management – *I.M. Pandey* 11th Edition (2015), Vikas Publishing House.
3. Analysis for Financial Management – *Robert C. Higgins* 11th Edition (2018), McGraw-Hill Education.
4. Principles of Management Accounting – *Dr. S.N. Maheshwari & S.K. Maheshwari* 19th Edition (2022), Sultan Chand & Sons.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and punctuality	5
2) Presentations/Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	-
4) Assignment	5
5) ESE	35
Total:	**50**

Prerequisites For The Course: Certificates in BBA

Course Learning outcome:

CO1: Understand the core purpose and importance of financial analytics in business decision-making.
CO2: Learn how to calculate and interpret key financial ratios (liquidity, solvency, profitability, efficiency).
CO3: Understand the concept of break-even point and its relevance in cost-volume-profit analysis.
CO4: Understand the difference between forecasting and budgeting, and their applications.
CO5: Explore the use of Excel functions and tools in financial reporting and automation.
CO6: Develop hands-on understanding of how Excel supports modern financial analysis.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Program: BBA AT **Class: BBA Aviation**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Travel Law and Air Regulation**
Course Code: AT-CC-255	**Title: Travel Law and Air Regulation**

Course Objectives (COs)

CO1: Comprehend the role and structure of the Directorate General of Civil Aviation (DGCA) and other civil aviation regulatory bodies.
CO2: Interpret and critically analyze the Aircraft Act (1934) and Aircraft Rules (1937).
CO3: Evaluate major national legislations related to air transport, such as the Air Corporations Acts, Airports Authority of India Act, Carriage by Air Act, Anti-Hijacking Act, suppression of unlawful acts, etc.
CO4: Understand and assess Civil Aviation Requirements (CAR), covering airworthiness, air transport, aerodrome standards, safety, design standards, licensing, and operations.
CO5: Analyze key international conventions in aviation law: Chicago, Warsaw, Tokyo, Geneva, Rome Conventions, plus air services agreements.
CO6: Apply legal frameworks to real-world aviation issues—drafting regulations, case analysis, and participating in simulations (e.g., via IATA-style role-plays).

Nature of Paper: Core Theory

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 30
T: 10
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=4 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	**UNIT I – Introduction to Civil Aviation and Regulatory Authorities** This unit provides a comprehensive overview of the evolution and development of civil aviation both in India and globally. It introduces students to the structure and functioning of the Directorate General of Civil Aviation (DGCA), the apex regulatory body responsible for civil aviation in India. The unit explains the organizational hierarchy and regulatory roles of DGCA, including its role in licensing, airworthiness, and safety standards. It also explores the contributions of the Ministry of Civil Aviation and the interaction of DGCA with international bodies such as the International Civil Aviation Organization (ICAO), International Air Transport Association (IATA), Federal Aviation Administration (FAA), and European Union Aviation Safety Agency (EASA). The unit concludes with an analysis of bilateral air service agreements and the concept of open sky policy.	7

II	**UNIT II – National Aviation Legislation** This unit delves into the principal legislative instruments governing aviation in India. The Aircraft Act, 1934 is discussed in detail, highlighting its objectives, key definitions, and the powers it grants to the Central Government. It is followed by a study of the Aircraft Rules, 1937, which provide the regulatory framework for aircraft operation, licensing of personnel, and maintenance protocols. The unit also introduces Civil Aviation Requirements (CARs) issued by the DGCA and explains their legal standing. Additionally, it explores the functioning of the Bureau of Civil Aviation Security (BCAS) and its role in ensuring aviation security. The unit concludes by examining key aspects of the National Civil Aviation Policy (NCAP), focusing on recent reforms and policy initiatives.	8
III	**UNIT III – Specific Domestic Laws Related to Air Travel** This unit covers major national legislation specific to air travel and airport operations in India. It begins with the Air Corporations Act, 1953, its purpose, and the subsequent liberalization and repeal that allowed private participation in air transport. The Airports Authority of India Act, 1994 is discussed in relation to the administration and development of airports. The Carriage by Air Act, 1972 is examined with special focus on carrier liability in cases of passenger injury, baggage loss, or cargo damage. The Tokyo Convention Act, 1975 is introduced to address offenses and certain acts committed on board aircraft. The Anti-Hijacking Act, 2016 is analyzed in terms of punishments and procedural law. The unit also includes the Suppression of Unlawful Acts Against the Safety of Civil Aviation Act, 1982, which criminalizes various threats and attacks against civil aviation.	8
IV	**UNIT IV – Civil Aviation Requirements (CAR) – Key Provisions** This unit provides a detailed study of the Civil Aviation Requirements (CAR), which are regulatory documents issued by DGCA to ensure safety, security, and efficiency in civil aviation. The unit covers CARs related to airworthiness of aircraft, including maintenance protocols and compliance procedures. It addresses licensing requirements for pilots and other flight crew, along with standards for training and certification. The unit further discusses CARs governing air transport services, both scheduled and non-scheduled operations. Emphasis is placed on aerodrome design standards, operational safety protocols, and requirements for air traffic services. Environmental aspects such as noise regulation and pollution control are also included. Security-related CARs, especially those concerning airport and airline operations, conclude the unit.	9
V	**UNIT V – International Conventions and Treaties in Aviation** This unit introduces students to the key international legal instruments that shape global civil aviation. The Chicago Convention of 1944 is explored as the foundational treaty that led to the establishment of the ICAO and set the legal framework for international aviation. The Warsaw Convention of 1929 and its subsequent amendments, including the Montreal Convention of 1999, are studied to understand the liability of air carriers for passenger injury, death, or loss of baggage. The Geneva Convention of 1948 is introduced in the context of aircraft financing and ownership rights. The Rome Convention of 1952 deals with damages caused by foreign aircraft to third parties on the surface. The Tokyo Convention of 1963 addresses offenses and other acts committed on	8

	board aircraft. The unit also examines air transport freedoms (first to ninth) and explains the significance of bilateral air agreements in facilitating international air travel and trade.	

Reference / Text Books:

1. Jagmohan Negi – *Air Travel Ticketing and Fare Construction*, Kanishka Publishers, **2004**.
2. Jagmohan Negi – *International Tourism and Travel*, S. Chand & Company, **(Year not specified)**.
3. Jitendra K. Sharma – *Flight Reservation and Airline Ticketing*, Kanishka Publishers, **2009**.
4. Ratandeep Singh – *Handbook of Global Aviation Industry and Hospitality Services*, Kanishka Publishers, **2009**.
5. Shailendra Sengar – *Aviation and Hospitality*, Anmol Publications Pvt Ltd, **2008.**

Evaluation/Assessment Methodology

	Max. Marks
1. Class tasks/Attendance and Punctuality	12
2. Presentations/Seminar	4
3. Assignments	9
4. Case Study/Research Project Report/Seminar On Research Project Report	-
5. ESE	75
Total:	**100**

Prerequisites for the course:- 10+2 with 40% in any stream or any other UGC Requirement.

Course Learning Outcomes:

1. Explain the structure, function, and regulatory role of DGCA and global aviation bodies.
2. Critically assess the implications of the Aircraft Act and accompanying Rules.
3. Contrast and evaluate principal domestic laws affecting civil aviation operations.
4. Interpret CAR sections: airworthiness, licensing, aerodrome operations, safety standards.
5. Summarize international aviation conventions and treaties, and their impact on global air travel.
6. Evaluate and draft aviation contracts, understand liability, and apply international legal instruments in practical scenarios.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Program: BBA AT **Class: BBA Aviation**	**Year: III** **Semester: V**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case study Travel law and air regulation**
Course Code: AT-CC-255 P	**Title: Case study Travel law and air regulation**

Course Objectives (COs)

CO1: Comprehend the role and structure of the Directorate General of Civil Aviation (DGCA) and other civil aviation regulatory bodies.
CO2: Interpret and critically analyze the Aircraft Act (1934) and Aircraft Rules (1937).
CO3: Evaluate major national legislations related to air transport, such as the Air Corporations Acts, Airports Authority of India Act, Carriage by Air Act, Anti-Hijacking Act, suppression of unlawful acts, etc.
CO4: Understand and assess Civil Aviation Requirements (CAR), covering airworthiness, air transport, aerodrome standards, safety, design standards, licensing, and operations.
CO5: Analyze key international conventions in aviation law: Chicago, Warsaw, Tokyo, Geneva, Rome Conventions, plus air services agreements.
CO6: Apply legal frameworks to real-world aviation issues—drafting regulations, case analysis, and participating in simulations (e.g., via IATA-style role-plays).

Nature of Paper: Core Theory

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L: 30
T: 10
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=4 Credit (4Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**UNIT I – Introduction to Civil Aviation and Regulatory Authorities** • **Case Study 1:** The Role of ICAO in Standardizing International Air Navigation • **Case Study 2:** DGCA's Oversight in India's Aviation Safety • **Case Study 3:** The Impact of Bilateral Air Service Agreements on International Routes	4
II	**UNIT II – National Aviation Legislation** • **Case Study 1:** Legal Implications of the Aircraft Act, 1934 in Aircraft Operations • **Case Study 2:** Enforcement of Aircraft Rules, 1937: A Case Analysis • **Case Study 3:** The Role of Civil Aviation Requirements (CARs) in Ensuring Safety	4
III	**UNIT III – Specific Domestic Laws Related to Air Travel** • **Case Study 1:** Air Corporations Act, 1953: A Historical Perspective	4

	• **Case Study 2:** Analysis of the Airports Authority of India Act, 1994 • **Case Study 3:** Legal Aspects of the Carriage by Air Act, 1972	
IV	**UNIT IV – Civil Aviation Requirements (CAR) – Key Provisions** • **Case Study 1:** CAR on Airworthiness: A Compliance Review • **Case Study 2:** CAR on Flight Crew Licensing: Legal Challenges • **Case Study 3:** CAR on Air Transport Services: Regulatory Oversight	4
V	**UNIT V – International Conventions and Treaties in Aviation** • **Case Study 1:** The Warsaw Convention, 1929: Carrier Liability in International Carriage • **Case Study 2:** The Montreal Convention, 1999: A Modern Approach to Passenger Rights • **Case Study 3:** The Role of the Chicago Convention in Establishing ICAO	4

Reference / Text Books:

1. Jagmohan Negi – *Air Travel Ticketing and Fare Construction*, Kanishka Publishers, 2004.
2. Jagmohan Negi – *International Tourism and Travel*, S. Chand & Company, (Year not specified).
3. Jitendra K. Sharma – *Flight Reservation and Airline Ticketing*, Kanishka Publishers, 2009.
4. Ratandeep Singh – *Handbook of Global Aviation Industry and Hospitality Services*, Kanishka Publishers, 2009.
5. ShailendraSengar – *Aviation and Hospitality*, Anmol Publications Pvt Ltd, 2008.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Attendance and Punctuality	12
2) Presentations /Seminar	4
3) Assignments	9
4) Case Study /Research Project Report/ Seminar On Research Project Report	-
5) ESE	75
Total:	**100**

Prerequisites for the course:- 10+2 with 40% in any stream or any other UGC Requirement.

Course Learning Outcomes:

1. Explain the structure, function, and regulatory role of DGCA and global aviation bodies.
2. Critically assess the implications of the Aircraft Act and accompanying Rules.
3. Contrast and evaluate principal domestic laws affecting civil aviation operations.
4. Interpret CAR sections: airworthiness, licensing, aerodrome operations, safety standards.
5. Summarize international aviation conventions and treaties, and their impact on global air travel.
6. Evaluate and draft aviation contracts, understand liability, and apply international legal instruments in practical scenarios.

Format-3

IIMTU-NEP IMPLEMENTATION
Year III / Semester V

Program: BBA AT **Class: BBA Aviation**	**Year: III** **Semester: V**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case study Runway and Ramp Safety**
Course Code: 23AT-A4 P	**Title: Case study Runway and Ramp Safety**

Course Objectives (COs)

CO1: Understand the fundamentals of airside operations and the critical importance of safety measures on the runway and ramp.

CO2: Identify and mitigate common hazards associated with ground handling, aircraft movements, and apron activities.

CO3: Apply risk management principles to enhance safety protocols and emergency response procedures.

CO4: Demonstrate proficiency in the use of personal protective equipment (PPE) and adherence to safety regulations.

CO5: Evaluate the effectiveness of safety training programs and their impact on operational efficiency.

CO6: Develop strategies for continuous improvement in airside safety practices through feedback and audits.

Nature of Paper: Core Theory

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L: 30
T: 10
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=4 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	**Unit 1: Introduction to Airside Operations** This unit covers airport layout, airside vs. landside distinction, access control, and airside markings. It provides a foundation for understanding the controlled environment of airport operations. **Case Studies:** • Tenerife Airport Disaster (1977)–Runway Incursion due to miscommunication • Airside Access Breach at Heathrow Airport (2018) • Denver Airport Ramp Collision Incident (2016)	4
II	**Unit 2: Ground Handling and Aircraft Movements** Focus on ground support equipment, aircraft parking, towing, pushback, and marshalling to ensure safe and efficient airside operations. **Case Studies:** • Ground Equipment Collision at JFK Airport (2017) • Pushback Accident involving Ground Crew Injuries at LAX (2019) • Ramp Fire Incident due to Fuel Spill at Dubai Airport (2015)	4
III	**Unit 3: Safety Protocols and Risk Management**	4

	Explore hazard identification, risk assessment, Safety Management Systems (SMS), and emergency response procedures relevant to runway and ramp safety. **Case Studies:** • Runway Overrun at Chicago O'Hare (2014) • Emergency Evacuation due to Ramp Fire at Singapore Changi Airport (2017) • SMS Failure Leading to Incident at London Gatwick (2019)	
IV	**Unit 4: Foreign Object Damage (FOD) Prevention** Discusses the sources, impacts, detection, and prevention programs of Foreign Object Debris (FOD) that threaten aircraft safety on airside. **Case Studies:** • Korean Air Flight 2708 FOD Incident (2018) • FOD-induced Tire Blowout at Paris Charles de Gaulle (2016) • FOD Management Failure at Frankfurt Airport (2019)	4
V	**Unit 5: Ramp Safety and Security Measures** Covers personal protective equipment (PPE), ramp security, communication, coordination, incident reporting, and documentation for operational safety. **Case Studies:** • Fatal Ramp Accident at Sydney Airport (2015) • Ramp Security Breach at JFK Airport (2018) • Communication Failure Causing Ramp Collision at Frankfurt Airport (2017)	4

Reference / Text Books:

1. **"Airport Operations"** by Norman J. Ashford, H. P. Wright, and S. C. Stanton (2011)
2. **"Introduction to Air Transport Economics"** by Bijan Vasigh, Ken Fleming, and Thomas Tacker (2013).
3. **"Aircraft Ground Handling"** by Michael H. Tooley (2012)
4. **"Runway Safety: A Guide for Airport Operators"** by International Civil Aviation Organization (ICAO) (2015)
5. **"Ramp Safety Handbook"** by International Air Transport Association (IATA) (2014).
6. **"Aviation Safety Management Systems"** by Alan J. Stolzer, Carl D. Halford, and John J. Goglia (2011).

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and Punctuality	12
2) Presentations/Seminar	4
3) Assignments	9
4) Case Study /Research Project Report/Seminar On Research Project Report	-
5) ESE	75
Total:	**100**

Prerequisites for the course: 10+2 with 40% in any stream or any other UGC Requirement.

Course Learning Outcomes:

1. Explain the structure, function, and regulatory role of DGCA and global aviation bodies.
2. Critically assess the implications of the Aircraft Act and accompanying Rules.
3. Contrast and evaluate principal domestic laws affecting civil aviation operations.
4. Interpret CAR sections: airworthiness, licensing, aerodrome operations, safety standards.
5. Summarize international aviation conventions and treaties, and their impact on global air travel.
6. Evaluate and draft aviation contracts, understand liability, and apply international legal instruments in practical scenarios.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Program: BBA AT **Class: BBA Aviation**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Runway and Ramp Safety**
Course Code: 23AT- A4	**Title: Runway and Ramp Safety**

Course Objectives (COs)

CO1: Understand the fundamentals of airside operations and the critical importance of safety measures on the runway and ramp.
CO2: Identify and mitigate common hazards associated with ground handling, aircraft movements, and apron activities.
CO3: Apply risk management principles to enhance safety protocols and emergency response procedures.
CO4: Demonstrate proficiency in the use of personal protective equipment (PPE) and adherence to safety regulations.
CO5: Evaluate the effectiveness of safety training programs and their impact on operational efficiency.
CO6: Develop strategies for continuous improvement in airside safety practices through feedback and audits.

Nature of Paper: Core Theory

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 30
T: 10
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=4 Credit (4Hrs./Week= 4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Unit 1: Introduction to Airside Operations** This unit introduces students to the fundamental structure and layout of airport airside operations. It begins with an overview of the airport layout and operational zones, explaining the distinction between airside and landside areas. Understanding access control and security clearance is crucial, as it ensures only authorized personnel enter sensitive areas. The unit also covers the essential airside signage and markings, which guide both vehicles and aircraft safely through the operational zones.	7
II	**Unit 2: Ground Handling and Aircraft Movements** The focus of this unit is on the ground handling activities necessary for safe aircraft operation on the ramp. Students learn about the various types of ground support equipment (GSE) used in daily airport operations and how to safely handle them. Procedures for aircraft parking and docking are outlined to prevent accidents during positioning. The unit also discusses the critical steps involved in pushback and towing operations, emphasizing the importance of coordination.	8

	Finally, marshalling and aircraft movement coordination are highlighted as vital for maintaining safe and efficient traffic on the ramp.	
III	**Unit 3: Safety Protocols and Risk Management** Safety is the core of this unit, which teaches how to identify hazards present on the runway and ramp areas. Students study methods of hazard identification and risk assessment, followed by mitigation techniques to minimize operational risks. The unit introduces the concept of Safety Management Systems (SMS) tailored to the aviation environment. In addition, it covers emergency preparedness and response procedures, ensuring personnel are ready to react effectively to incidents such as fires, spills, or medical emergencies**.**	8
IV	**Unit 4: Foreign Object Damage (FOD) Prevention** This unit addresses the critical issue of Foreign Object Debris (FOD) and its impact on aircraft safety. Students explore common sources and types of FOD found on runways and ramps, understanding how these objects can cause damage to aircraft. The unit reviews various FOD detection techniques, including both manual inspections and technological solutions. Emphasis is placed on designing and implementing FOD prevention and control programs that minimize risk and maintain operational safety.	9
V	**Unit 5: Ramp Safety and Security Measures** The final unit focuses on ensuring safety and security in ramp operations. It begins with the correct use of Personal Protective Equipment (PPE) to protect personnel from hazards. Ramp security procedures and access control measures are discussed to maintain a secure working environment. Effective communication and coordination on the ramp are emphasized to prevent accidents and ensure smooth operations. The unit concludes with the importance of incident reporting and documentation practices, which help track and analyze safety concerns for continuous improvement.	8

Reference / Text Books:

1. **"Airport Operations"** by Norman J. Ashford, H. P. Wright, and S. C. Stanton (2011)
2. **"Introduction to Air Transport Economics"** by Bijan Vasigh, Ken Fleming, and Thomas Tacker (2013).
3. **"Aircraft Ground Handling"** by Michael H. Tooley (2012)
4. **"Runway Safety: A Guide for Airport Operators"** by International Civil Aviation Organization (ICAO) (2015)
5. **"Ramp Safety Handbook"** by International Air Transport Association (IATA) (2014).
6. **"Aviation Safety Management Systems"** by Alan J. Stolzer, Carl D. Halford, and John J. Goglia (2011).

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Attendance and Punctuality	12
2) Presentations /Seminar	4
3) Assignments	9
4) Case Study /Research Project Report/ Seminar On Research Project Report	0
5) ESE	75
Total:	**100**

Prerequisites for the course:- 10+2 with 40% in any stream or any other UGC Requirement.

Course Learning Outcomes:

1. Explain the structure, function, and regulatory role of DGCA and global aviation bodies.
2. Critically assess the implications of the Aircraft Act and accompanying Rules.
3. Contrast and evaluate principal domestic laws affecting civil aviation operations.
4. Interpret CAR sections: airworthiness, licensing, aerodrome operations, safety standards.
5. Summarize international aviation conventions and treaties, and their impact on global air travel.
6. Evaluate and draft aviation contracts, understand liability, and apply international legal instruments in practical scenarios.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: BBA (Aviation & Travel Management) **Class: BBA – Aviation & Travel Management**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Research Foundations & Methodology**
Course Code: ADE-CC-255	**Title: Research Foundations & Methodology**

Course Objectives:
1. To develop a strong foundation in research concepts and methodologies.
2. To equip students with skills to conduct research in aviation and travel sectors.
3. To enable data collection, analysis, and interpretation for decision-making.
4. To prepare students for project work, reports, and industry research.

Nature of Paper: Core Course Theory (Major)

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 30
T: 10
P: 10 (In Hours/Week) (4Hrs./Week=4Credits)
Theory – 1 Hr. = 1 Credit
Practical – 2 Hrs. = 1 Credit

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Research & Research Process** Meaning, Objectives, and Importance of Research. Types of Research: Basic, Applied, Descriptive, Analytical. Research in Aviation & Travel Industry (Case-based understanding). Research Process: Steps and Flow. Identification and Formulation of Research Problem. Review of Literature and Research Gap.	10
II	**UNIT II: Research Design & Hypothesis Development** Meaning and Types of Research Design (Exploratory, Descriptive, Experimental).Components of a Good Research Design. Variables: Independent, Dependent, Control Variables. Hypothesis: Meaning, Types, and Formulation. Research Proposals and Synopsis Writing. Ethical Issues in Research.	10
III	**UNIT III: Data Collection & Sampling Techniques** Types of Data: Primary and Secondary. Methods of Data Collection**:** Surveys, Interviews, Observation; Questionnaires and Schedules. Designing a Questionnaire (Practical Approach). Sampling: Meaning and Importance. Sampling Techniques: Probability &non-probability. Sample Size Determination.	10

IV	**UNIT IV: Data Analysis & Statistical Tools** Data Processing: Editing, Coding, Classification, Tabulation. Introduction to Statistical Analysis. Measures of Central Tendency: Mean, Median, Mode. Measures of Dispersion: Range, Standard Deviation. Correlation and Regression (Basic Understanding).Use of Software (Excel/SPSS – Basic Level).	10
V	**UNIT V: Report Writing & Research Application** Structure of Research Report. Writing Research Reports (Format & Style). Citation and Referencing (APA/MLA Basics). Presentation of Data (Tables, Charts, Graphs). Research Applications in Aviation & Travel: Customer Satisfaction Analysis; Airline Service Quality; Tourism Trends & Market Research. Viva Voce & Project Presentation Techniques.	10

Suggested Teaching Methodology:
- Lectures & Case Studies.
- Industry-based Examples (Airlines, Travel Agencies, Tourism Boards).
- Practical Sessions (Excel/SPSS).
- Group Discussions & Presentations.

Suggested Readings:
- Research Methodology by C.R. Kothari.
- Business Research Methods by Donald R. Cooper.
- Research Methods for Business Students by Mark Saunders.
- International Air Transport Association reports & publications.
- World Tourism Organization reports.

Evaluation/Assessment Methodology

	Max. Marks
Internal Assessment:	**30**
1) Assignment / Project	10
2) Presentation	10
3) Class Test	10
End Semester Examination (ESE):	**70**
Total:	**100**

Prerequisites for the course: 10+2 with 40% in any stream or any other UGC requirement.

Course Learning Outcomes (COs):
After completion of this course, students will be able to:
CO1: Understand the fundamentals of research and its application in aviation & tourism.
CO2: Design research problems and formulate hypotheses.
CO3: Apply appropriate data collection and sampling techniques.
CO4: Analyze data using basic statistical tools.
CO5: Prepare professional research reports and presentations.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III/ Semester: V

Programme: iploma in BBA AT **Class: BBA-AT**	**Year: III** **Semester: V**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study - Globalization and Indian Business Scenario**
Course Code: ADE-IB-2	**Title: Case Study - Globalization and Indian Business Scenario**

Course Objectives:
CO1: Explain the meaning and phases of globalization and how it affects Indian businesses.
CO2: Analyze real-life cases showing the impact of international markets on domestic industries.
CO3: Interpret trade policies and evaluate their relevance to Indian business competitiveness.
CO4: Examine strategic international expansion of Indian companies through case analysis.
CO5: Assess global challenges and how Indian businesses adapt through innovation and policy alignment.
CO6: Present findings and solutions effectively using data and strategic frameworks.

Nature of Paper: DSE

Minimum Passing Marks / Credits: 50% Marks / 2 Credits

L:
T:
P: 60 (In Hours / Week)
Theory- 1Hr.=1
Practical – 2 HRS= 1 Credit

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Globalization: Overview:** Historical background, features, and phases of globalization. Case studies on how liberalization impacted Indian companies post-1991.	**14**
II	**Impact of Globalization on Indian Economy: Overview:** Sector-wise case studies (IT, manufacturing, retail, agriculture). Examines employment, technology transfer, and consumer behavior.	**10**
III	**FDI, WTO, and International Trade Policies: Overview:** Cases focusing on FDI in India, WTO disputes involving Indian businesses, and global trade regulations.	**12**
IV	**Indian Companies Going Global: Overview-**Real-world cases of Indian companies like Tata, Infosys, Mahindra expanding globally. Strategic entry modes and localization.	**12**
V	**Global Challenges and Indian Business Response:** **Overview-** Case discussions on economic slowdowns, currency fluctuations, supply chain disruptions, and India's policy responses.	**12**

Reference/Text Books:
- Global Business Today – Charles W.L. Hill 11th Edition (2022), McGraw-Hill Education
- International Business – Francis Cherunilam 6th Edition (2021), PHI Learning

• Indian Economy – Ramesh Singh 15th Edition (2023), McGraw-Hill Education • Globalization and Its Discontents – Joseph Stiglitz Revised Edition (2017), W.W. Norton & Company • Reports & Case Studies from WTO, RBI, Ministry of Commerce (India)

Evaluation/Assessment Methodology	
	Max. Marks
1) Class tasks/Attendance and punctuality	5
2) Presentations/Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	-
4) Assignment	5
5) ESE	35
Total:	**50**

Prerequisites For The Course: diploma in BBA

Course Learning outcome:

CLO1: Understand the concept, drivers, and impact of globalization on Indian business.

CLO2: Analyze case studies related to Indian companies adapting to global competition.

CLO3**:** Examine the effects of foreign trade policies, FDI, and WTO regulations on Indian industries.

CLO4: Explore challenges and opportunities for Indian businesses in a globalized world.

CLO5: Evaluate the role of MNCs, global supply chains, and outsourcing.

CL**O**6: Communicate strategic responses and policy recommendations through reports and presentations.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: Diploma in BBA AT **Class: BBA-AT**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Predictive Analytics**
Course Code: ADE-BA-2	**Title: Predictive Analytics**

Course Objectives:
CO1: Understand the foundational concepts and importance of predictive analytics in business.
CO2: Learn various statistical and machine learning techniques used in prediction.
CO3: Apply regression models, decision trees, and classification methods to real datasets.
CO4: Analyze customer behavior, sales trends, and risk factors using predictive models.
CO5: Interpret model accuracy, overfitting, and data validation techniques.
CO6: Use predictive analytics tools (like Excel, Python, R) for solving business problems.

Nature of Paper: Core Course theory

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 45
T: 15
P: 0 (In Hours/Week)
Theory- 1 Hr.=1
Practical-0 HRS= 4 Credit

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Predictive Analytics:** Definition, scope, process of predictive analytics, key applications in business (marketing, HR, finance, operations), role of data.	10
II	**Data Preparation and Exploration:** Data cleaning, transformation, handling missing values, outliers; exploratory data analysis (EDA); data visualization tools.	10
III	**Regression Techniques:** Simple and multiple linear regression, logistic regression, interpreting coefficients, model assumptions, business applications.	9
IV	**Classification and Decision Trees:** K-Nearest Neighbors (KNN), Decision Trees, Random Forests; confusion matrix, ROC curve, precision-recall.	8
V	**Model Evaluation and Real-World Applications:** Overfitting, cross-validation, model tuning, case studies in churn prediction, credit scoring, and customer segmentation.	8

Reference/Text Books:
1. Predictive Analytics: The Future of Decision Making – Eric Siegel
2. Data Science for Business – Foster Provost & Tom Fawcett
3. An Introduction to Statistical Learning – Gareth James, Daniela Witten, et al.
4. Practical Business Analytics Using Excel, R and Python – U. Dinesh Kumar
5. Real-world datasets from Kaggle, UCI Repository, or government portals

Evaluation/Assessment Methodology	
	Max. Marks
1. Class tasks/Attendance and punctuality	5
2. Presentations/Seminar	5
3. Case Study/Research Project Report/Seminar On Research Project Report	-
4. Assignment	5
5. ESE	35
Total:	**50**
Prerequisites For The Course: diploma in BBA	
Course Learning outcome: CLO1: Understand and define predictive analytics concepts and applications. CLO2: Prepare, clean, and explore business data for prediction tasks. CLO3: Build and interpret regression and classification models for business forecasting. CLO4: Evaluate model accuracy and apply validation techniques. CLO5: Use predictive tools and software for solving real-world problems in the aviation and travel sectors. CLO6: Design and present data-driven recommendations using predictive insights.	

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III/ Semester: V

Programme: Diploma in BBA AT **Class: BBA-AT**	**Year: III** **Semester: V**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study - Predictive Analytics**
Course Code: ADE-BA-2P	**Title: Case Study - Predictive Analytics**

Course Objectives:
CO1: Define the scope and importance of predictive analytics in modern business environments.
CO2: Prepare and transform data for analytical use through real-world datasets.
CO3: Apply appropriate predictive models to solve specific business problems.
CO4: Evaluate model performance and adjust strategies accordingly.
CO5: Visualize and communicate predictive insights effectively through dashboards and reports.
CO6: Recommend strategic actions based on analytical findings from case studies.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L:
T:
P: 60 (In Hours / Week)
Theory- 1 Hr.=1
Practical-2 HRS= 1Credit

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Predictive Analytics:** **Overview-**Overview of predictive analytics concepts, tools, and business applications. Case studies on forecasting customer behavior.	14
II	**Data Collection and Preparation:** **Overview-**Case-based approach to data sourcing, cleaning, and preprocessing for predictive modeling.	10
III	**Predictive Models and Techniques:** **Overview-**Exploration of regression, decision trees, time series analysis, and classification models using business cases.	12
IV	**Tools and Technologies:** **Overview-**Hands-on exposure to tools like MS Excel, Python, R, or Power BI through structured case exercises.	12
V	**Insights, Visualization & Strategy:** **Overview-**Developing dashboards, interpreting model outputs, and crafting business strategies based on insights. Includes real-life success stories.	12

Reference/Text Books:

- Predictive Analytics: The Future of Business Intelligence – Eric Siegel Revised and Updated Edition (2016), Wiley
- Data Science for Business – Foster Provost & Tom Fawcett 2nd Edition (2020), O'Reilly Media

- Practical Statistics for Data Scientists – Peter Bruce 2nd Edition (2020), O'Reilly Media
- Business Analytics – James R. Evans 3rd Edition (2016), Pearson Education
- Online Resources: Kaggle Case Studies, IBM SPSS, Microsoft Power BI, Python Tutorials.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and punctuality	5
2) Presentations/Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	-
4) Assignment	5
5) ESE	35
Total:	**50**

Prerequisites For The Course: diploma in BBA

Course Learning outcome:

CLO1: Understand the fundamental concepts and applications of predictive analytics in business.
CLO2: Explore statistical and machine learning methods used in forecasting and pattern detection.
CLO3: Apply predictive modeling techniques to real-world business datasets.
CLO4: Analyze case studies where predictive analytics improved decision-making and business outcomes.
CLO5: Interpret and visualize data-driven insights using tools such as Excel, Python, or R.
CLO6: Develop actionable recommendations based on predictive analytics reports.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: Diploma in BBA AT **Class: BBA-AT**	**Year: III** **Semester: V**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study - Introduction to Services Marketing**
Course Code: ADE-MM-2P	**Title: Case Study - Introduction to Services Marketing**

Course Objectives:
CO1: Explain the distinct features of services and their marketing implications.
CO2: Apply the extended marketing mix to real-world service scenarios.
CO3: Analyze consumer behavior and its impact on service strategy.
CO4: Evaluate service quality and recommend appropriate recovery actions.
CO5: Leverage technology for improving service delivery and customer satisfaction.
CO6: Present customer-centric service strategies using applied marketing frameworks.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L:
T:
P: 60 (In Hours/Week)
Theory- 1Hr.=1
Practical-2HRS= 1Credit

Unit	Contents	No. of Lectures Allotted
I	**Nature and Scope of Services Marketing:** **Overview-**Introduction to the service economy, intangibility, inseparability, variability, perishability. Case studies from hospitality, healthcare, and finance sectors.	**14**
II	**The Services Marketing Mix (7Ps):** **Overview-**Case analysis of service design, pricing strategies, place, promotion, people, process, and physical evidence in leading service brands.	**10**
III	**Consumer Behavior in Services:** **Overview-**Exploring customer decision-making processes, expectations, and perception. Real-life cases on service encounters and satisfaction.	**12**
IV	**Service Quality and Recovery:** **Overview-**Focused studies on SERVQUAL model, handling complaints, and effective recovery strategies.	**12**
V	**Technology in Services Marketing:** **Overview-**Analyzing digital transformation in services: self-service tech, chatbots, and CRM in service delivery. Case studies from airlines, banks, and e-commerce.	**12**

Reference/Text Books:
1. *Services Marketing* – Christopher Lovelock & Jochen Wirtz 8th Edition (2016), Pearson Education

2. *Marketing of Services* – V.A. Zeithaml & Mary Jo Bitner 7th Edition (2021), McGraw-Hill Education
3. *Essentials of Services Marketing* – Adrian Payne 2nd Edition (2013), Pearson Education
4. *Case Studies in Services Marketing* – S.M. Jha
5. Journals & Online Databases: Harvard Business Review, IIM Case Repositories

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and punctuality	5
2) Presentations/Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	-
4) Assignment	5
5) ESE	35
Total:	**50**

Prerequisites For The Course: diploma in BBA

Course Learning outcome:

CLO1: Understand the unique characteristics of services and how they differ from goods.
CLO2: Analyze the marketing mix for services (7Ps) and its practical application.
CLO3: Examine service delivery strategies and customer expectations.
CLO4: Interpret consumer behavior in service settings using case study approaches.
CLO5: Evaluate real-life service failure and recovery strategies.
CLO6: Apply service marketing frameworks to design customer-centric strategies.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: Diploma in BBA AT **Class: BBA-AT**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Introduction to Services Marketing**
Course Code: ADE-MM -2	**Title: Introduction to Services Marketing**

Course Objectives:

CO1: Understand the concept and importance of services marketing in the contemporary business environment.
CO2: Analyze the unique characteristics of services and how they affect marketing strategies.
CO3: Develop an understanding of the service marketing mix and how to manage it effectively.
CO4: Explore the role of customer satisfaction, service quality, and customer retention in services marketing.
CO5: Assess the role of technology and innovation in enhancing service marketing strategies.
CO6: Examine the challenges and opportunities in marketing various types of services, including professional services, tourism, and IT services.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 45
T: 15
P: 0 (In Hours/Week)
Theory- 1Hr.=1
Practical- 2 HRS=1 Credit

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Services Marketing**: Meaning and definition of services marketing. Importance of services in the global economy. Key differences between goods and services. Growth of the service sector and its impact on the economy.	14
II	**Characteristics of Services**: Intangibility, Inseparability, Variability, Perishability. Managing these characteristics in marketing strategies. Service encounters and customer involvement in service delivery.	10
III	**The Service Marketing Mix (7Ps):** Product (Service), Price, Place, Promotion, People, Process, and Physical Evidence. Detailed analysis of each element and how it applies to services. Developing a successful service marketing mix.	12
IV	**Customer Satisfaction and Service Quality:** Measuring service quality (SERVQUAL model). Customer expectations vs. perceptions of service. Service recovery strategies. The role of customer satisfaction in building customer loyalty and retention.	12
V	**Technology and Innovation in Services Marketing**: Impact of digitalization and technology in service delivery. Online services, mobile	12

	apps, AI, and customer service automation. Innovations in service marketing and how they enhance customer experience**.**	

Reference/TextBooks:

- *Services Marketing: People, Technology, Strategy* – Christopher Lovelock and Jochen Wirtz 8th Edition (2016), Pearson Education
- *Services Marketing: Integrating Customer Focus Across the Firm* – Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler 7th Global Edition (2020), McGraw-Hill Education
- *Services Marketing: Text and Cases* – K. Ravichandran 2nd Edition (2010), Excel Books
- *The Service-Profit Chain* – James L. Heskett, W. Earl Sasser, Leonard A. Schlesinger 1st Edition (1997), Free Press
- *Managing Service Quality: Integrating Customer Focus Across the Firm* – Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and punctuality	10
2) Presentations/Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	5
4) Assignment	5
5) ESE	75
Total:	**100**

Prerequisites For The Course: diploma in BBA

Course Learning Outcomes (CLO):

CLO1: Understand the basic concepts and importance of services marketing in today's business landscape.

CLO2: Analyze the unique characteristics of services and how they influence marketing strategies.

CLO3: Develop a deep understanding of the service marketing mix and how to manage it effectively.

CLO4: Measure service quality and assess the impact of customer satisfaction and service recovery on customer loyalty.

CLO5: Evaluate the role of technology in service marketing and its impact on customer experience.

CLO6: Apply marketing strategies to various types of services including professional services, hospitality, healthcare, and IT services.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III/ Semester: V

Programme: BBA-AT/EI/DA&AI **Class: BBA-AT/EI/DA&AI**	**Year: III** **Semester: V**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Problem Solving through Aptitude**
Course Code: ADE-VAC-255	**Title: Problem Solving through Aptitude**

Course Objective

CO1: Understand fundamental concepts of quantitative aptitude and logical reasoning.
CO2: Develop problem-solving skills using arithmetic and analytical techniques.
CO3: Apply reasoning skills to solve logical and analytical problems.
CO4: Interpret and analyze data using various data representation methods.
CO5: Improve verbal ability including grammar, vocabulary, and comprehension.
CO6: Enhance aptitude skills for competitive exams and placement preparation.

Nature of Paper: Core Theory

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4hrs./Week=4credits)

Unit	Contents	Lectures
I	**Quantitative Aptitude Basics:** Number system, simplification, LCM & HCF, percentages, ratio and proportion, averages	8
II	**Arithmetic Ability:** Profit and loss, simple and compound interest, time and work, pipes and cisterns, time, speed and distance	8
III	**Logical Reasoning:** Coding-decoding, blood relations, direction sense test, syllogism, analogy, classification	8
IV	**Analytical Reasoning:** Series (number and alphabet), puzzles, seating arrangement, statement and conclusions, data sufficiency	8
V	**Data Interpretation & Verbal Ability:** Data interpretation (tables, bar graph, pie chart), basic English grammar, vocabulary, sentence correction, comprehension	8

Reference / Text Books:

1. Goyal K.K. & Pandey H.M., *Trouble Free C*, University Science Press
2. Gottfried B., *Schaum's Outline: Programming in C*, McGraw-Hill
3. Kochan S. G., *Programming in C*, Addison-Wesley
4. Dey P. and Ghosh M., *Computer Fundamentals and Programming in C*, Oxford University Press
5. Goyal K. K., Sharma M. K. and Thapliyal M. P., *Concept of Computer and C Programming*, University Science Pre

Evaluation/Assessment Methodology

Max. Marks

1) Class tasks/ Sessional Examination 2) Presentations /Seminar 3) Case Study / Research Project Report/Seminar On Research Project Report/Class performance 5) ESE	5 5 5 35
Total:	**50**

Course Learning Outcomes:

CLO1: Apply quantitative aptitude concepts to solve numerical problems.
CLO2: Analyze and solve problems related to arithmetic and logical reasoning.
CLO3: Demonstrate analytical thinking in solving complex reasoning problems.
CLO4: Interpret data accurately from graphs and charts.
CLO5: Apply verbal ability skills in communication and comprehension tasks.
CLO6: Solve aptitude-based questions efficiently in competitive environments.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III/ Semester: V

Programme: Diploma in BBA AT **Class: BBA-AT**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Performance Management**
Course Code: ADE-HRM-2	**Title: Performance Management**

Course Objectives:
CO1: Understand the concept and significance of performance management in organizations.
CO2: Analyze the process and elements of an effective performance management system.
CO3: Learn various tools and techniques used in performance appraisal and evaluation.
CO4: Understand the role of goal setting, feedback, and coaching in enhancing performance.
CO5: Assess the relationship between performance management, employee development, and organizational effectiveness.
CO6: Explore contemporary issues and challenges in performance management practices.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 45
T: 15
P: 0 (In Hours/Week)
Theory- 1 Hr.=1
Practical-2 HRS=1 Credit

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Performance Management:** Definition, objectives, benefits, and scope; Difference between performance appraisal and performance management.	**10**
II	**Performance Management Process**: Planning, monitoring, reviewing, and rewarding performance; Alignment with organizational goals.	**10**
III	**Performance Appraisal Methods**: Traditional and modern methods – 360-degree feedback, MBO, BARS, forced distribution, self-appraisal; Biases and errors in appraisal.	**10**
IV	**Coaching, Feedback, and Performance Improvement**: Role of feedback and coaching; Constructive feedback; Identifying performance gaps and improvement plans.	**10**
V	**Contemporary Issues in Performance Management**: Technology in performance management, performance-linked incentives, employee development, legal and ethical issues.	**10**

Reference/Text Books:

- *Performance Management* – Herman Aguinis 5th Edition (2022), Pearson Education
- *Armstrong's Handbook of Performance Management* – Michael Armstrong 6th Edition (2020), Kogan Page
- *Performance Management Systems* – Dipak Kumar Bhattacharyya 2nd Edition (2011), Pearson

Education India
- *Human Resource Management* – Gary Dessler 2nd Edition (2011), Pearson Education India
- *Managing Human Resources* – Luis R. Gomez-Mejia 8th Edition (2015), Pearson Education

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and punctuality	10
2) Presentations/Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	5
4) Assignment	5
5) ESE	75
Total:	**100**

Course Learning Outcomes:

CLO1: Understand key concepts and principles of performance management.
CLO2: Evaluate and design effective performance management systems.
CLO3: Apply appropriate appraisal methods for employee performance evaluation.
CLO4: Develop feedback and coaching strategies to improve individual and team performance.
CLO5: Understand the integration of performance management with employee growth and organizational success.
CLO6: Address real-world performance management issues with strategic solutions.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Program: BBA E&I /DA&AI /AT **Class: BBA E&I /DA&AI /AT**	**Year: III** **Semester: V**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study - Performance Management**
Course Code: ADE-HRM-2P	**Title: Case Study - Performance Management**

Course Objectives:
CO1: Understand the principles, objectives, and process of performance management.
CO2: Examine real-life organizational case studies highlighting performance planning and appraisal systems.
CO3: Evaluate tools and techniques like KPIs, MBO, 360-degree feedback, and Balanced Scorecard.
CO4: Analyze challenges in performance evaluation, feedback, and employee development.
CO5: Explore legal and ethical issues related to performance management in organizations.
CO6: Develop practical frameworks for performance improvement through case-based learning.

Nature of Paper: Core Course PRACTICAL (Major)

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L:
T:
P: 60 (In Hours/Week)
Theory- 1 Hr.=1
Practical-2 HRS= 1Credit

Unit	Contents	No. of Lectures Allotted
I	**Fundamentals of Performance Management** Concept, Objectives, and Importance Difference between Performance Management and Appraisal Performance Management Cycle Strategic Role in Human Capital Development **Case Studies:** **Infosys PMS Evolution:** Linking performance to learning and growth **Google OKRs Model:** Aligning goals across teams **Startups vs MNCs:** Comparative PMS structures	14
II	**Performance Planning and Goal Setting** SMART Goals and KRAs Setting Individual vs Team Objectives Cascading Goals from Strategy to Individuals Performance Contracts **Case Studies:** **TCS Balanced Scorecard:** Translating strategy into KPIs **Flipkart OKRs in Scaling Phases** **Sales Team Performance Planning in FMCG Sector**	10
III	**Appraisal Methods and Feedback Mechanisms** Traditional vs Modern Appraisal Techniques	12

	360-Degree Feedback, MBO, BARS Continuous Performance Feedback Handling Bias and Subjectivity in Appraisal **Case Studies:** **Wipro's Use of 360-Degree Feedback for Leadership Development** **Adobe's Shift from Annual Reviews to Real-Time Feedback** **Performance Appraisal Conflict in a Family Business**	
IV	**Performance Review, Development, and Rewards** Performance Review Meetings Linking Appraisals to Training and Development Compensation, Rewards, and Incentive Plans Addressing Low Performance and PIPs (Performance Improvement Plans) **Case Studies:** **Hindustan Unilever: Linking appraisal to career development** **Zomato: Sales performance incentives and turnover** **HR Dilemma Case: Addressing non-performance in a small firm**	12
V	**Contemporary Issues and Ethical Concerns** Digitization and AI in Performance Management Remote Work and Performance Metrics Legal and Ethical Aspects of Appraisal Employee Engagement and Motivation **Case Studies:** **Meta's Performance Tracking during Remote Work** **Ethical Issue: Forced Ranking and Downsizing at GE** **Performance Gamification at Swiggy: Pros and Cons**	12

Reference/Text Books:

1. Performance Management – Herman Aguinis
2. Armstrong's Handbook of Performance Management – Michael Armstrong
3. Human Resource Management – Gary Dessler
4. Harvard Business Review Case Studies
5. Reports from SHRM, McKinsey, Deloitte, and Gartner

Evaluation/Assessment Methodology

	Max. Marks
1. Class tasks/Attendance and punctuality	5
2. Presentations/Seminar	5
3. Case Study/Research Project Report/Seminar On Research Project Report	-
4. Assignment	5
5. ESE	35
Total:	**50**

Prerequisites For The Course: Diploma in BBA E&I /DA&AI /AT

Course Learning outcome:

CLO1: Explain the purpose and scope of performance management in organizations.
CLO2: Analyze real-life appraisal systems and evaluate their effectiveness.
CLO3: Apply performance measurement tools to actual case situations.
CLO4: Interpret the link between performance feedback and employee development.
CLO5: Identify ethical and legal concerns in performance evaluations.
CLO6: Design performance enhancement strategies using practical and case-based methods.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Program : BBA E&I /DA&AI /AT **Class: BBA E&I /DA&AI /AT**	**Year: III** **Semester: V**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study - Mergers and Acquisitions**
Course Code: ADE-BF-2P	**Title: Case Study - Mergers and Acquisitions**

Course Objectives:
CO1: Understand the strategic, legal, and financial concepts related to mergers and acquisitions (M&A).
CO2: Analyze real-world M&A case studies involving domestic and cross-border deals.
CO3: Evaluate the process of M&A—from planning, due diligence, to integration.
CO4: Explore valuation techniques and deal structuring strategies used in M&A.
CO5: Examine post-merger integration, cultural fit, and synergy realization challenges.
CO6: Develop analytical reports on M&A decisions using financial and strategic tools.

Nature of Paper: Core Course PRACTICAL (Major)

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L:
T:
P: 60 (In Hours/Week)
Theory- 1 Hr.=1
Practical - 2 HRS= 1 Credit

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Mergers and Acquisitions** Definition, Features, and Objectives Types: Horizontal, Vertical, Conglomerate, Reverse Merger Difference between Mergers, Acquisitions, Takeovers, and Joint Ventures Strategic Rationale and Growth through M&A **Case Studies: Vodafone–Idea Merger:** Consolidation in telecom **Facebook's Acquisition of Instagram:** Digital strategy and brand expansion **Zomato–Uber Eats India Acquisition:** Market share gain	14
II	**Legal and Regulatory Framework of M&A** Companies Act and SEBI Regulations Role of CCI and FEMA Guidelines Due Diligence and Deal Structuring Tax Implications in M&A **Case Studies: Tata–Corus Acquisition:** Legal hurdles and cross-border regulations **Amazon's Investment in Future Group:** Regulatory intervention and CCI judgment **Jet–Etihad Strategic Alliance:** FDI rules and aviation sector	10
III	**Financial Aspects of M&A**	12

	Valuation Techniques: DCF, Comparable Companies, Precedent Transactions Deal Structuring: Cash, Stock Swap, Earn-outs Synergy Estimation and Cost of Capital Financing M&A Transactions **Case Studies: HUL–Glaxo Smith Kline Merger:** Valuation and share swap structure **Reliance's Acquisition of Netmeds:** Strategic fit and value creation **OYO's Global Acquisitions:** Funding model and valuation challenges	
IV	**Integration and Post-Merger Issues** Cultural, Operational, and Strategic Integration Change Management and Leadership Alignment Measuring Post-Merger Success: KPIs and ROI Retaining Talent and Brand Identity **Case Studies: Disney–Pixar Merger:** Creative synergy and cultural fit **Axis Bank–Citibank India Deal:** Integration of customers and systems **Microsoft–LinkedIn Deal:** Strategic alignment and technology integration	12
V	**Trends and Challenges in M&A** Cross-Border M&A and Global Expansion Hostile Takeovers and Defense Mechanisms Startups and M&A Exit Strategies Recent M&A Trends in India and the World **Case Studies: Byju's Acquisition Spree (Aakash, Great Learning, Toppr):** Growth through acquisition **Tesla's M&A Strategy:** Vertical integration and IP control **Recent Indian M & A Landscape:** Jio Platforms, Tata Group acquisitions	12

Reference/TextBooks:

- *Mergers, Acquisitions, and Corporate Restructurings* – Patrick A. Gaughan
- *Mergers and Acquisitions in India* – Rajinder S. Aurora, Kavita Shetty
- *Financial Management* – I.M. Pandey
- Harvard Business Review Case Studies
- Reports from SEBI, NSE, RBI, and Ministry of Corporate Affairs

Evaluation/Assessment Methodology

	Max. Marks
1. Class tasks/Attendance and punctuality	5
2. Presentations/Seminar	5
3. Case Study/Research Project Report/Seminar On Research Project Report	-
4. Assignment	5
5. ESE	35
Total:	**50**

Prerequisites For The Course: Diploma in BBA E&I /DA&AI /AT

Course Learning outcome:

CLO1: Explain fundamental concepts and motives behind mergers and acquisitions.
CLO2: Analyze real business cases to understand M&A strategies and processes.
CLO3: Apply financial valuation techniques to M&A decisions.
CLO4: Evaluate post-merger challenges and integration strategies.
CLO5: Assess regulatory, legal, and ethical aspects of M&A.
CLO6: Prepare analytical M&A case reports and deal evaluations.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III/ Semester: V

Program: BBA E&I /DA&AI /AT **Class: BBA E&I /DA&AI /AT**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Mergers and Acquisitions**
Course Code: ADE-BF-2	**Title: Mergers and Acquisitions**

Course Objectives:
CO1: To develop an understanding of mergers, acquisitions, takeovers, and related business strategies.
CO2: To analyze the financial, strategic, and legal aspects of M&A in entrepreneurial ventures.
CO3: To familiarize students with valuation techniques and synergy analysis.
CO4: To examine regulatory frameworks, due diligence, and post-merger integration.
CO5: To explore real-life case studies of successful and failed mergers and acquisitions.
CO6: To develop decision-making skills related to corporate restructuring, buyouts, and growth through M&A.

Nature of Paper: Core Course Theory (Major)

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 3
T: 01
P: 0 (In Hours / Week)
Theory- 1Hr.=1
Practical- HRS= 1Credit

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Mergers and Acquisitions**: Meaning, Objectives, Types – Horizontal, Vertical, Conglomerate; Strategic Importance in Entrepreneurship; Difference between Mergers, Acquisitions, Takeovers, Joint Ventures; Trends in Indian and Global M&A	10
II	**Legal and Regulatory Framework**: Legal Procedures and Documentation; Companies Act, SEBI Guidelines, FEMA Provisions; Competition Act, Tax Implications; Due Diligence Process and Compliance	12
III	**Valuation and Synergy**: Business Valuation Techniques – Asset-based, Market-based, Earnings-based Methods; Synergy Types – Operational, Financial, Managerial; Valuation of Target Companies; Role of Investment Bankers	12
IV	**Deal Structuring and Financing**: Methods of Financing – Cash, Stock Swap, Debt Instruments; Leveraged Buyouts (LBOs), Management Buyouts (MBOs); Hostile vs Friendly Takeovers; Negotiation Techniques and Deal Structuring	12
V	**Post-Merger Integration and Case Studies**: HR and Cultural Integration, Leadership, Communication, Restructuring; Measuring Success of M&A – KPIs; Case Studies on Successful and Failed Mergers (e.g., Vodafone-Idea, Flipkart-Walmart, Tata-Corus)	14

Reference/Text Books:
- Weston, Chung & Hoag – *Mergers, Restructuring and Corporate Control*

□ Gaughan, Patrick – *Mergers, Acquisitions, and Corporate Restructurings* □ Ramanujam & Nirmala – *Mergers and Acquisitions: Strategic and Financial Issues* □ Sudi Sudarsanam – *Creating Value from Mergers and Acquisitions* □ SEBI and MCA Circulars & Case Law Reports □ Harvard Business Review case studies

Evaluation/Assessment Methodology	
	Max. Marks
1. Class tasks/Attendance and punctuality	10
2. Presentations/Seminar	5
3. Case Study/Research Project Report/Seminar On Research Project Report	5
4. Assignment	5
5. ESE	75
Total:	**100**

Prerequisites For The Course: BBA E&I /DA&AI /AT

Course Learning outcome:

CLO1: Explain the concepts, types, and strategies of mergers and acquisitions.
CLO2: Interpret legal and financial considerations in M&A deals.
CLO3: Apply valuation techniques to assess potential M&A targets.
CLO4: Structure M&A deals using suitable financing and negotiation approaches.
CLO5: Analyze post-merger integration challenges and evaluate deal success.
CLO6: Learn from real-world M&A cases to enhance strategic decision-making skills.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: IV / Semester: VII

Honors-Degree in BBA AT/E&I/DA&AI **Class: BBA AT/E&I/DA&AI**	**Year: IV** **Semester: VII**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Merchandising Management**
Course Code: ADE-CC-471	**Title: Merchandising Management**

Course Objectives:
CO1: Understand the basic concepts and principles of merchandising.
CO2: Learn the planning, sourcing, and buying process in merchandising.
CO3: Explore assortment planning, stock management, and pricing techniques.
CO4: Examine the role of visual merchandising in retail strategy.
CO5: Study the impact of e-commerce and omnichannel strategies on merchandising.
CO6: Analyze real-life merchandising practices in Indian and global markets.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 45
T: 15
P: 0 (In Hours/Week)
Theory- 1 Hr.=1
Practical-2 HRS=1 Credit

Unit	Contents	No. of Lectures Allotted
I	**Basics of Merchandising**: Meaning, scope, and importance of merchandising. Types of merchandising (retail, fashion, visual, digital). Roles and responsibilities of a merchandiser.	14
II	**Merchandise Planning**: Merchandise mix, category management, seasonality, open-to-buy (OTB), merchandise budgeting and financial planning.	10
III	**Buying and Sourcing**: Buyer roles and responsibilities, vendor management, sourcing strategies (domestic and international), private labels, procurement cycles.	12
IV	**Pricing and Inventory Control**: Pricing objectives and strategies, markups and markdowns, stock turnover ratio, inventory classification (ABC), JIT and EOQ systems.	12
V	**Visual & Online Merchandising**: Store layout, visual display, planograms, promotional displays, digital and e-merchandising, omnichannel retailing trends.	12

Reference/Text Books:
- *Retail Buying and Merchandising* – Rosemary Varley
- *Merchandising: Theory, Principles and Practice* – Grace I. Kunz
- *Retail Management* – Barry Berman & Joel R. Evans
- *Visual Merchandising and Display* – Martin M. Pegler
- *E-Retailing and Online Merchandising* – Seema Gupta (for Unit V)

Evaluation/Assessment Methodology	
	Max. Marks
1) Class tasks / Attendance and punctuality	10
2) Presentations / Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	5
4) Assignment	5
5) ESE	75
Total:	**100**

Prerequisites For The Course: Degree in **BBA AT/E&I/DA&AI**

Course Learning outcome:

CLO1: Describe the functions and strategic role of merchandising in retail and fashion industries.
CLO2: Apply tools for effective merchandise planning and budgeting.
CLO3: Evaluate sourcing decisions and vendor partnerships in merchandising.
CLO4: Use pricing and inventory control techniques to optimize profitability.
CLO5: Create impactful visual merchandising layouts and online displays.
CLO6: Analyze real-world merchandising practices and adapt them to current trends.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: IV/ Semester: VII

Programme: BBA AT **Class: BBA-AT**	**Year: IV** **Semester: VII**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: BRANDING & POSITIONING**
Course Code: ADE-CC-472	**Title: BRANDING & POSITIONING**

Course Objectives:
CO1: Understand the fundamentals of branding and its strategic importance in marketing.
CO2: Learn the process of creating, developing, and sustaining a brand.
CO3: Analyze brand positioning strategies and how they influence consumer perception.
CO4: Explore techniques for brand equity measurement and brand extension.
CO5: Study the role of emotional and experiential branding in building long-term customer loyalty.
CO6: Apply branding principles to real-world business scenarios and marketing campaigns.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 45
T: 15
P: 0 (In Hours/Week)
Theory- 1 Hr.=1
Practical-2 HRS=1Credit

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Branding**: Definition, importance of branding, brand vs. product, types of brands (corporate, personal, service, global). Role of branding in marketing strategy.	**14**
II	**Brand Identity & Development**: Components of brand identity (name, logo, tagline, color, tone), brand personality, brand image vs. identity. Process of brand building.	**10**
III	**Brand Positioning Strategies**: Positioning concepts, perceptual mapping, brand differentiation, value proposition, repositioning strategies, competitive advantage through branding.	**12**
IV	**Brand Equity & Brand Management**: Brand equity models (Aaker, Keller), measuring brand value, brand loyalty, brand audits, brand revitalization and extension.	**12**
V	**Contemporary Branding Trends**: Emotional branding, storytelling, co-branding, influencer branding, experiential and digital branding, global branding challenges.	**12**

Reference/Text Books:
1. *Strategic Brand Management* – Kevin Lane Keller
2. *Building Strong Brands* – David Aaker
3. *Brand Sense* – Martin Lindstrom
4. *The Brand Gap* – Marty Neumeier

5. *Positioning: The Battle for Your Mind* – Al Ries & Jack Trout	
Evaluation/Assessment Methodology	
	Max. Marks
1) Class tasks/Attendance and punctuality	10
2) Presentations/Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	5
4) Assignment	5
5) ESE	75
Total:	**100**
Prerequisites For The Course: diploma in BBA	

Course Learning Outcomes (CLOs)

CLO1: Define branding concepts and explain their relevance in marketing.
CLO2: Create and assess brand identity elements and their role in brand perception.
CLO3: Develop effective positioning strategies and evaluate brand differentiation.
CLO4: Analyze brand equity using relevant models and tools.
CLO5: Identify and adapt to new branding trends in digital and global contexts.
CLO6: Formulate branding strategies for real or hypothetical products/services.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: IV / Semester: VII

Honors-Degree in BBA AT/E&I/DA&AI **Class: BBA AT/E&I/DA&AI**	**Year: III** **Semester: VII**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study- Merchandising Management**
Course Code: ADE-CC-471P	**Title: Case Study- Merchandising Management**

Course Objectives:
CLO1: Understand the fundamentals and strategic role of merchandising in retail.
CLO2: Analyze merchandise planning, buying, and assortment strategies.
CLO3: Evaluate pricing, sourcing, and inventory control in merchandising.
CLO4: Understand visual merchandising and store layout decisions.
CLO5: Apply technology in merchandising including ERP and POS analytics.
CLO6: Solve real-world merchandising challenges using practical case studies.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L:
T:
P:60 (In Hours/Week)
Theory- 1Hr.=1 Practical-2HRS= 1Credit

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Merchandising & Retail Formats:** Overview of merchandising concepts, retail formats (departmental, specialty, e-commerce), and supply chain roles.	14
II	**Merchandise Planning & Assortment Strategy:** Case studies on assortment planning, category management, and buyer behavior.	10
III	**Pricing, Sourcing, and Vendor Management:** Real-world scenarios on vendor negotiation, markdown management, and global sourcing strategies.	12
IV	**Visual Merchandising & Store Layout:** Practical cases on store layout design, display strategies, and impact on sales.	12
V	**Technology in Merchandising:** Role of ERP, POS systems, and merchandising analytics in driving decisions.	12

Reference/Text Books:
- *Retail Management* – Barry Berman & Joel R. Evans
- *Visual Merchandising and Display* – Martin M. Pegler
- *Merchandising Mathematics for Retailing* – Cynthia R. Easterling
- *Retail Buying* – Richard Clodfelter
- Case studies from Walmart, Zara, Amazon, Pantaloons, and Shoppers Stop

Evaluation/Assessment Methodology

Max. Marks

1) Class tasks / Attendance and punctuality	5
2) Presentations / Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	-
4) Assignment	5
5) ESE	35
Total:	**50**

Prerequisites For The Course: Degree in **BBA AT/E&I/DA&AI**

Course Learning outcome:

CLO1: Demonstrate understanding of merchandising principles in retail contexts.
CLO2: Analyze assortment plans and category performance.
CLO3: Evaluate sourcing, pricing, and inventory control methods.
CLO4: Apply visual merchandising to optimize store traffic and conversions.
CLO5: Use technology tools to support merchandising decisions.
CLO6: Prepare and present merchandising solutions based on real-world case analysis.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: IV/ Semester: VII

Honors-Degree in BBA AT/E&I/DA&AI **Class: BBA AT/E&I/DA&AI**	**Year: III** **Semester: VII**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study- Branding & Positioning**
Course Code: ADE-CC-472P	**Title: Case Study- Branding & Positioning**

Course Objectives:
CLO1: Understand the core concepts of brand building and positioning strategies.
CLO2: Analyze how brands differentiate themselves in competitive markets.
CLO3: Examine brand equity, identity, personality, and value propositions.
CLO4: Evaluate the success and failure of real-world branding strategies.
CLO5: Explore repositioning and rebranding techniques through industry case studies.
CLO6: Develop actionable branding plans and communicate positioning effectively.

Nature of Paper:DSE

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L:
T:
P:60 (In Hours/Week)
Theory- 1Hr.=1 Practical-2HRS= 1Credit

Unit	Contents	No of Lectures Allotted
I	**Brand Fundamentals and Positioning Concepts:** Introduction to branding, positioning strategies, and brand value creation through foundational brand case studies	14
II	**Brand Identity and Brand Architecture:** Analysis of logo design, brand name selection, sub-brands vs umbrella branding through real business cases.	10
III	**Competitive Differentiation & Market Positioning:** Case studies on how companies like Apple, Nike, and Amul built distinct market positions.	12
IV	**Brand Equity, Rebranding, and Revival Strategies:** Explore brand equity measurement and rebranding cases like Maggi, Dabur, and Tata Nano.	12
V	**Integrated Communication & Brand Storytelling:** Application of storytelling, influencer branding, and multi-channel campaigns to build strong positioning.	12

Reference/Text Books:
1. Strategic Brand Management – Kevin Lane Keller
2. Building Strong Brands – David A. Aaker
3. Branding: In Five and a Half Steps – Michael Johnson
4. Case Studies in Marketing – R. Srinivasan
5. Marketing Management – Philip Kotler

Evaluation/Assessment Methodology	
	Max. Marks
1) Class tasks / Attendance and punctuality	5
2) Presentations / Seminar	5
3) Case Study / Research Project Report / Seminar On Research Project Report	-
4) Assignment	5
5) ESE	35
Total:	**50**
Prerequisites For The Course: Degree in **BBA AT/E&I/DA&AI**	
Course Learning outcome: CLO1: Understand how brands are built and positioned in dynamic markets. CLO2: Evaluate real-world brand strategies and their market impact. CLO3: Design brand architecture and identity elements effectively. CLO4: Use case analysis to explore repositioning and revival methods. CLO5: Apply storytelling and digital tools to enhance brand communication. CLO6: Develop, present, and justify branding strategies based on data and insights.	

Format-3

IIMTU-NEP IMPLEMENTATION
Year: IV/ Semester: VII

Programme: BBA (Aviation & Travel Management) **Class: BBA – Aviation & Travel Management**	**Year: IV** **Semester: VII**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: MODERN INDIAN LANGUAGE**
Course Code: AECC-371	**Title: MODERN INDIAN LANGUAGE**

Course Objectives:
1. To enhance communication skills in a modern Indian language (Hindi/Regional Language).
2. To develop professional language proficiency for aviation, tourism, and hospitality sectors.
3. To improve reading, writing, and speaking skills in real-life and workplace contexts.
4. To promote understanding of Indian linguistic and cultural diversity.

Nature of Paper: Core Course Theory (Major)

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 30
T: 00
P: 10 (In Hours/Week) (4Hrs./Week=4Credits)
Theory – 1 Hr. = 1 Credit
Practical – 2 Hrs. = 1 Credit

Unit No.	Unit Title & Contents	Hours
Unit I	**Language Fundamentals & Communication Skills** Importance of Modern Indian Languages in professional life; Basics of grammar (sentence structure, tenses, vocabulary); Functional language usage; Listening & speaking skills; Pronunciation and accent training	8
Unit II	**Reading & Comprehension Skills** Reading techniques; Comprehension of passages; Interpretation of notices, circulars, announcements; Vocabulary building (synonyms, antonyms, technical terms); Aviation & travel terminology in Indian language	8
Unit III	**Writing Skills for Professional Use** Formal writing (applications, letters, emails); Report writing basics; Drafting notices, circulars, instructions; Translation (English ↔ Indian language); Creative writing (paragraphs, dialogues)	8
Unit IV	**Language in Aviation & Travel Industry** Role of language in customer service; Conversation practice (airport assistance, travel booking, handling complaints); Announcements & public address; Cross-cultural communication	8

Unit V	**Indian Language, Culture &Communication** Indian linguistic diversity; Language in tourism; Role in promoting tourism; Folk literature, proverbs, expressions; Case studies on communication challenges in aviation & travel	8

Reference / Text Books:
1. Communicative Hindi – Mohanlal
2. Functional Hindi and Communication
3. Publications by Central Hindi Directorate
4. Ministry of Tourism (India) – Language Resources

Evaluation/Assessment Methodology

	Max. Marks
Internal Assessment:	**30**
1) Assignment / Project	10
2) Presentation	10
3) Class Test	10
End Semester Examination (ESE):	**70**
Total:	**100**

Prerequisites for the course: 10+2 with 40% in any stream or any other UGC requirement.

Course Learning Outcomes (COs):
After completion of this course, students will be able to:
CO1: Develop the ability to communicate effectively in a modern Indian language in both formal and informal professional settings, particularly within aviation and travel environments.
CO2: Demonstrate proficiency in reading and comprehending various texts such as notices, circulars, announcements, and industry-related content in the selected Indian language.
CO3: Apply appropriate writing skills to draft formal documents including applications, letters, emails, reports, and official communications required in the aviation and tourism industry.
CO4: Exhibit practical communication skills through speaking, listening, and role-play activities in real-life scenarios such as airport assistance, customer handling, and travel services.
CO5: Translate basic content between English and the selected Indian language, ensuring clarity, accuracy, and contextual relevance in professional communication.
CO6: Analyze the role of language in enhancing customer service, cultural understanding, and overall experience in the aviation and travel sector.
CO7: Appreciate the diversity of Indian languages and their significance in promoting tourism, cultural integration, and effective communication across different regions of India.

Format-3

IIMTU-NEP IMPLEMENTATION
Year IV/ Semester VII

Programme: Diploma in BBA AT **Class: BBA-AT**	**Year: III** **Semester: VII**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Transcendental Meditation & Yoga**
Course Code: ADE-CC-472P	**Title: Transcendental Meditation & Yoga**

Course Objectives:

- To introduce the principles and practices of Yoga and Transcendental Meditation.
- To promote physical fitness, mental well-being, and emotional balance among students.
- To develop stress management and concentration skills relevant to professional life.
- To encourage a healthy lifestyle and self-discipline through yogic practices.

Nature of Paper: VAC

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L: 0
T: 0
P: 60 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=2 Credit (4Hrs./Week=2Credits)

Unit No.	Unit Title & Contents	No. of Lectures allotted
Unit I	**Introduction to Yoga & Meditation** Meaning, concept and importance of Yoga; History and evolution of Yoga; Introduction to Transcendental Meditation; Benefits of Yoga and meditation in daily life	5
Unit II	**Yogic Practices (Asanas)**Basic Yoga postures (standing, sitting, and lying asanas); Surya Namaskar; Guidelines and precautions; Benefits of asanas for physical health	5
Unit III	**Pranayama & Meditation Techniques** Meaning and types of Pranayama; Breathing techniques (Anulom Vilom, Kapalbhati, Bhramari); Introduction to Transcendental Meditation techniques; Relaxation methods	5
Unit IV	**Yoga for Stress Management & Lifestyle** Stress and its impact; Role of Yoga and meditation in stress management; Yoga for mental health and emotional balance; Work-life balance in aviation & service industry	5
Unit V	**Holistic Health & Yogic Philosophy** Concept of holistic health; Yogic diet and lifestyle; Ethics and discipline (Yama & Niyama); Application of Yoga in modern professional life	5

Reference/Textbooks:

1. Light on Yoga – B.K.S. Iyengar
2. The Science of Being and Art of Living – Maharishi Mahesh Yogi
3. Yoga for Health – Swami Kuvalayananda
4. Ministry of AYUSH Publications (India)

Evaluation/Assessment Methodology

Max Marks

1)	Class tasks/Attendance and punctuality	5
2)	Presentations/Seminar	5
3)	Case Study/Research Project Report/Seminar On Research Project Report	-
4)	Assignment	5
5)	ESE	35
Total:		**50**

Prerequisites For The Course: Certificates in BBA

Course Learning outcome:

CO1: Understand the fundamental concepts and significance of Yoga and Transcendental Meditation for overall well-being.

CO2: Demonstrate basic yoga postures (asanas), breathing techniques (pranayama), and meditation practices effectively.

CO3: Apply yoga and meditation techniques to manage stress, improve concentration, and maintain emotional balance.

CO4: Analyze the role of yogic practices in maintaining a healthy lifestyle and work-life balance, especially in service industries.

CO5: Develop self-discipline, mindfulness, and a positive attitude through regular practice of yoga and meditation.

Format-3

IIMTU-NEP IMPLEMENTATION
Year IV/ Semester VII

Programme: BBA (Aviation & Travel Management / Entrepreneurship & Innovation / DA & AI) **Class: BBA**	**Year: IV** **Semester: VII**
Credits: 6 **Theory: 0** **Practical: 6**	**Subject: Research Project**
Course Code: AE-RP-471	**Title: Research Project**

Course Objectives:
CO1: To enable students to independently identify, define, and investigate a research problem relevant to their area of specialization.
CO2: To develop the ability to apply appropriate research methodologies, tools, and techniques for systematic inquiry.
CO3: To enhance analytical and critical thinking skills through data collection, processing, and interpretation.
CO4: To train students in the preparation of a structured and well-documented research project report.
CO5: To develop effective communication and presentation skills for sharing research findings with academic and professional audiences.
CO6: To cultivate academic integrity, ethical research practices, and professional standards in project work.

Nature of Paper: Core Course Practical (Major)

Minimum Passing Marks/Credits: 40% Marks / 6 Credits

L: 0
T: 0
P: 6 (In Hours/Week) (6Hrs./Week=4Credits)
Theory – 1 Hr. = 1 Credit
Practical – 2 Hrs. = 1 Credit

Unit	Contents	No. of Hours Allotted
I	**Research Proposal, Design & Data Collection** Identification and finalization of a research topic in consultation with the assigned faculty supervisor. Formulation of research objectives, scope, significance, and research questions. Review of existing literature and identification of research gaps. Preparation and submission of research proposal/synopsis for approval. Finalization of research design: exploratory, descriptive, or analytical, as appropriate to the study. Selection of data collection methods: primary sources such as surveys, interviews, and observations, and/or secondary sources. Designing research instruments	5

	including questionnaires or interview guides. Determination of sampling strategy: population, sample size, and sampling technique. Collection of field or desk data under continuous supervisor guidance and periodic review.	
II	**Data Analysis, Interpretation & Report Writing** Data editing, coding, classification and tabulation for systematic processing. Application of appropriate statistical and analytical tools: measures of central tendency, dispersion, correlation, regression, or qualitative/thematic analysis as per the research design. Use of software tools such as MS Excel or SPSS for data analysis and visualization. Interpretation of results and drawing of findings in alignment with the stated research objectives. Identification of key insights and their implications for the study domain. Structuring the research report: Title Page, Declaration, Certificate, Acknowledgement, Abstract, Table of Contents, Chapters, Bibliography, and Annexures. Systematic writing of all chapters: Introduction, Review of Literature, Research Methodology, Data Analysis and Findings, Conclusion and Recommendations. Adherence to proper citation and referencing style (APA/MLA). Formatting, proofreading, and finalization of the complete project report followed by submission to the supervisor and institution.	5
III	**Presentation, Viva Voce & Final Submission** Preparation of a structured PowerPoint presentation summarizing research objectives, methodology, findings, and conclusions. Delivery of the presentation before a faculty panel and peers with adherence to time and academic standards. Participation in viva voce examination: responding to questions from the evaluation panel, defending research choices, and demonstrating depth of understanding. Reflection on the research experience, acknowledgement of limitations, and identification of future scope. Submission of the final bound copy of the research project report to the department.	5

Reference / Text Books:

1. Kothari, C.R. – Research Methodology: Methods and Techniques, New Age International.
2. Cooper, D.R. & Schindler, P.S. – Business Research Methods, McGraw-Hill Education.
3. Saunders, M., Lewis, P., & Thornhill, A. – Research Methods for Business Students, Pearson Education.
4. Creswell, J.W. – Research Design: Qualitative, Quantitative, and Mixed Methods Approaches, SAGE Publications.
5. IATA Annual Reports & UNWTO Tourism Research Publications.

Evaluation/Assessment Methodology

	Max. Marks
Internal Assessment (Continuous Evaluation):	**25**
1) Research Proposal / Synopsis Submission	05
2) Progress Report / Supervisor Evaluation	10
3) Preliminary Presentation	05
4) Attendance and Regularity in Project Sessions	05
End Semester Examination (ESE) – Final Report & Viva Voce:	**75**

a) Written Research Project Report b) Final Presentation & Viva Voce	50 25
Total:	**100**

Prerequisites for the course: Completion of Research Foundations & Methodology (ADE-CC-255) or equivalent. 10+2 with 40% in any stream or any other UGC requirement.

Course Learning Outcomes:

Upon completion of this course, students will be able to:

CLO1: Independently select, define, and justify a research problem relevant to their field of study.

CLO2: Design a comprehensive research framework incorporating appropriate methodology, sampling, and data collection instruments.

CLO3: Collect, process, and analyze data using suitable statistical and analytical tools.

CLO4: Interpret research findings and draw meaningful conclusions aligned with the stated objectives.

CLO5: Prepare and submit a well-structured, properly formatted, and referenced research project report.

CLO6: Present research findings effectively and respond to academic evaluation through viva voce examination.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: IV / Semester: VIII

Programme: Diploma in BBA AT **Class: BBA-AT**	**Year: IV** **Semester: VIII**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: International HRM**
Course Code: ADE-CC-481	**Title: International HRM**

Course Objectives:
CO1: Understand the scope and importance of International Human Resource Management (IHRM).
CO2: Examine HR practices and policies in a global context.
CO3: Analyze staffing approaches and international recruitment strategies.
CO4: Learn about cross-cultural management and global leadership development.
CO5: Evaluate compensation, performance management, and labor relations in international settings.
CO6: Explore contemporary issues in IHRM including expatriate management, diversity, and global mobility.

Nature of Paper: AECC

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 45
T: 15
P: 0 (In Hours/Week)
Theory- 1 Hr.=1
Practical-2 HRS=1 Credit

Unit	Contents	No. of Lectures Allotted
I	**Introduction to IHRM:** Definition, scope, IHRM vs. domestic HRM, organizational context of IHRM, drivers of internationalization.	14
II	**Staffing for International Operations:** Approaches to staffing (ethnocentric, polycentric, regiocentric, geocentric), expatriate selection, global talent acquisition.	10
III	**Training & Development in Global Context:** Pre-departure training, cross-cultural training, repatriation, global leadership development.	12
IV	**Performance Management & Compensation:** International performance appraisal, global compensation structures, taxation issues, incentive plans.	12
V	**Contemporary Issues in IHRM:** Managing diversity, global mobility, international labor relations, emerging trends in HR technology, ethics in IHRM.	12

Reference/TextBooks:
1. *International Human Resource Management* – Peter Dowling, Marion Festing & Allen Engle
2. *Global HRM* – Gary Dessler
3. *International Human Resource Management* – Tony Edwards & Chris Rees
4. *Cross-Cultural Management* – Nancy Adler
5. *Managing Human Resources in Cross-Border Alliances* – Randall Schuler

Evaluation/Assessment Methodology

Max. Marks

1) Class tasks/Attendance and punctuality 2) Presentations/Seminar 3) Case Study/Research Project Report/Seminar On Research Project Report 4) Assignment 5) ESE	10 5 5 5 75
Total:	**100**
Prerequisites For The Course: diploma in BBA	
Course Learning outcome: CLO1: Explain the concept and role of IHRM in global organizations. CLO2: Apply international staffing and recruitment strategies. CLO3: Design training programs for cross-cultural effectiveness. CLO4: Manage international compensation and performance systems. CLO5: Address global HR challenges including labor relations and diversity. CLO6: Critically analyze emerging trends and practices in IHRM.	

Format-3

IIMTU-NEP IMPLEMENTATION
Year: IV / Semester: VIII

Programme: Diploma in BBA AT **Class: BBA-AT**	**Year: IV** **Semester: VIII**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Strategies for the Digital Economy**
Course Code: ADE-CC-482	**Title: Strategies for the Digital Economy**

Course Objectives:
CO1: Understand the key concepts, trends, and technologies driving the digital economy.
CO2: Explore digital business models and their strategic implications.
CO3: Analyze the role of data, AI, and analytics in shaping business decisions.
CO4: Evaluate platform strategies and network effects in digital markets.
CO5: Examine the impact of digital transformation on customer experience and operations.
CO6: Formulate strategies to drive innovation and competitiveness in a digital ecosystem.

Nature of Paper: DSE Theory

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 45
T: 15
P: 0 (In Hours/Week)
Theory- 1 Hr.=1
Practical- 2 HRS=1 Credit

Unit	Contents	No. of Lectures Allotted
I	**Introduction to the Digital Economy:** Definition, evolution, key drivers (cloud, mobile, AI, IoT), characteristics of digital businesses.	**14**
II	**Digital Business Models:** Freemium, subscription, platform-based, on-demand, ecosystem models. Case studies of Amazon, Uber, Google, etc.	**10**
III	**Data-Driven Strategy:** Role of big data, AI, and machine learning in decision-making, personalization, predictive analytics.	**12**
IV	**Platform Thinking & Network Effects:** Platform ecosystems, multi-sided markets, winner-takes-all dynamics, managing digital competition.	**12**
V	**Digital Transformation Strategy:** Reimagining customer journeys, agile operations, change management, cybersecurity, regulatory concerns	**12**

Reference/TextBooks:
1. *Competing in the Age of AI* – Marco Iansiti & Karim R. Lakhani
2. *Platform Revolution* – Geoffrey G. Parker, Marshall W. Van Alstyne & Sangeet Paul Choudary
3. *Leading Digital: Turning Technology into Business Transformation* – George Westerman
4. *Digital Strategy: A Guide to Digital Business Transformation* – Alexander Rauser
5. *HBR's 10 Must Reads on Strategy for the Digital Age* – Harvard Business Review

Evaluation/Assessment Methodology

Max. Marks

1) Class tasks/Attendance and punctuality 2) Presentations/Seminar 3) Case Study/Research Project Report/Seminar On Research Project Report 4) Assignment 5) ESE	10 5 5 5 75
Total:	**100**
Prerequisites For The Course: diploma in BBA	
Course Learning outcome: CLO1: Explain foundational principles of the digital economy. CLO2: Analyze digital business models and their strategic advantages. CLO3: Use data and analytics to support strategic decisions. CLO4: Evaluate platform-based competition and network effects. CLO5: Design customer-centric digital transformation strategies. CLO6: Integrate innovation and agility into digital business strategies.	

Format-3

IIMTU-NEP IMPLEMENTATION
Year: IV/ Semester: VIII

Programme: Diploma in BBA AT **Class: BBA-AT**	**Year: IV** **Semester: VIII**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study-International HRM**
CourseCode:ADE-CC-481P	**Title: Case Study-International HRM**

CourseObjectives:
CO1: To introduce the foundational concepts and scope of International Human Resource Management (IHRM).
CO2: To explore the challenges and practices involved in managing a global workforce.
CO3: To understand the impact of cross-cultural differences on HR functions through case studies.
CO4: To analyze real-life scenarios related to international staffing, recruitment, and expatriate management.
CO5: To examine compensation strategies, labor laws, and employee relations in different countries.
CO6: To develop problem-solving skills through in-depth analysis of HR issues faced by multinational corporations (MNCs).

Nature of Paper: DSE Case Study

Minimum Passing Marks/Credits: 40% Marks / 2 Credits

L:
T:
P: 60 (In Hours/Week)
Theory- 1 Hr.=1
Practical- 2 HRS= 1 Credit

Unit	Contents	No. of Lectures Allotted
I	**Introduction to IHRM & Global HR Practices:** Overview of IHRM vs. domestic HRM, key concepts, globalization impact on HR.	**14**
II	**Cross-Cultural Management:** Overview Cultural dimensions (Hofstede, Trompenaars), global mindset, case studies on managing cultural diversity.	**10**
III	**International Staffing & Recruitment:** Overview PCN, HCN, TCN staffing models, international selection, onboarding of global talent	**12**
IV	**Training, Development & Expatriate Management:** Pre-departure training, expatriate failure, repatriation, global leadership development.	**12**
V	**Legal, Ethical & Strategic Issues in IHRM:** International labor laws, ethics in global HR, compliance challenges, strategic HRM in MNCs.	**12**

Reference/Text Books:
1. *International Human Resource Management* – Peter Dowling, Denice Welch & Marion Festing Latest Edition**:** 8th Edition (2023)
2. *International HRM: Managing People in a Multinational Context*–Anne-Wil Harzing & Ashly Pinnington Latest Edition**:** 5th Edition (2022)
3. *Human Resource Management* – Gary Dessler Latest Edition**:** 16th Global Edition (2020)
4. *Global HRM Series* – Various Authors (Routledge)

5. Harvard Business Review Case Studies on Global HR	
Evaluation/Assessment Methodology	
	Max. Marks
1) Class tasks/Attendance and punctuality	5
2) Presentations/Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	-
4) Assignment	5
5) ESE	35
Total:	**50**
Prerequisites For The Course: Certificates in BBA	

Course Learning Outcome:

CLO1: Demonstrate understanding of international HR concepts and their global context.
CLO2: Apply cross-cultural frameworks to real-world global workforce issues.
CLO3: Evaluate and recommend global staffing and expatriation strategies.
CLO4: Analyze global HR case studies to solve strategic and legal HRM challenges.
CLO5: Integrate IHRM strategies with business goals of MNCs.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: IV / Semester: VIII

Programme: Diploma in BBA AT **Class: BBA-AT**	**Year: IV** **Semester: VIII**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study - Strategies for the Digital Economy**
CourseCode: ADE-CC-482P	**Title: Case Study - Strategies for the Digital Economy**

CourseObjectives:
CO1: Understand real-world applications of digital economy principles.
CO2: Analyze digital business models and transformation strategies.
CO3: Evaluate the role of AI, data, and platforms in shaping business ecosystems.
CO4: Study successful case examples of digital innovation and disruption.
CO5: Apply digital thinking to design business strategies in various industries.
CO6: Develop practical insights into digital competition, customer experience, and platform economics.

Nature of Paper: DSE Case Study

Minimum Passing Marks/Credits: 40% Marks / 2 Credits

L:
T:
P: 60 (In Hours/Week)
Theory- 1 Hr.=1
Practical- 2 HRS= 1Credit

Unit	Contents	No. of Lectures Allotted
I	**Foundations of the Digital Economy:** Case studies of companies like Amazon, Alibaba, or Google to explore digital business infrastructure, value creation, and customer engagement.	**14**
II	**Business Model Innovation:** Examination of freemium, subscription, and platform models through firms like Netflix, Uber, and Spotify.	**10**
III	**Data & AI-Driven Strategies:** Use of AI, big data, and analytics in decision-making—case studies of Netflix recommendations, Facebook Ads, etc.	**12**
IV	**Platform Ecosystems & Network Effects:** Case-based learning from platform-centric firms such as Airbnb, Flipkart, and Apple.	**12**
V	**Digital Transformation Strategy:** Case studies on transformation journeys of legacy companies—examples include Walmart, Nike, or Domino's.	**12**

Reference/Text Books:

- ***Competing in the Age of AI*** **– Marco Iansiti & Karim R. Lakhani** Edition**:** 1st Edition (2020)
- ***Platform Revolution*** **– Geoffrey Parker, Marshall Van Alstyne & Sangeet Paul Choudary** Edition**:** 1st Edition (2016)
- ***Digital Strategy: A Guide to Digital Business Transformation*** **– Alexander Rauser** Edition**:** 1st

Edition (2016) • **Harvard Business Review Cases on Digital Strategy** • **Company Reports & Research Papers (Digital Firms)**	
Evaluation/Assessment Methodology	
	Max. Marks
1) Class tasks/Attendance and punctuality 2) Presentations/Seminar 3) Case Study/Research Project Report/Seminar On Research Project Report 4) Assignment 5) ESE	5 5 - 5 35
Total:	**50**
Prerequisites For The Course: Certificates in BBA	
Course Learning outcome: CLO1: Demonstrate understanding of digital business models and ecosystems. CLO2: Analyze digital platforms, AI integration, and data-driven business strategy. CLO3: Evaluate and apply platform thinking and transformation principles to real companies. CLO4: Solve strategic problems in the digital economy using case-based reasoning. CLO5: Design and present digital strategies that reflect innovation and competitiveness.	

Format-3

IIMTU-NEP IMPLEMENTATION
Year: IV / Semester: VIII

Programme: Diploma in BBA AT **Class: BBA-AT**	**Year: IV** **Semester: VIII**
Credits: 6 **Theory: 0** **Practical: 6**	**Subject: Research and Publication Ethics**
Course Code: AECC-481	**Title: Research and Publication Ethics**

Course Objectives:
CO1: Understand the foundational principles of research ethics and integrity.
CO2: Identify and address ethical issues in research planning and publication.
CO3: Recognize different forms of research misconduct and how to prevent them.
CO4: Explore ethical responsibilities of authors, peer reviewers, and editors.
CO5: Understand copyright, plagiarism, and intellectual property rights.
CO6: Apply research ethics in practical case studies and real-world dilemmas.

Nature of Paper: DSE Theory

Minimum Passing Marks/Credits: 40% Marks / 6 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory- 1 Hr.=1
Practical- 2 HRS= 3 Credit

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Research Ethics:** Definition, importance, history, ethical principles (autonomy, beneficence, non-maleficence, justice). Codes of conduct in research.	**10**
II	**Research Misconduct:** Fabrication, falsification, plagiarism, duplication, salami slicing. Case studies of misconduct.	**10**
III	**Ethical Guidelines & Approval:** Institutional Ethics Committees (IEC), informed consent, human/animal ethics, confidentiality.	**07**
IV	**Publication Ethics:** Authorship issues, peer review ethics, conflict of interest, duplicate submission, retraction policies.	**8**
V	**Digital Era and Research:** Online publishing, open access vs. subscription journals, citation databases (Scopus, Web of Science), predatory journals. Tools for detecting plagiarism.	**10**

Reference/Text Books:
1. Beall's List and Predatory Journals – A Primer
2. On Being a Scientist: A Guide to Responsible Conduct in Research (National Academies Press)Latest Edition**:** 3rd Edition (2009)
3. Publication Ethics: A Practical Guide – Wiley Most Common Edition**:** 1st Edition (2009)
4. Indian Council of Medical Research (ICMR) Guidelines Latest Edition**:** 2017
5. UGC Guidelines on Academic Integrity and Research Ethics

Evaluation/Assessment Methodology

Max. Marks

1) Class tasks/Attendance and punctuality 2) Presentations/Seminar 3) Case Study/Research Project Report/Seminar On Research Project Report 4) Assignment 5) ESE	10 5 5 5 75
Total:	**100**
Prerequisites For The Course: diploma in BBA	
Course Learning Outcome: CLO1: Demonstrate an understanding of the core principles of research ethics. CLO2: Identify types of misconduct and apply preventive measures. CLO3: Evaluate ethical issues in academic publishing and peer review. CLO4: Apply ethical practices while conducting or presenting research. CLO5: Use tools to detect unethical practices such as plagiarism. CLO6: Make informed decisions regarding ethical challenges in research.	

Format-3

IIMTU-NEP IMPLEMENTATION
Year: IV / Semester: VIII

Programme: Diploma in BBA AT **Class: BBA-AT**	**Year: III** **Semester: VIII**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Nutrition & Food Science**
Course Code: ADE-CC-472P	**Title: Nutrition & Food Science**

Course Objectives

- To provide fundamental knowledge of nutrition and food science.
- To develop awareness about balanced diet and healthy eating habits.
- To understand the role of nutrients in maintaining health and preventing diseases.
- To promote safe food handling and hygiene practices.

Nature of Paper: VAC

Minimum Passing Marks/Credits: 40% Marks / 2 Credits

L: 0
T: 0
P: 60 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=2 Credit (4Hrs./Week=2Credits)

Unit No.	Unit Title & Contents	No. of Lectures allotted
Unit I	**Introduction to Nutrition & Food Science** Meaning and importance of nutrition; Basic concepts of food science; Functions of food; Relationship between food, nutrition, and health	5
Unit II	**Nutrients and Their Functions** Macronutrients: Carbohydrates, Proteins, Fats; Micronutrients: Vitamins and Minerals; Functions, sources, and deficiency diseases	5
Unit III	**Balanced Diet & Meal Planning** Concept of balanced diet; Food groups; Nutritional requirements for different age groups; Meal planning principles; Diet for working professionals	5
Unit IV	**Food Safety & Hygiene** Food contamination and food spoilage; Personal hygiene and sanitation; Safe food handling practices; Food preservation techniques	5
Unit V	**Nutrition & Lifestyle Management** Role of nutrition in health and disease prevention; Lifestyle disorders (obesity, diabetes, etc.); Healthy eating habits; Nutrition for stress and work efficiency	5

Reference/Textbooks:

1. Fundamentals of Foods and Nutrition – Sumati R. Mudambi
2. Food Science – B. Srilakshmi
3. Essentials of Food and Nutrition – Swaminathan
4. Publications by Food Safety and Standards Authority of India (FSSAI)

Evaluation/Assessment Methodology

Max Marks

1) Class tasks/Attendance and punctuality 2) Presentations/Seminar 3) Case Study/Research Project Report/Seminar On Research Project Report 4) Assignment 5) ESE	5 5 - 5 35
Total:	**50**
Prerequisites For The Course: Certificates in BBA	
Course Learning outcome: CO1: Understand the basic concepts of nutrition and food science and their importance in daily life. CO2: Identify different nutrients, their functions, sources, and the effects of deficiencies on health. CO3: Apply the principles of balanced diet and meal planning for maintaining good health. CO4: Demonstrate knowledge of food safety, hygiene, and proper food handling practices. CO5: Analyze the role of nutrition in preventing lifestyle-related diseases and promoting overall well-being.	

Format-3

IIMTU-NEP IMPLEMENTATION
Year: IV / Semester: VIII

Programme: BBA – AT / BBA – E&I **Class: BBA – AT / BBA – E&I**	**Year: III** **Semester: VIII**
Credits: 2 **Theory: 2** **Practical: 0**	**Subject: Intellectual property rights (IPR) & Patents**
Course Code: AE-SEC-481	**Title: Intellectual property rights (IPR) & Patents**

Course Objectives:.
CO1:To understand the concept, evolution, and importance of Intellectual Property Rights.
CO2: To study various forms of intellectual property and legal protection mechanisms.
CO3: To analyze Indian and international IPR frameworks and agreements.
CO4: To understand procedures for registration, filing, and enforcement of IPR.
CO5: To examine infringement, remedies, and dispute resolution mechanisms.
CO6: To apply IPR principles in innovation, research, and business management.

Nature of Paper: CORE THEORY

Minimum Passing Marks/Credits: 40% Marks / 2 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.= 2 Credit (4 Hrs./Week= 2 Credits)

Unit	Contents	No. of Lectures Allotted
1	**Unit I: Introduction to Intellectual Property Rights:** Meaning, Nature, and Scope of IPR, History and Evolution of IPR Importance of IPR in Economic Development, Types of Intellectual Property, Tangible vs Intangible Property, Objectives and Functions of IPR, Role of IPR in Innovation and Entrepreneurship, IPR and Competition Law, Overview of Indian IPR System.	8
2	**Unit II: Patent Law and Protection:** Concept and Types of Patents, Patentable and Non-Patentable Inventions, Criteria for Patentability (Novelty, Inventive Step, Industrial Applicability), Patent Specification (Provisional & Complete), Patent Filing Procedure in India, Patent Cooperation Treaty (PCT), Examination, Opposition, and Grant of Patent, Rights and Duties of Patentee, Term, Renewal, and Revocation of Patent, Compulsory Licensing.	8
3	**Unit III: Copyright, Trademark, Design and GI:** Copyright: Meaning, Scope and Subject Matter, Ownership and Assignment of Copyright, Duration and Rights of Author, Infringement and Remedies in Copyright, Trademark: Types (Product, Service, Collective, Certification Mark), Trademark Registration Procedure, Passing Off and Infringement Industrial Designs: Registration and Protection, Geographical Indications (GI), Trade Secrets and Confidential Information	8
4	**Unit IV: International IPR Framework and Enforcement:** World Intellectual	8

	Property Organization (WIPO), TRIPS Agreement (WTO), Paris Convention, Berne Convention, Madrid Agreement and Protocol, Budapest Treaty, International Filing Systems, Enforcement Mechanisms, Civil and Criminal Remedies, Border Measures and Anti-Counterfeiting, Alternative Dispute Resolution (ADR) in IPR.	
5	**Unit V: IPR Management and Emerging Issues:** IPR in Research and Development, Technology Transfer and Licensing Assignment and Franchising, Patent Valuation and IP Audit, IPR in Startups and MSMEs, Role of IPR in Digital Economy Cyber Law and Digital Copyright, Software and Database Protection, Ethical Issues in IPR, Case Studies on IPR Disputes IPR and Artificial Intelligence	8

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and Punctuality	12
2) Presentations/Seminar	04
3) Case Study/Research Project Report/ Seminar On Research Project Report	09
4) ESE	75
Total:	**100**

Prerequisites for the course:- Student have certificate of any program as per UGC Requirement.

Course Learning Outcomes:

CLO1: Explain the fundamental principles and objectives of IPR.
CLO2: Differentiate among various types of intellectual property rights.
CLO3: Interpret national and international legal provisions related to IPR.
CLO4: Outline the procedure for filing patents, trademarks, and copyrights.
CLO5: Identify infringement issues and legal remedies available.
CLO6: Apply IPR strategies in startups, research, and commercialization processes.

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SCHOOL OF COMMERCE & MANAGEMENT

ACADEMIC HAND BOOK



+91-9897474598 www.iimtu.edu.in O-Pocket, Ganga Nagar, Mawana Road, Meerut-250001

BACHELOR OF BUSINESS ADMINISTRATION(BBA)
Entrepreneurship & Innovation – (BBA – E&I)
(Honours with Research) Ordinance & Academic Regulation
(Academic Handbook 2025-26)

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31. NC/Credit Course
32. Any other heading as per your program

1. PREAMBLE

As per the recommendations of UGC/Higher Education Institutions in India/ UP Higher Education department, the IIMT-University has introduced Choice Based Credit System (CBCS) from the academic year 2021-22. Choice Based Credit System (CBCS) is a proven, flexible mode of learning in higher education which facilitates a student to have guided freedom in selecting his/her own choices of courses in the curriculum for completing a degree program.

CBCS offers a flexible system of learning.
The system permits a student to

(i) Learn at their own pace through flexible registration process.
(ii) Choose electives from a wide range of courses offered by parent and other departments.
(iii) Undergo additional courses to acquire the required number of credits for obtaining **Bachelor Of Business Administration–Entreprenureship & Innovation (BBA-E&I) (Honours With Research)** .
(iv) Undergo additional courses in their special areas of interest and earn additional credits to obtain BACHELOR OF BUSINESS ADMINSTRATION (ENTERPRENUERSHIP AND INNOVATION) with Specialization.
(v) Adopt an interdisciplinary approach in learning.
(vi) Avail transfer of Credits.
(vii) Gain Non – CGPA credits to enhance skill/employability by taking up project work, entrepreneurship, co-curricular and vocational training.
(viii) Make the best use of the expertise of available faculty.
(ix) Learn and earn credits through MOOC, and Project Based Learning.
(x) Enhance their Knowledge, Skill and Attitude through participation in innovative Curriculum Design, Delivery and Assessments.

The Curriculum is designed to take into the factors listed in the Choice Based Credit System (CBCS) with focus on Project Based Learning and Industrial Training to enable the students to become eligible and fully equipped for employment in industries choose higher studies or entrepreneurship.

2. DEFINITIONS AND NOMENCLATURE

In these Regulations, unless the context otherwise requires:

1. "Programme" means Degree Programme like BACHELOR OF BUSINESS ADMINSTRATION (ENTERPRENUERSHIP AND INNOVATION) Degree Programme.
2. "Discipline" means specialization or branch of **Bachelor Of Business Administration – Entreprenureship & Innovation (BBA- E&I) (Honours With Research)** .(e.g., BACHELOR OF BUSINESS ADMINSTRATION(ENTERPRENUERSHIP AND INNOVATION)
3. "Course" means a theory or practical subject that is normally studied in a semester.
4. "Vice – Chancellor of IIMT-University" means the Head of the University.
5. "Registrar" is the Head of all General Administration of the University.
6. "Dean" means the authority of the School who is responsible for all academic activities of various programmes and implementation of relevant rules of these Regulations pertaining to the Academic Programmes.

7. "Controller of Examinations" means the authority of the University who is responsible for all activities related to the University Examinations, publication of results, award of grade sheets and degrees.
8. "Dean – Student Welfare" is responsible for all student related activities including student discipline, extra and co–curricular activities, attendance and meetings with class representatives, Student Council and parent – teacher meet.
9. "HoD" means the Head of the Department concerned.
10. "University" means IIMT-University, Meerut.
11. "TCH" means Total Contact Hours – refers to the teaching – learning periods.
12. "BoS" means Board of Studies.
13. "Class Co-ordinator" is a faculty of the class who takes care of the attendance, academic performance, and the general conduct of the students of that class.
14. "IA" is Internal Assessment which is assessed for every student for every course during the semester.
15. "ESE" is End Semester Examination conducted by the University at the End of the Semester for all the courses of that semester.
16. "UGC" means University Grants Commission.
17. "MoE'means Ministry of Education, Govt. of India.
18. "HEI" means Higher Education Institutions.

3. VISION AND MISSION OF THE SCHOOL

Vision of School of Commerce and Management

To evolve into centre of excellence imparting management education, consultancy & research promoting corporate excellence, entrepreneurship & global leadership.

Mission of School of Commerce and Management

M1 The essence of School of Commerce & Management is to constantly strive to provide an in-depth knowledge to its students so that they add value to the existing treasures of business and managerial concepts.

M2 To promote critical thinking and spirit of enquiry among our students so that they develop creative approach by which they are able to provide workable solutions to complex business problems.

M3 To deliver multidisciplinary knowledge through modern pedagogy in a way where ethics and social commitments will be the corner stone for our students.

4. PROGRAMME EDUCATIONAL OBJECTIVES (PEO)

The Programme Educational Objectives (PEOs) of **Bachelor Of Business Administration – Entreprenureship & Innovation (BBA- E&I) (Honours With Research)** .

PEO1: To be adaptable to new technology, innovations and changes in world economy through lifelong learning and flexible mindset.

PEO2: Students will be ready to engage in successful career pursuits covering a broad spectrum of areas in corporate, nonprofit organization, public policy, entrepreneurial ventures and engaged in lifelong learning.

PEO3: Explore the entrepreneurial quality and start new business venture with innovative ideas.

PEO4: Acquire the managerial professional attributes and is capable of decision making by applying the knowledge of management discipline.

PEO5: To be responsible citizens with flawless ethical conduct that will empower the business organization with their high integrity, moral values, social effectiveness and business intelligence

5. PROGRAM OUTCOMES (PO'S)

PO1: Student will be able to apply knowledge of management theories and practices to solve business problems

PO2: Students' will have the ability to develop innovative and entrepreneurial mindset.

PO3: Students will be able to understand, analyze and communicate global economic, legal and ethical aspects of business.

PO4: Students' will identify business opportunity and acquire entrepreneurial traits to evaluate and manage their own business successfully.

PO5: Students' will demonstrate critical thinking skills in understanding managerial issues and problems by collecting and analyzing data.

PO6: Students' will be able to recognize and grasp entrepreneurial opportunity for developing start-ups and expanding family business.

PO7: Students' will be able to exhibit a broad appreciation of the ethical and value underpinning of managerial choice in socio economic environment and distinguish between ethical and unethical behaviors and act with integrity

PO8: Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals.

PO9: Student will improve the verbal and non verbal communication skills and acquire leadership skills and teamwork capabilities through participation

PO10: Students' will demonstrate hands on experience in administration and research.

6. PROGRAM SPECIFIC OUTCOMES: (PSO's)

Graduates of the department will attain:

PSO1: Students will apply the fundamental knowledge of management science to optimally solve the complex business problems.

PSO2: Student will develop a diverse career in global management administration and entrepreneurship through well rounded business education.

PSO3: Students' will be able to develop the depth and breadth of knowledge required to meaningfully participate in local and global societies through critical evaluation, problem solving and decision making that incorporates ethical reflection

PSO4: Students' will have the ability to develop proactive thinking so as to perform effectively in the dynamic socio economic and business ecosystem

7. ADMISSION

The admission policy and procedure shall be decided from time to time by the University based on the guidelines issued by the UGC/Ministry of Education (MOE), Government of India. Seats are also made available for Non-Resident Indians and foreign nationals, who satisfy the admission eligibility norms of the University as per the UGC Norms.

8. ELIGIBILITY IN ALL YEAR AS NEP (ENTRY & EXIT) AS PER NEHQF AND NSQF (IF APPLICABLE)

(i) Regular Entry

The Candidate should have qualified in 10 + 2 examination and should have obtained at least 40% marks (As per UGC/GOI/Sate govt. normsare applicable in case of candidate belonging to reserved category) in the qualifying examination.

9. CURRICULUM

The curriculum for BACHELOR OF BUSINESS ADMINSTRATION (ENTERPRENUERSHIP AND INNOVATION) Programme is designed to have minimum and maximum credits as per the evaluation scheme.Credits that are distributed across six semesters of study for the award of degree.

10. Medium of Instruction

The medium of instruction is English for all courses, examinations, seminar, presentations and project reports.

11. UNDER CHOICE BASED CREDIT SYSTEM (CBCS)/LOCF/OBE

Structure of the BACHELOR OF BUSINESS ADMINSTRATION (ENTERPRENUERSHIP AND INNOVATION) Degree Programme BACHELOR OF BUSINESS ADMINSTRATION (ENTERPRENUERSHIP AND INNOVATION) Degree Programmes will have the curriculum and syllabi (for 4 years) asapproved by the respective Board of Studies and Academic Council of the University.

The curriculum for BACHELOR OF BUSINESS ADMINSTRATION (ENTERPRENUERSHIP AND INNOVATION) programme is designed to have minimum and maximum credits as per the scheme of 194 credits that aredistributed across Eighth semesters of study for theaward of degree.

Under CBCS, the degree programme will consist of the following categories ofcourses:

1. Core Course-CC
2. Discipline Specific Elective-DSE
3. Generic Elective-GE
4. Ability Enhancement Compulsory Courses-AECC
5. Skill Enhancement Courses-SEC
6. Research Project (RP)
7. Internship (Industrial/Research)
8. MOOCS
9. Minor Certification Integrated with UG Degree
10. Comprehensive Viva

Table 1. Distribution of Credits (Evaluation Scheme)

S.No.	Category	
1.	Core Course (Theory)-CC	**As per Format 1 & 2 of CBCS**
2.	Core Course (Practical)-CP	
3.	Discipline Specific Elective (Theory)- DSE	
4.	Generic Elective (Theory)-GE	

5.	Ability Enhancement Compulsory Courses-AECC	
6.	Skill Enhancement Courses-SEC	
7.	Research Project (RP)	
8.	Internship (Industrial/Research)	
9.	MOOCS	
10.	Minor Certification Integrated with UG Degree	
11.	Comprehensive Viva	

12. REGISTRATION FOR COURSES IN A SEMESTER

A student will be eligible for registration of courses only if he/she satisfies theregulation and hascleared all dues to the University, Hostel and Library up to the end of the previoussemester if student is not debarred from enrolment on disciplinarygrounds.

The university follows a flexible Choice Based Credit System.Accordingly, the students shall be given the option for selecting their courses,credits, teachers, slots and create their timetable. The student is given the option ofselecting the number of credits to undergo in a semester, subject to the curriculumrequirements of minimum and maximum.

Except for the first-year courses, registration for a semester will be done during a specified week before the start of the semester as per the Academic Calendar.

Late registration /enrolment will be permitted by the Dean of the School for genuine cases, on recommendation by the Head of the respective department, with a late fee as decided from time to time.

The student shall make the choice of course in consultation with the Class Coordinator and as stipulated from time to time.

Students shall have to pay additional fee as prescribed, for registering in certain elective courses under Generic Electives courses offered by certain specific Departments and for higher level Foreign Languages, as decided from time totime.

13. ATTENDANCE

The faculty handling a course must finalise the attendance, 3 calendar days before thelast instructional day of the course and submit to the HoD through the class teacher.

a. A student with less than 75% attendance (Total Contact Hours -"TCH") in any course,will not be permitted to appear for the end-semester examination in that course, irrespective of the reason for the shortfall of the attendance. The student ishowever permitted to avail Academic Leave up to 10% for attending academic relatedactivities like, Industrial Visits, Seminars, Conferences, Competitions etc., with theprior approval of the HoD. After the event, the student should submit the relevantdocuments for proof to the HoD for approval of the Academic Leave.

b. The remaining 25% allowance in attendance is given to account for activities underNCC / NSS / Cultural / Sports/Medical exigencies etc.

13.1 Condonation of Medical Cases

For medical cases, submission of complete medical history and records with prior information from the parent / guardian to Dean (Students Welfare) DSW is mandatory. And put-up recommendations to the Vice – Chancellor. Such condonation is permitted only twice for a student in the entire duration of the programme.

13.2 Additional Condonation

Additional Condonation may be considered in rare and genuine cases which includes,approved leave for attending select NCC / Sports Camps, cases requiring prolonged medical treatment and critical illness involving hospitalization. For such select NCC / Sports Camps prior permission for leave shall be obtained by therespective Dean / Director of sports from the designated authority,before deputing the students.

The Vice-Chancellor, based on the recommendation of Dean may then give condonation of attendance, only if the Vice-Chancellordeems it fit and deserving. But in any case, the condonation cannot exceed 10%.

14. ASSESSMENT PROCEDURE

14.1 Internal Assessment – 25 Marks (IA) & Eternal Assessment (EA) 75 Marks

14.2 Practical Assessment (as per format 1 and 2)

BACHELOR OF BUSINESS ADMINSTRATION (ENTERPRENUERSHIP AND INNOVATION) course shall have two components of assessment namely,

a. Internal Assessment Marks "IA": This assessment will be carried out throughoutthe semester as per the Academic Schedule.

b. End Semester Examination Marks "ES": This assessment will be carried out at the end of theSemester as per the Academic Schedule.

15. RESEARCH PROJECT/ SEMESTER PROJECT – ASSESSMENT CRITERIA

The general guidelines for assessment of Project are given in Table 2.

Table 2: Assessment pattern for Research Project / Semester Project

S.No.	Review / Examination scheme	Broad Guidelines	Weight age
1	First Review	Concept	10%
2	Second Review	Design	10%
3	Third Review	Experiment/Analysis	20%
4	Final Review/ESM	Project report and Viva – Voce, Results and Conclusion	60%

16. INTERNSHIP – RESEARCH/INDUSTRIAL INTERNSHIP

A student has to compulsorily attend summerinternship at the end of 4th semester for aperiod of 3-4 weeks.In lieu of summer / winter internship, the student is permitted to register

forundertaking project work under a faculty of the University and carry out the project for minimum period of 30 days.In both the cases, the internship report in the prescribed format duly certified by thefaculty in-charge shall be submitted to the HoD. The evaluation will be done through presentation and viva. The course will have a weight age as defined inthe respective curriculum.

For the final year project and Viva – Voce end semester examination, the student shall submita Project Report in the prescribed format issued by the School/University. The reviews will beconducted by a committeeconstituted by the Head of the Department. The end – semesterassessment will be based on the project report and a viva on the project conducted by acommittee constituted by Controller of examination. This may include anexternal expert.

17. FOR NON – CGPA COURSES/ AUDIT COURSES

The Assessment will be done based on the respective assessment as per rubrics approved by Board of Studies (BOS).

A student securing less than the minimum specified internal assessment marks in any course will not be permitted to appear for the end-semesterexamination in that course and will be graded under "CO (Carry Over)" category for thatcourse. This will be denoted in the grade sheet as "CO (Carry Over)", till the course issuccessfully completed in the subsequent semester(s).

18. CREDIT WEIGHTAGE

Credits are the weightage, assigned to the courses based on the following general pattern:

One Hour	1 credits.
Two Hour Practical	1 credits.

19. MAXIMUM DURATION OF THE PROGRAMME/PROMOTION POLICY

A student may complete the programme at a slower pace than the regular pace, but in any case, in not more than N+2 years.

A student completing the degree programmes in the extended period will not be eligible for universityranking.

20. MAXIMUM GAPS BETWEEN SEMESTER/YEAR

As per UGC Norms.

21. CREDIT SYSTEM AND GRADING CGPA/SGPA

Introduction

IIMT-University implemented the UGC guidelines for implementation of the choice-based credit system with a view to offer student's choice of courses within a programme with a flexibility to complete the programme by earning credits at a pace decided by the students themselves. The system allowed students to choose inter-disciplinary, intra-disciplinary courses according to their learning needs, interest and aptitude. It was considered as a cafeteria approach and was expected to provide mobility to students.

As per the Current credit system practiced in institutions needs comprehensive reforms as they offer very little flexibility, choice and are less learner centric. Degrees offered today are more

self-contained focusing on a specialization area and depend a lot on knowledge available with the faculty from the department only. Though the most requisite credit system does exist, wherein students are given a wide choice and flexibility, these exist as small islands in the vast ocean of thousands of educational institutes in India. In such institutions, the curriculum is frequently designed which is learner centric and offering a wide specialization area for students to pick and choose courses from.

The institutions shall make attempts wherein the design of the credit system and the teaching and evaluation modes shall be the responsibility of individual course teachers. The students should have the freedom to opt for courses from other specializations and not just from their core specialization. For this there has to be stronger collaborations between departments of the University and outside.

21.1 Grading System

The school follow the absolute grading system which is a simple procedure wherein the marks obtained by students correspond to a specific grade and grade point. It reflects the individual performance in a particular subject without any reference to the group/class. The absolute grading system has limitations and may be susceptible to some inconsistencies.

The relative grading system on the other hand provides relative performance of a student to a group/class wherein the student is ranked in a group/class on basis of relative level of achievement. In this system decisions are made in advance by the faculty members as to what proportion of students would be awarded a particular grade on the basis of their relative performance and which is done by assigning grades on basis of a normal curve. This facilitates comparative performance and eliminates negative effect of pass or fail.
Relative grading system may be used if the number of students registered for the course is at least 30. For a class of smaller size, an absolute grading scheme may be used. The statistical method may be used with adjustments to calculate the mean (M), median (Md) and standard deviation (SD) of the total marks (TM) obtained by the students registered for the course. If the mean and median coincide, the mean may be used for further computations, otherwise the median may be used. If suppose the mean is used, then the letter grades may be awarded based on the ranges specified in table below:

A grading system as shown in Table 3 will be followed.

Table 3: Grading System

Letter	Range
A+	TM>M+1.75SD
A	M+1.25 SD ≤TM<M+1.75SD
B+	M+0.75 SD ≤TM<M+1.25SD
B	M+0.25 SD ≤ TM < M+0.75 SD
C+	M-0.25 SD ≤ TM < M-0.25 SD
C	M-0.75 SD ≤ TM < M-0.25 SD
D+	M-1.25 SD ≤ TM < M-0.75 SD
D	M-1.75 SD ≤ TM < M-1.25 SD
E+	M-2.0 SD ≤ TM < M-1.75 SD

E	M-2.25 SD ≤ TM < M-2.0 SD
F	M-2.25 SD > TM
CO	Carry Over (Summer / Winter) due to Attendance deficiency (between 40% and 75%)and/orI. Lack of minimum IA marks as specified in clause 10.0 Table 3.
RA	Repeat the course due to (i) Lack of minimum attendance (below 40%) in regular course.
--	DETAINED "RC" or "RA" or both in all registered theory courses of a semester. The student is detained and has to repeat the entire semester.

Letter grades may be improved based on the following scheme: Use the table above to determine grade boundaries. Look for natural gaps in the neighbourhood of grade boundaries. Choose the largest gap in the neighbourhood and make this as the grade boundary.

An 'E', 'E+' and 'F' grade may not be a purely relative grade. These may be assigned on the following basis:

- A minimum, say 30/100, may be set as pass marks for the course. A fail grade may then be awarded only if the Total Marks for the course are less than 30. Otherwise, the students may be awarded the Just Pass Grade D.

- A fail grade may be awarded to students whose marks are below the prescribed minimum even if the table above leads to a pass grade.

Similarly, a lower limit may be set for the A grade also, for instance greater than or equal to 86. Students not achieving the prescribed minimum may be awarded a lower letter grade even if the table above indicates otherwise. A pass grade may be made mandatory for both internal as well as external examinations in the case of a separate internal and external assessment,

a. Internal and External marks may be summed up with appropriate weightages to compute a total out of 100 marks. The letter grade may be assigned on this computed total.

b. Internal and external marks may be graded separately and then the assigned grade points may be used, with appropriate weightages, to compute a final grade point and letter grade.

Grading in the case of Re-evaluations, Retests and Remedial Examinations may be based on the following guidelines:

a. The ranges of marks once computed for awarding letter grades the first time, called the First Distribution (FD), will not be modified.

b. If a re-evaluation leads to a change in marks, then FD will be used to award an appropriate letter grade.

c. A retest may be permitted if

   i. A student gets a letter grade of E+ or E. In this case, irrespective of the marks

obtained, at most D grade may be awarded.

ii. A student is unable to complete course requirements because of certified illness or tragedy. In this case FD will be used to award an appropriate letter grade.

The use of relative grading system may be recommended in autonomous institutions, institutes of national importance and institutions with high ranking. The results of the relative grading system may be shared by such institutions later with other interested institutions to implement the same.

21.2 GPA and CGPA

GPA is the ratio of the sum of the product of the number of credits Ci of course "i "andthe grade points Pi earned for that course taken over all courses "i" registered andsuccessfully completed by the student to the sum of Ci for all "i". That is,\

$$GPA = \frac{\sum_{i} C_i P_i}{\sum_{i} C_i}$$

CGPA will be calculated in a similar manner, in any semester, considering all the courses enrolled from the first semester onwards.

The Grade card will not include the computation of GPA and CGPA for courses with lettergrade CO, RC and U until those grades are converted to the regular grades.
A course successfully completed cannot be repeated.

22. CLASS/DIVISION

22.1 Classification is based on CGPA and is as follows:
CGPA ≥ 8.0: First Class with distinction
6.5 ≤ CGPA <8.0: First Class
5.0 ≤ CGPA <6.5: Second Class.

22.2 (i) Further, the award of 'First class with distinction' is subject to the candidatebecoming eligible for the award of the degree having passed the examination in allthe courses in his/her first appearance with effect from II semester, within theminimum duration of the programme.

(ii) The award of 'First Class' is further subject to the candidate becoming eligible for theaward of the degree having passed the examination in all the courses within 3yearsfor BACHELOR OF BUSINESS ADMINSTRATION-ENTERPRENUERSHIP AND INNOVATION (Hons.).

(iii) The period of authorized break of the programme (vide clause 11.0) will not becounted for the purpose of the above classification.

23. TRANSFER OF CREDITS / ACADEMIC CREDIT BANK

University Grants Commission initiated the concept of National Academic Credit Bank (NAC-

Bank) which will be a digital / virtual / online entity to be established and managed by UGC. The main objective of the NAC-Bank would be to facilitate student mobility across the education system wherein the credits can be accumulated and be used at alter point of time for the requirements of partial fulfilment of a degree program.

a. "Credit-transfer" means the mechanism by which the eligible HEIs registered with ABC are able to receive or provide prescribed 'credits' to individual registered ABC account in adherence to the UGC credit norms for the 'course/s' registered by the desirous students in any eligible higher education institution within India

b. Within the broad framework of these regulations, the Academic Council, based on therecommendation of the Credit Transfer Committee so constituted may permit students totransfer part of the credit earned in other approved Universities of repute & status in theIndia or abroad.

c. The Academic Council may also approve admission of students who have completed aportion of course work in another approved Institute of repute under Multiple entry& Exit system, based onthe recommendation of the credit transfer committee on a case-to-case basis.

d. Students who have completed coursework, at least first year, at some university other than the university to which transfer is sought (may request for transfer of admission to this university. A student may be granted admission only through an admission process that will follow the same policy as for fresh admissions. However, a uniform credit system must be followed by all universities to effect transfer of credits.

Credit Transfer request can be submitted only after the student has been admitted in the concerned program and the following conditions are met:

i. The course work has been completed at a UGC approved and accredited University through fulltime formal learning mode.

ii. The university accreditation grade/ ranking is not lower than that of the university to which the transfer is sought.

iii. The courses prescribe to the common minimum syllabus under UGC CBCS system.

iv. The letter grade obtained in the courses is "B" or better.

v. The number of credits to be transferred does not exceed the prescribed limit.

vi. The program in question must have a similar credit system, in particular, modular or semester and the same numeric and letter grading system along with common meaning of the term "credit" in numerical terms.

The aspect of shelf life of courses needs to be considered while accepting credits as obsolescence of knowledge of certain field in terms of its current relevance needs to be investigated. The time lapsed between successful completion of certain courses of the program and the admission to which program transfer is sought needs to be considered. The maximum

number of credit points that may be considered under a credit transfer needs to be specified. Contextual variables such as teaching-learning approach adopted, learning facilities offered, use of evaluation modes may also be considered while preparing the credit transfer policy.

23.1 Moderation

Moderation of assessment is an organized procedure which ensures use of valid assessment material and consistent application of criteria, to provide fair academic judgment and reliable outcome in the form of marks or grades. It assures appropriate designing and implementation of assessment activities along with generation of valid and reliable results.

Integration of moderation process with assessment system is imperative for the development of academic quality in higher educational institutions as:

- It addresses any difference in individual judgments of different evaluators.
- It ensures that all achievements in the form of marks and grades across courses reflect achievement of same level of standard.
- It is also carried out to develop a common understanding of the standards and criteria and to recognize performance which demonstrates that standard or fulfils those criteria.

Moderation may be conducted in case there are large number of fail grades or high grades, or when large numbers of students who have received the same grade or clustering of students on letter grades, or when there are discrepancies between grades allocated to individual students in different courses, or to find out the difficulty level of the question paper or whether the assessments modes used cover the entire syllabus or not.

Applicability - Moderation will be made applicable to both external and internal modes of assessment. All programs and courses will indicate, as part of their statements on assessment, arrangements for the moderation of assessed work. This can be done through formulation of a moderation policy and implemented across all programs and courses of instruction and delivery. The time frame for the moderation will be linked with the time frame for assessment.

In the event a moderation is triggered, an evaluation will begin with a discussion on the following (though not exhaustive) lines:

a. What are the rubrics used for each of the different types of assessment in the course? Is a standardized/ prescribed rubric used or has the instructor developed his/ her own rubric. If the instructor is using a personally framed rubric, or if there is no identified rubric, then how does the assessment map to learning outcomes?

b. The difficulty level of the questions included in the assessments, i.e., is the difficulty level on the extremes, very easy or very hard.

c. The manner of awarding marks, i.e., has the correction been at the extremes, liberal or tough.

Each department will establish a committee and designate roles and responsibilities at different

levels for smooth working of the moderation process. In order to maintain neutrality, it will be ensured that moderator should not be the assessor. Staff members will be trained professionally in assessment techniques and moderation procedures. All assessment material produced by learner including examination sheets, assignments, project reports, research reports etc. will be examined.

Institutions will be encouraged to make the moderation process online. In this system, assessment plans, moderation plans, assessment tools, samples of which may be submitted online. Moderation reports will be generated online so that progress can be tracked and submitted to the COE after the approval of dean by Head of the department. The moderation will not be restricted to just assessment but also include moderation of content and assessment design.

24. CHANGE OF DISCIPLINE

"Academic Flexibility" is the provision for innovative and interchangeable curricular structures to enable creative combinations of Courses/Programmes in Disciplines of study leading to Degree/Diploma/PG Diploma/Certificate of Study offering multiple entry and multiple exit facilities in tune with National Education Policy-2020, while removing the rigid curricular boundaries and creating new possibilities of life-long learning.

25. USE OF TECHNOLOGICAL INTERVENTIONS

With the proliferation of different types of access devices, especially mobile access devices, technology has the potential to augment traditional classroom practices and revolutionize learning and evaluation methods. Technology, in fact can be an important driver to enable lifelong learning. Learning and engagement of students is facilitated by use of technology through several modes such as synchronous learning, semi-synchronous learning, blended learning, collaborative learning, flipped classroom etc. MOOC's, especially provided through SWAYAM, are a window of opportunity for lifelong learning and are offered through technology-based platforms. Learning Commerce systems (LMS) may be used by institutions to integrate the entire teaching, learning and evaluation process. The Learning Commerce System may be used by institutions to deliver academic content in blended form and to assess learning through thesis, assignments etc. Open-source learning Commerce systems such as Moodle, may be used for posting content in the form of videos, audios, e-learning modules, live class sessions etc. Use of plagiarism detection software will be highly recommended to check originality of content.

In the conduct of examinations, universities face tremendous challenges such as need for trained manpower, distribution of question paper without delays and errors, delays in evaluation of answer scripts, lack of infrastructure to conduct examinations at a large scale, non-availability of faculty members for assessment, security issues faced during paper setting and paper distribution, tampering of certificates and answer scripts etc.

For a typical examination department of an institution will be anautonomousbody right from registration of student to convocation through an integrated system. In fact, steps must be taken to implement a complete examination Commerce system that considers the complete life cycle of examination process. The use of technology will reduce dependency on human intervention and be error free. The following functions will be automated:

i. Registration of students and generating unique PRN,

ii. Filling up of examination form,

iii. Generation of seat numbers and admit cards/hall tickets,

iv. Preparation of list of paper setter,

v. use of question bank system to draw question sets, question paper generation,

vi. Online distribution of question papers on the day of examination with system of encryption,

vii. Barcode system for answer books (this will eliminate issues related to errors, avoid malpractices etc.),

viii. Digitization of answer scripts and onscreen evaluation of answer sheets,

ix. Tracking of student's performance,

x. Marks submission through online software,

xi. Viewing of result through online system,

xii. Online verification and revaluation system,

xiii. Digitization of certificates and mark sheets (to avoid tampering and easy retrieval),

xiv. Certificate authentication system,

xv. Submission of various other applications through online system.

The above will lead to conduct of functions of the examination system in an efficient and transparent manner and timely availability of information to students.

26. STUDENT DISCIPLINE

Every student is required to observe utmost discipline and decorum both inside and outside the campus and not to indulge in any activity against any law which may affect adversely the prestige/reputation of the University.

27. STUDENT WELFARE

Any act of indiscipline of a student will be reported by Head of the Department to the Chief Proctor/Dean (Students Welfare) with an information to Dean will be referred to a Discipline Committee constituted for the purpose. The Committee will enquire into the charges and decide on a suitable punishment if the charges are substantiated. The committee will also authorize the Chief Proctor/Dean (Students Welfare) to recommend to the Vice-Chancellor for the implementation of the decision. The student concerned may appeal to the Vice-Chancellor, whose decision will be the final.

28. RAGGING

Ragging in any form is a criminal and non-bailable offence in our country. The current State and Central legislations provide stringent punishments including imprisonment. Once the involvement of a student(s) is established in ragging, offending fellow students/staff, harassment of any nature to the fellow students/staff etc. the student(s) will be liable to be dismissed from the University, as per the laid down procedures of the UGC / Govt. /Institute. Every senior student of the University, along with their parent, shall give an undertaking every year in this regard and the same should be submitted at the time of Registration.

29. POWER TO MODIFY

Notwithstanding all that has been stated above, the Academic Council is vested withpowers to modify any or all the above regulations from time to time, if required, subjectto the approval by the Board of Studies and Final approval by Vice-Chancellor.

30. EXIT POINT

As per NEP

31. NC/CREDIT COURSE

For non credit courses 'Satisfactory' or "Unsatisfactory' shall be indicated instead of the letter grade and this will not be counted for the computation of SGPA/CGPA.

32. ANY OTHER HEADING AS PER YOUR PROGRAM

NA

Evaluation Scheme

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Year: I / Semester:I

S.No.	Course Code	Course Name	Course Type	Periods			Marks & Credit Distribution			
				L	T	P	IAM	EAM	Total	Credits
1	ADE-CC-111	Foundations of Business Management	Core Course Theory (Major)	3	1	0	25	75	100	4
2	ADE-CC-251	Statistics for Business & Economics	Core Course Theory(Major)	3	1	0	25	75	100	4
3	EI-DSE-251	Startup Inncuation & Acceleration Strategies	Discipline Specific Elective (Theory) (Minor)	3	1	0	25	75	100	4
4	ADE-CC-111P	Case Study- Management Foundation(P)	Core Course Practical (Major)	0	0	4	15	35	50	2
5	ADE-CC-251P	Case Study –Statistics for Business & Economics	Core Course Practical (Major)	0	0	4	15	35	50	2
6	EI-DSE-251(P)	Case Study – Startup Inncuation & Acceleration Strategies	Discipline Specific Elective (Practical) Minor	0	0	4	15	35	50	2
7	NHU-111	English Communication	Ability Enhancement Compulsory Courses-AECC	3	0	0	25	75	100	3
8	ADE-VAC-251	Basic Drone Training	Value Added Courses -VAC	0	0	4	15	35	50	2
9	SPT-PC-111	Sports(P)	Physical Education(PE) Electives	0	0	2	15	35	50	1
			Total	**12**	**3**	**18**	**175**	**475**	**650**	**24**
General Elective										
10	GENCC-101	National Cadet Corps (NCC)	General Elective	1	0	2	15	35	50	2

Year: I / Semester: II

S.No	Course Code	Course Name	Course Type	Periods			Marks & Credit Distribution			
				L	T	P	IAM	EAM	Total	Credits
1	AE-CC-252	E-Business & Digital Transformation	Core Course Theory (Major)	3	1	0	25	75	100	4
2	ADE-CC-252	Business Law & Regulatory	Core Course Theory (Major)	3	1	0	25	75	100	4
3	(GE-1)	To be decided by CBCS Committee	Generic Elective Theory	4	0	0	25	75	100	4
4	AE-CC-252P	Case Study –E-Business & Digital Transformation	Core Course Practical (Major)	0	0	4	15	35	50	2
5	ADE-CC-252P	Case Study - Business Law & Regulatory	Core Course Practical (Major)	0	0	4	15	35	50	2
6	NHU-NPR-112	Environment and Ecology	Ability Enhancement Compulsory Courses-AECC	4	0	2	15	35	50	5
7	EI-DSE-252	New Venture Creation & Launch Strategy	Discipline Specific Elective (Theory)	3	1	0	25	75	100	4

			(Minor)							
8	EI-DSE-252(P)	Case Study – New Venture Creation & Launch Strategy	Discipline Specific Elective (Practical) (Minor)	0	0	4	15	35	50	2
9	ADE-SEC-251	Foreign Language	Skill Enhancement Course (SEC)	2	0	0	15	35	50	2
10	SPT-PC-211	Sports(P)	Physical Education(PE)Electives	0	0	2	15	35	50	1
			Total	**19**	**3**	**16**	**190**	**510**	**700**	**30**
			General Elective							
11	GENCC-102	National Cadet Corps (NCC)	General Elective	1	0	2	15	35	50	2

Year: II / Semester: III

S.No.	Course Code	Course Name	Course Type	Periods			Marks & Credit Distribution			
				L	T	P	IAM	EAM	Total	Credits
1	ADE-CC-231	Organizational Dynamic	Core Course Theory (**Major**)	3	1	0	25	75	100	4
2	EI-CC-253	Product Development & Prototyping	Core Course Theory(**Major**)	3	1	0	25	75	100	4
3	GE-2	To be decided by CBCS Committee	Generic Elective Theory	3	1	0	25	75	100	4
4	EI-DSE-253	Scaling & Growth Strategies for Startup's	Discipline Specific Elective (Theory)(Minor)	3	1	0	25	75	100	4
5	ADE-CC-231(P)	Case Study – Organizational Dynamic	Core Course Practical (Major)	0	0	4	15	35	50	2
6	EI-CC-253(P)	Case Study – Product Development & Prototyping	Core Course Practical (Major)	0	0	4	15	35	50	2
7	EI-DSE-253P	Case Study – Scaling & Growth Strategies for Startup's	Discipline Specific Elective(Practical)(Minor)	0	0	4	15	35	50	2
8	UVE-301	Human Values & Professional Ethics	AECC	2	1	0	15	35	50	3
9	ADE-VAC-253	Personal Grooming & Storytelling	Value Added Courses -VAC	0	0	4	15	35	50	2
10	SPT-PC-311	Sports(P)	Physical Education(PE)Electives	0	0	2	15	35	50	1
			Total	**14**	**5**	**18**	**190**	**510**	**700**	**28**
			General Elective -I (Optional)							
11	GENCC-103	National Cadet Corps (NCC)	General Elective	1	0	2	15	35	50	2

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Year: II / Semester: IV

S.No	Course Code	Course Name	Course Type	Periods			Marks & Credit Distribution			
				L	T	P	IAM	EAM	Total	Credits
1	EI-CC-254	Supply Chain & Logistic Management	Core Course Theory (Major)	3	1	0	25	75	100	4
2	AE-CC-254	Intellectual Property Rights and Paitent	Core Course Theory (Major)	3	1	0	25	75	100	4
3		DSE-4	Discipline Specific Elective (Theory) (Minor)	3	1	0	25	75	100	4
4	EI-CC-254(P)	Case Study – Supply Chain & Logistic Mangement	Core Course Practical (Major)	0	0	4	15	35	50	2
5	AE-CC-254(P)	Case Study – Intellectual Property Rights and Paintent	Core Course Practical (Major)	0	0	4	15	35	50	2
6		DSE-4(P)	Discipline Specific Elective (Practical) (Minor)	0	0	4	15	35	50	2
7	ADE-AE-254	E-Marketing & Social Media Strategies	AECC	2	1	0	15	35	50	3
8	ADE-SEC-254	Business Communication & Presentation skill	Skill Enhancement Course (SEC)	2	0	2	15	35	50	2
9	ADE-SI-254	Summer Industrial Training(SI)	Industrial Training	0	0	8	50	100	150	4
10	ADE-PB-254	Portfolio Building	Skill Enhancement Course (SEC)	2	0	2	15	35	50	2
11	SPT-PC-411	Sports (P)	Physical Education(PE)Electives	0	0	2	15	35	50	1
			Total	**13**	**4**	**24**	**215**	**535**	**750**	**30**
General Elective -I (Optional)										
11	GENCC-104	National Cadet Corps (NCC)	General Elective	1	0	2	15	35	50	2

L- Lecture, T- tutorials, P- Practical (Labs), CT- Class Test (Sessionals), TA- Teacher's Assessment (Assignments, Tutorials),
IP- Internal Practical, ET- External Theory, EP- external Practical, NC- Non Credit Course, PE – Physical Education, IAM – Internal Assignment Marks, EAM – External Assignment Marks

Discipline Specific Elective Specialization-2 (Optional) (Choose any 1)

	International Business	Business Analytics	Marketing Management	Human Resources Management	Banking & Finance
Discipline Specific Elective	Global Competitiveness Analysis	Marketing Analytics	International Marketing Strategies	Strategic Human Resource Marketing	Financial Analytics-I
	ADE-IB-1COURSE-1	ADE -BA-1COURSE-1	ADE -MM-1COURSE-1	ADE -HRM-1COURSE-1	ADE -BF-1COURSE-1
Discipline Specific Elective (Practical)	Case Study - Global Competitiveness Analysis	Case Study - Marketing Analytics	Case Study - International Marketing Strategies	Case Study - Strategic Human Resource Marketing	Case Study - Financial Analytics-I
	ADE-IB-1P COURSE-1	ADE -BA-1P COURSE-1	ADE -MM-1P COURSE-1	ADE -HRM-1P COURSE-1	ADE -BF-1P COURSE-1

Note 1- Students have to opt two specializations. First specialization is Fixed (Data Analyst & Artificial Intelligence) consists of three papers in first , Second & third semester and Second specialization (optional choice Based) consists of two papers (1 & 2) in forth and fifth semester.
Note 2- PE/Sports Courses are mandatory—students must enroll in a Physical Education (PE) elective each semester as part of their curriculum requirement.The full list of codes and sports types should be referenced in the BOS (Board of Studies) attachment or official university curriculum documents for your specific program and year.

Year: III / Semester: V

S.No.	Course Code	Course Name	Course Type	Periods			Marks & Credit Distribution			
				L	T	P	IAM	EAM	Total	Credits
1	DA-CC-255	Risk Management & Business Continuity	Core Course Theory (Major)	3	1	0	25	75	100	4
2	ADE-CC-255	Research Foundation & Methodology	Core Course Theory (Major)	3	1	0	25	75	100	4
3		DSE-5	Discipline Specific Elective (Theory) (Minor)	3	1	0	25	75	100	4
4	EI-CC-255P	Case Study – Risk Management & Business Continuity	Core Course Practical (Major)	0	0	4	15	35	50	2
5	ADE-CC-255P	Case Study – Research Foundation &Methodolgy	Core Course Practical (Major)	0	0	4	15	35	50	2
6		DSE-5P	Discipline Specific Elective (Practical)Minor	0	0	4	15	35	50	2
7	GE-3	GE-3	Generic Elective Theory	3	1	0	25	75	100	4
8	ADE-VAC-255	Problem Solving Through Aptitude	Value Added Courses -VAC	0	0	4	15	35	50	2
9	ADE-IT-255	Industry Based Research Project	Industrial Training			8				4
10	SPT-PC-511	Sports (P)	Physical Education(PE)Electives	0	0	2	15	35	50	1
			Total	**12**	**4**	**26**	**175**	**475**	**650**	**29**
General Elective -I (Optional)										
11	GENCC-105	National Cadet Corps (NCC)	General Elective	1	0	2	15	35	50	2

L- Lecture, T- tutorials, P- Practical (Labs), CT- Class Test (Sessionals), TA- Teacher's Assessment (Assignments, Tutorials),
IP- Internal Practical, ET- External Theory, EP- external Practical, NC- Non Credit Course, GE- General Elective , PE – Physical Education, IAM – Internal Assignment Marks, EAM – External Assignment Marks

Discipline Specific Elective Specialization-2 (Optional) (Choose any 1)

	International Business	Business Analytics	Marketing Management	Human Resources Management	Banking & Finance
Discipline	Globalization and Indian Business Scenario	Predictive Analytics	Introduction to Services Marketing	Performance Management	Mergers and Acquisitions

Specific Elective	ADE-IB-2 COURSE-2	ADE -BA-2 COURSE-2	ADE -MM-2 COURSE-2	ADE -HRM-2 COURSE-2	ADE -BF-2 COURSE-2
Discipline Specific Elective (Practical)	Case Study - Globalization and Indian Business Scenario	Case Study - Predictive Analytics	Case Study - Introduction to Services Marketing	Case Study - Performance Management	Case Study - Mergers and Acquisitions
	ADE-IB-2P COURSE-2	ADE -BA-2P COURSE-2	ADE -MM-2P COURSE-2	ADE -HRM-2P COURSE-2	ADE -BF-2P COURSE-2
Note 1- Students have to opt two specializations. First specialization is Fixed (Data Analyst & Artificial Intelligence) consists of three papers in first , Second & third semester and Second specialization (optional choice Based) consists of two papers (1 & 2) in forth and fifth semester.					
Note 2- PE/Sports Courses are mandatory—students must enroll in a Physical Education (PE) elective each semester as part of their curriculum requirement.The full list of codes and sports types should be referenced in the BOS (Board of Studies) attachment or official university curriculum documents for your specific program and year.					

Year: III / Semester: VI

S.No.	Course Code	Course Name	Course Type	Periods			Marks & Credit Distribution			
				L	T	P	IAM	EAM	Total	Credits
1	ADE-RP-256	Major Research Project-I	Core Research Project (Major)	0	0	16	25	75	100	8
2	ADE-V-256	Viva - Voce(Skill)	Core Research Practical (Major)	0	0	14	25	75	100	7
3	DA-SC-256	Case Study – Data Analyst & Artificial Intelligence	Core Course Practical (Major)	0	0	4	25	75	100	2
4	ADE-PR-256	Presentation & Research Paper	Core Course Practical (Major)	0	0	4	15	35	50	2
5	SPT-PC-611	Sports (P)	Physical Education(PE)Electives	0	0	2	15	35	50	1
			Total	**0**	**0**	**40**	**105**	**295**	**400**	**20**
General Elective -I (Optional)										
6	GENCC-106	National Cadet Corps (NCC)	General Elective	1	0	2	15	35	50	2
Note 1- Each student is required to complete a minimum of 600 hours of internship as part of the curriculum. Successful earning of the specified credits is contingent upon the evaluation of the student's internship project report by the designated faculty or external evaluator.										
Note 2- In addition, each student must have at least one research paper published in a recognized journal or conference during the course of their program. This publication is a mandatory criterion for fulfillment of the academic requirements.										

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NAAC Accredited with A GRADE

Year: IV / Semester: VII

S.No	Course Code	Course Name	Course Type	Periods			Marks & Credit Distribution			
				L	T	P	IAM	EAM	Total	Credits
1.	ADE-CC-471	Merchandising Management	Core Course Theory (Major)	3	1	0	25	75	100	4
2.	ADE-CC-472	Branding & Positioning	Core Course Theory (Major	3	1	0	25	75	100	4
3.	ADE-CC-471P	Case Study- Merchandising management	Core Course Practical (Major)	0	0	4	15	35	50	2
4.	ADE-CC-472P	Case Study- Branding & Positioning	Core Course Practical (Major)	0	0	4	15	35	50	2
5.	AECC-371	Modern Indian Language	AECC	3	0	0	25	75	100	3
6.	AE-VAC-471	Transcendental Meditation & Yoga	Value Added Course (VAC)	0	0	4	15	35	50	2
7.	AE-RP-471	RP	Research Project	4	1	2	25	75	100	6
8	SPT-PC-711	Sports (P)	Physical Education(PE)Electives	0	0	2	15	35	50	1
			Total	**13**	**3**	**16**	**160**	**440**	**600**	**24**
General Elective -I (Optional)										
9	GENCC-107	National Cadet Corps (NCC)	General Elective	1	0	2	15	35	50	2

L- Lecture, T- tutorials, P- Practical (Labs), CT- Class Test (Sessionals), TA- Teacher's Assessment (Assignments, Tutorials),
IP- Internal Practical, ET- External Theory, EP- external Practical, NC- Non Credit Course, GE- General Elective , PE – Physical Education, IAM – Internal Assignment Marks, EAM – External Assignment Marks.

Year: IV / Semester: VIII

S.No	Course Code	Course Name	Course Type	Periods			Marks & Credit Distribution			
				L	T	P	IAM	EAM	Total	Credits
1.	ADE-CC-481	International HRM	Core Course Theory (Major)	3	1	0	25	75	100	4
2.	ADE-CC-482	Strategies for the Digital Economy	Core Course Theory(Major)	3	1	0	25	75	100	4
3.	ADE-CC-481P	Case Study- International HRM	Core Course Practical (Major)	3	1	0	25	75	100	2
4.	ADE-CC-482P	Case Study - Strategies for the Digital Economy	Core Course Practical (Major)	1	1	4	15	35	50	2
5.	AECC-481	Research and Publication Ethics	AECC (Research)	3	0	0	25	75	100	3
6.	AE-VAC-481	Nutrition & Food Science	Value Added Course (VAC)	0	0	4	15	35	50	2
7.	AE-SEC-481	Intellectual Property Rights	Skill Enhancement Course (SEC)	2	0	0	15	35	50	2
8.	GE-4	GE-4	Generic Elective Theory	3	1	0	25	75	100	4
9.	AE-RP-481	RP	Research Project	4	1	2	25	75	100	6
10.	SPT-PC-811	Sports (P)	Physical Education(PE)Electives	0	0	2	15	35	50	1
			Total	**22**	**6**	**12**	**210**	**590**	**800**	**30**
General Elective -I (Optional)										

11	GENCC-108	National Cadet Corps (NCC)	General Elective	1	0	2	15	35	50	2

L- Lecture, T- tutorials, P- Practical (Labs), CT- Class Test (Sessionals), TA- Teacher's Assessment (Assignments, Tutorials),
IP- Internal Practical, ET- External Theory, EP- external Practical, NC- Non Credit Course, GE- General Elective, PE – Physical Education, IAM – Internal Assignment Marks, EAM – External Assignment Marks

Specialization:-Data Analytics & Artificial Intelligence

1	Generic Elective Theory	GE-2	To be decided by CBCS Committee

Note 1- 4-year UG Degree (Honours): A four-year UG Honours degree in the major discipline will be awarded to those who complete a four-year degree programme with 160 credits and have satisfied the credit requirements as given in table 2 in Section 5as per Cred.

Note 2- 4-year UG Degree (Honours with Research): Students who secure 75% marks and above in the first six semesters and wish to undertake research at the undergraduate level can choose a research stream in the fourth year. They should do a research project or dissertation under the guidance of a faculty member of the University/College. The research project/dissertation will be in the major discipline. The students who secure 160 credits, including 12 credits from a research project/dissertation, are awarded UG Degree (Honours with Research).

Format-1

Format -1

NEP-2020 IMPLEMENTATION 3 STEPS PLAN (FORMAT-1,2 & 3)
CBCS: Statement of Credits distribution

College/School: School Of Commerce & Management
Programme: BBA – Data Analytics & Artificial Intelligence
Duration: UG (6 Sem.), UG (Hons./Research) 8 Sem., PG (4 Sem.)

160 for UG (Hons.), 80 for PG
(Suggested by CBCS-NEP Committee)

Course	Credit	Semester	CORE (Th 4+P 2) Major	DSE (Th 4+P 2) Minor	AECC (Th 3)	SEC **	GE (Th 4) Interdisciplinary	General Elective (2)	Value Added Course (VAC) (2)	Industrial Training/ Survey / Research Project (4)	Total Credits
Certificate in BBA Data Analytics & Artificial Intelligence		**Ist**	**C1**ADE-CC-111 Foundations of Business Management (C=4) **C2**ADE-CC-251 Statistics for Business & Economics ADE-CC-111P Case Study-Management Foundation(P) (C=2) ADE-CC-251P Case Study – Statistics for Business & Economics (C=2)	**EI-DSE-251 -** Startup Inncuation& Acceleration Strategies (C=4) **EI-DSE-251P -** Case Study – Startup Inncuation& Acceleration Strategies (C=2)	**AECC 1** NHU-111 English Communication (C=3)			**GENCC101** National Cadet Corps (NCC) (C=2)	**VAC-1** AE-VAC-251 Basic Drone Training (C=2)		24 (Excluding NCC)
		2nd	**C3**- AE-CC-252 E-Business & Digital Transformation (C=4) **C4**ADE-CC-252 Business Law & Regulatory (C=4) DA-CC-252P Case Study –E-Business & Digital Transformation (C=2) ADE-CC-252P Case Study - Business Law & Regulatory (C=2)	EI-DSE-252 - New Venture Creation & Launch Strategy (C=4) EI-DSE-252(P) - Case Study – New Venture Creation & Launch Strategy (C=2)	**AECC-2** NHU-NPR-112 Environment and Ecology (C=5)	**ADE-SEC-251** Foreign Language (C=2)	GE-1 Generic Elective (C=4)	**GENCC102** National Cadet Corps (NCC) (C=2)			30 (Excluding NCC)
Entry and Exit point											

Diploma in BBA Data Analytics & Artificial Intelligence		**3rd**	**C5 –** ADE-CC-231 Organisational Dynamics (C=4) **C6 –** EI-CC-253Product Development & Prototyping (C=4) ADE-CC-231P Case Study – Organisational Dynamics (C=2) DA-CC-253(P) Case Study – Product Development & Prototyping (C=2)	EI-DSE-231 - Scaling & Growth Strategies for Startup's C=4) EI-DSE-231 P Case Study – Scaling & Growth Strategies for Startup's (C=2)	**AECC 3-** UVE-301 Human Values & Professional Ethics (C=3)		**GE-2 A/B** (C=4)	**GENCC103N** ational Cadet Corps NCC (C=2)	**VAC-2** ADE-VAC-253 Personal Groomi ng & Storytell ing (C2)		28 (Excludi ng NCC)
		4th	**C7-**EI-CC-254 Supply Chain & Logistic Management(C=4) **C8-** AE-CC-254 Intellectual Property Rights and Paitent(C=4) EI-CC-254(P)Case Study –Supply Chain & Logistic Mangement (C=2) AE-CC-254(P)Case Study – Intellectual Property Rights and Paintent (C=2)	ADE-IB-1 Global Competitiveness Analysis(C=4) ADE-IB-1P Case Study - Global Competitiveness Analysis(C=2) ADE -BA-1 Marketing Analytics ADE -BA-1P Case Study - Marketing Analytics ADE -MM-1 International Marketing Strategies ADE -MM-1P Case Study - International Marketing Strategies ADE -HRM-1 Strategic Human Resource Marketing ADE -HRM-1P Case Study - Strategic Human Resource Marketing ADE -BF-1 Financial Analytics-I ADE -BF-1P Case Study - Financial Analytics-I	**AECC 4-** ADE-AE-254 E-Marketing & Social Media Strategies (C=3)	**SEC 2-** ADE-SEC-254 Business Communicati on & Presentation Skill (C=2)		**GENCC104** National Cadet Corps (NCC) (C=2)		**ADE-SI-254** Summer Industrial Training (C=4)	28(Exclu ding NCC)

Entry and Exit point											
UG DEGREE IN BBA Data Analytics & Artificial Intelligence		**5th**	**C9** – EI-CC-255 Risk Management & Business Continuity(C=4) **C10** – ADE-CC-255 Research Foundation & Methodology (C=4) EI-CC-255P Case Study – Risk Management & Business Continuity(C=2) ADE-CC-255P Case Study – Research Foundation & Methodology (C=2)	ADE-IB-2 Globalization and Indian Business Scenario(C=4) ADE-IB-2P Case Study - Globalization and Indian Business Scenario ADE -BA-2 Predictive Analytics ADE -BA-2P Case Study - Predictive Analytics ADE -MM-2 Introduction to Services Marketing ADE -MM-2P Case Study - Introduction to Services Marketing ADE -HRM-2 Performance Management ADE -HRM-2P Case Study - Performance Management ADE -BF-2 Mergers and Acquisitions ADE -BF-2P Case Study - Mergers and Acquisitions			**GE-3** Generic Elective **(C=4)**	**GENCC 105** National Cadet Corps (NCC) (C=2)	**VAC-3** ADE-VAC-255 Problem Solving Through Aptitude (C=2)	**ADE-IT-255** Industry Based Research Project (C=4)	28(Excluding NCC)

		6th	**C11 –** ADE-RP-256 Major Research Project-I (C=8)	**C12 –** ADE-V-256 Viva - Voce (C=7)	**DA-SC-256** Case Study – Data Analyst & Artificial Intelligence **(C=2)**	**SEC 3-** ADE-PR-256Presentation & Research Paper(C=2)		**GENCC 106** National Cadet Corps (NCC) (C=2)			20(Excluding NCC)
Note: For 04 years undergraduate programmes, research projects will be of 6 credits each in last 02 semesters. *General Elective: Certificate will be provided to the students opted for NCC apart from degree. ** One SEC must be E&I and IPR (Can be through NPTEL or IPR can be from TIFAC, DST)											
		7th	**C13**- ADE-CC-471 Merchandising Management (C=4) **C14**- ADE-CC-472 Branding & Positioning (C=4) ADE-CC-471P Case Study- Merchandising management (C=2) ADE-CC-472P Case Study- Branding & Positioning (C=2)		**AECC 5-** AECC-371 Modern Indian Language (C=3)			**GENCC -107** National Cadet Corps(NCC) (C=2)	**VAC-1** AE -VAC-471 Transcendental Meditation & Yoga (C=2)	**AE-RP-471** Research Project (C=6)	24 (Excluding NCC)
		8th	**C15**- ADE-CC-481 International HRM (C=4) **C16**-ADE-CC-482 Strategies for the Digital Economy (C=4) ADE-CC-481P Case Study- International HRM (C=2) ADE-CC-482P Case Study- Strategies for the Digital Economy (C=2)		**AECC 6** AECC-481 Research and Publication Ethics (C=3)	**SEC 4** AE-SEC-481 Intellectual Property Rights (C=2)	**GE-4** (C=4)	**GENCC -108** National Cadet Corps (NCC) (C=2)	**VAC-2** AE-VAC-481 Nutrition & Food Science (C=2)	**AE-RP 481** Seminar/Industrial Training/ Research (C=6)	29 (Excluding NCC)

Format-2

Format-2

IIMTU-NEP Implementation: Exit Points (2024-28)

Programme	Year	Semester (15 weeks)	Paper	Credit	Periods per Week	Periods (Hours) per Semester	Paper Title	Unit (Periods per semester)	Prerequisite	Elective (For other faculty)
Certificate in Business Administration- Data Analytics & Artificial Intelligence	FIRST YEAR	SEMESTER -I	1. ADE-CC-111	4	4	60	1. Foundations of Business Management	5	Must have passed 10+2 from a recognised board or school	
			2. ADE-CC-251	4	4	60	2. Statistics for Business & Economics	5		
			3. EI-DSE-1	4	4	60	3. Startup Incubation & Acceleration Strategies	5		
			4. ADE-CC-111P	2	4	60	4. Case Study – Foundations of Business Management	5		
			5. ADE-CC-251P	2	4	60	5. Case Study – Statistics for Business & Economics	5		
			6. EI-DSE-1P	2	4	60	6. Case Study – Startup Incubation & Acceleration Strategies	5		
			7. NHU-111	3	4	45	7. English Communication	5		
			8. ADE-VAC-251	2	4	60	8. Basic Drone Training	5		
			9. SPT-PC-111	1	2	30	9. Sports (P)	5		
			10. GENCC-101	2	-	-	10. National Cadet Corps (NCC)	-		
			TOTAL	**30**	**34**	**555**		**45**		
		SEMESTER - II	1. AE-CC-252	4	4	60	1. E-Business & Digital TransformationBusiness Law & Regulatory	5	Must have passed 10+2 from a recognized board or school	
			2. ADE-CC-252	4	4	60	2. Generic Elective	5		
			3. GE-1	4	4	60	3. Case Study –E-Business & Digital Transformation	5		
			4. AE-CC-252P	2	2	60	4. Case Study – Business Law & Regulatory	5		
			5. ADE-CC-252P	2	2	60	5. Environment and Ecology	5		
			6. NHU-NPR-112	5	4	60	6. New Venture Creation & Launch Strategy	5		
			7. EI-DSE-2	4	2	90	7. Case Study – New Venture Creation & Launch Strategy	5		
			8. EI-DSE-2P	2	4	60	8. Foreign Language	5		
			9. ADE-SEC-251	2	2	60	9. Sports (P)	5		
			10. SPT-PC-211	1	1	30	10. National Cadet Corps (NCC)	5		
			11. GENCC-102	2	2	30		-		
			Total	**36**	**31**	**630**		**50**		

Programme	Year	Semester (15 weeks)	Paper	Credit	Periods per Week	Periods (Hours) per Semester	Paper Title	Unit (Periods per semester)	Prerequisite	Elective (For other faculty)
Diploma in Business Administration- Data Analytics & Artificial Intelligence	SECOND YEAR	SEMESTER – III	1. ADE-CC-231	4	4	60	1. Organizational Dynamics	5	Must have completed a certificate in bachelor of business administration	
			2. EI-CC-253	4	4	60	2. Product Development & Prototyping	5		
			3. GE-2	4	4	60	3. Generic Elective	5		
			4. EI-DSE-3	4	4	60	4. Scaling & Growth Strategies for Startup's Case Study – Organizational Dynamics	5		
			5. ADE-CC-231P	2	4	60	5. Case Study – Product Development & Prototyping	5		
			6. EI-CC-253(P)	2	4	60	6. Case Study – Scaling & Growth Strategies for Startup's	5		
			7.EI-DSE-3(P)	2	4	60	7. Human Values & Professional Ethics	5		
			8. UVE-301	3	4	45	8. Personal Grooming & Storytelling	5		
			9. ADE-VAC-253	2	4	60	9. Sports (P)	5		
			10. SPT-PC-311	1	2	30	10. National Cadet Corps (NCC)	5		
			11. GENCC-103	2						
			TOTAL	**30**	**38**	**555**		**50**		

		SEMESTER-IV	1. EI-CC-254	4	4	60	1. Supply Chain & Logistics Management	5		
			2. AE-CC-254	4	4	60	2. Intellectual Property Rights and Paitent	5		
			3. EI-CC-254P	4	4	60	3. Case Study – Supply Chain & Logistic Mangement	5		
			4. AE-CC-254P	2	4	60	4. Case Study – Intellectual Property Rights and Paintent	5		
			5. ADE-IB-1	2	4	60	5. Global Competitiveness Analysis	5		
			6. ADE-IB-1P	2	4	60	6. Case Study – Global Competitiveness Analysis	5		
			7. ADE-BA-1	3	4	60	7. Marketing Analysis	5		
			8. ABD-BA-1P	2	4	60	8. Case Study – Marketing Analysis	5		
			9. ADE-MM-1	4	4	60	9. International Marketing Startegies	5		
			10. ADE-MM-1P	1	2	50	10. Case Study - International Marketing Startegies	5		
			11. ADE-HRM-1	2	4	60	11. Strategic Human Resources Marketing	-		
			12. ADE-HRM-1P	2	-	-	12. Case Study - Strategic Human Resources Marketing			
			13. ADE-BF-1				13. Financial Analysis – 1			
			14. ADE-BF-1P				14. Case Study - Financial Analysis – 1			
			15. ADE-AE-254				15. E-Marketing & Social Media Strategies			
			16. ADE-SEC-254				16. Business Communication & PresentationSkills			
			17. ADE-SI-254				17. Summer Industrial Training			
			18. SPT-PC-411				18. Sports (P)			
			19. GENCC-104				19. National Cadet Corps (NCC)			
			20. ADE-PB-254				20. Portfolio Building			
			TOTAL	**28**	**40**	**600**		**50**		
Programme	**Year**	**Semester (15 weeks)**	**Paper**	**Credit**	**Periods per Week**	**Periods (Hours) per Semester**	**Paper Title**	**Unit (Periods per semester)**	**Prerequisite**	**Elective (For other faculty)**
	THIRD YEAR	**SEMESTER -V**	1. EI-CC-255	4	4	60	1. Risk Management & Business Continuity	5	Must have completed a diploma in bachelor of Business Administration	
			2. ADE-CC-255	4	4	60	2. Research Foundation & Methodology	5		
			3. EI-CC-255P	2	4	60	3. Case Study – Risk Management & Business Continuity	5		
			4. ADE-CC-255P	2	4	60	4. Case Study – Research Foundation & Methodology	5		
			5. GE-3	4	4	60	5. Generic Elective	5		
			6. ADE-VAC-255	2	4	60	6. Globalisation and Indian Business Scenario	5		
			7. ADE-IT-255	2	4	60	7. Predictive Analytics	5		
			8. SPT-PC-511	1	4	60	8. Introduction to Services Marketing	5		
			9. GENCC-105	2	4	60	9. Performance Management	5		
			10. ADE-IB-2	4	2	50	10. Mergers and Acquisitions	5		

			11. ADE-IB-2P 12. ADE-BA-2 13. ADE-BA-2P 14. ADE-MM-2 15. ADE-MM-2P 16. ADE-HRM-2 17. ADE-HRM-2P 18. ADE-BF-2 19. ADE-BF-2P	2	-	-	11. Case Study -Globalisation and Indian Business Scenario 12. Case Study - Predictive Analytics 13. Case Study - Introduction to Services Marketing 14. Case Study - Performance Management 15. Case Study - Mergers and Acquisitions 16. Problem Solving Through Aptitude 17. Industry Based Research Project 18. Sports (P) 19. National Cadet Corps (NCC)	-		
			TOTAL	**29**	**38**	**590**		**50**		
BBA in Data Analytics &Artificial	**THIRD YEAR**	**SEMESTER -VI**	1. ADE-RP-256 2. ADE-V-256 3. DA-SC-256 4. ADE-PR-256 5. SPT-PC-611 6. GENCC-106	8 7 2 2 1 2	4 4 4 4 2 -	60 60 60 60 50 -	1. Major Research Project-I 2. Viva - Voce 3. Case Study – Data Analyst & Artificial Intelligence 4. Presentation & Research Paper 5. Sports (P) 6. National Cadet Corps (NCC)	5 5 5 5 5 -		
			TOTAL	**20**	**18**	**290**		**25**		
	FOURTHYEAR	**SEMESTER -VII**	1. ADE-CC-471 2. ADE-CC-472 3. ADE-CC-471P 4. ADE-CC-472P 5. AECC-371 6. AE-VAC-471 7. AE-RP-471 8. SPT-PC-711 9. GENCC-107	4 4 2 2 3 2 6 1 2	4 4 4 4 4 4 4 2 -	60 60 60 60 45 60 60 50 -	1. Merchandising Management 2. Branding & Positioning 3. Case Study – Merchandising Management 4. Case Study – Branding & Positioning 5. Modern Indian Language 6. Transcendental Meditation & Yoga 7. Research Project 8. Sports (P) 9. National Cadet Corps (NCC)	5 5 5 5 5 5 5 5 -	Must have completed a Bachelor of Business Admisnistration	
			TOTAL	**26**	**30**	**445**		**30**		

BBA in Data Analytics &Artificial Intelligence	**FOURTHYEAR**	**SEMESTER -VIII**	1. ADE-CC-481	4	4	60	1. International HRM	5		
			2. ADE-CC-482	4	4	60	2. Strategies for the Digital Economy	5		
			3. ADE-CC-481P	2	4	60	3. Case Study – International HRM	5		
			4. ADE-CC-482P	2	4	60	4. Case Study – Strategies for the Digital Economy	5		
			5. AECC-481	3	4	60	5. Research and Publication Ethics	5		
			6. AE-VAC-481	2	4	60	6. Nutrition & Food Science	5		
			7. AE-SEC-481	2	4	60	7. Intellectual Property Rights	5		
			8. GE-4	4	4	60	8. Generic Elective	5		
			9. AE-RP-481	6	4	60	9. Research Project	5		
			10. SPT-PC-811	1	2	50	10. Sports (P)	5		
			11. GENCC-108	2	-	-	11. National Cadet Corps (NCC)	-		
			TOTAL	**30**	**38**	**590**		**50**		

Programme Outcome:

PO1- Strong Foundation in Data Analytics and AI: Students will have a comprehensive understanding of the fundamental concepts, theories, and techniques in data analytics and artificial intelligence.

PO2-Data Collection and Preparation:Students will be skilled in gathering, cleaning, and organizing data from various sources, ensuring it is suitable for analysis and AI model development.

PO3-Statistical Analysis and Machine Learning:Students will be proficient in applying statistical methods and machine learning techniques to analyze data, make predictions, and solve real-world problems.

PO4- AI Model Development:Students will be able to design, implement, and evaluate artificial intelligence models for tasks like image recognition, natural language processing, recommendation systems, etc.

PO5- Capstone Projects:Opportunities to work on hands-on projects or capstone experiences that allow students to apply their skills to real-world problems under the guidance of faculty or industry professionals.

PO6- Ethics and Privacy:Awareness of ethical considerations and privacy concerns related to data usage, machine learning, and AI technologies

PO7- Collaboration and Communication:Skills to work effectively in multidisciplinary teams, communicate technical concepts to non-technical stakeholders, and present findings convincingly.

PO8- Research Skills: If the program is research-oriented, students might be well-prepared to pursue advanced studies or careers in research and development.

Programme Specific Outcome:

PSO1– Research Methodology:Students should be well-versed in various research methodologies, both qualitative and quantitative, commonly used in data analytics and AI research. They should understand how to design research studies, gather relevant data, and apply appropriate analysis techniques.

PSO2– Research Proposal Development: Students should be able to formulate research questions and hypotheses related to data analytics and artificial intelligence. They should be capable of developing comprehensive research proposals that outline the objectives, methodologies, and expected outcomes of their research projects.

PSO3– Collaborative Research Projects:Students should have experience working on collaborative research projects, potentially partnering with faculty members, industry professionals, or fellow students to address real-world challenges using data analytics and AI.

PSO4– Research Ethics and Compliance:Students should have a strong awareness of research ethics and regulatory compliance related to data collection, storage, and usage, particularly when working with sensitive or personal data.

Format-3

Format 3

IIMTU-NEP IMPLEMENTATION-2023
Year: I / Semester: I

Program: Certificate in BBA-DA&AI/E&I/AT **Class: BBA-DA&AI/E&I/AT**	**Year: I** **Semester: I**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Statistics for business & Economics**
Course Code: ADE-CC-251	**Title: Statistics for business & Economics**

Course Objectives (COs)
CO1: To introduce students to the role and importance of statistics in business decision-making and economic analysis.
CO2: To develop the ability to collect, organize, and present data effectively for managerial use.
CO3: To train students in the application of statistical tools such as probability, correlation, regression, and time series analysis.
CO4: To encourage critical thinking through real-life case studies in marketing, finance, operations, and economics.
CO5: To enable students to apply hypothesis testing and inferential statistics in solving business problems.
CO6: To integrate statistical knowledge with practical decision-making, fostering analytical and problem-solving skills.

Nature of Paper: Core Theory

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 30
T: 10
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=4 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	**Unit 1: Introduction to Statistics and Descriptive Analysis** In the first unit, students are introduced to the fundamental concepts of statistics, focusing on the nature and scope of statistics in business and economics. The unit covers data types, measurement scales, and methods of data collection, emphasizing the importance of accurate data gathering for meaningful analysis. Students will learn to summarize and describe data using various descriptive statistics techniques, including measures of central tendency (mean, median, and mode) and measures of dispersion (range, variance, and standard deviation). Visualization techniques such as histograms and box plots are also explored to interpret and present data effectively, laying the foundation for more advanced statistical analysis.	7
II	**Unit 2: Probability Theory and Probability Distributions** Probability theory, which is crucial for understanding uncertainty in business decision-making. Students will learn about the basic probability rules (addition	8

	and multiplication laws), conditional probability, and Bayes' Theorem, all of which play a pivotal role in business risk assessment. The unit also covers random variables and their associated probability distributions, such as the binomial, normal, and Poisson distributions, allowing students to understand how probabilities can model real-world business and economic situations. This unit equips students with the tools needed to quantify uncertainty and apply them in statistical decision-making processes.	
III	**Unit 3: Sampling, Estimation, and Confidence Intervals** In Unit 3, the focus shifts to sampling methods and the concept of using a sample to estimate population parameters. Students will explore various types of sampling techniques, including simple random sampling, stratified sampling, and systematic sampling. The unit highlights the Central Limit Theorem and its significance in ensuring that sample means can be used to make inferences about a population. Students will also learn the fundamentals of point estimation and how to calculate confidence intervals, which provide a range of plausible values for population parameters based on sample data. This unit prepares students to apply statistical tools to make reliable inferences from sample data.	8
IV	**Unit 4: Hypothesis Testing** Introduces hypothesis testing, a cornerstone of statistical inference. Students will learn to formulate null and alternative hypotheses and understand the logic behind testing them using sample data. The unit covers one-tailed and two-tailed tests for means, proportions, and variances, along with the concepts of Type I and Type II errors. Emphasis is placed on the interpretation of the p-value and confidence intervals in hypothesis testing. This unit aims to equip students with the skills necessary to test business assumptions, evaluate the significance of results, and make data-driven decisions.	9
V	**Unit 5: Regression, Correlation, and Time Series Analysis** In the final unit, students explore regression and correlation analysis, which are essential for understanding the relationships between different business variables. The unit covers simple linear regression to model the relationship between two variables and multiple regression to analyze the effect of several predictors on a dependent variable. Students will also learn how to calculate and interpret the correlation coefficient to assess the strength and direction of relationships. The unit concludes with an introduction to time series analysis, including the identification of trends, seasonality, and cyclical variations, as well as methods such as moving averages and exponential smoothing. This unit equips students with the tools to analyze business data over time and forecast future trends, making it invaluable for economic and business decision-making.	8

Reference / Text Books:

1. Levin, Richard I., and David S. Rubin (2017) – *Statistics for Management* (8th Edition) Gupta, S. P. (2018) – *Business Statistics* (latest edition)
2. Anderson, Sweeney, Williams, Camm, and Cochran (2017) – *Modern Business Statistics with Microsoft Office Excel* (6th Edition)
3. Larsen, Richard J., and Morris L. Marx (2017) – *An Introduction to Mathematical Statistics and its Applications*
4. Elhance, D. N., Veena Elhance, and B. M. Aggarwal (latest edition) – *Fundamentals of Statistics*

5. Sancheti, D. C., and V. K. Kapoor – *Statistics (Theory, Methods and Application)*	
Evaluation/Assessment Methodology	
	Max. Marks
1) Class tasks/ Attendance and Punctuality	12
2) Presentations /Seminar	4
3) Assignments	9
4) Case Study /Research Project Report/ Seminar On Research Project Report	-
5) ESE	75
Total:	**100**
Prerequisites for the course:- 10+2 with 40% in any stream or any other UGC Requirement.	
Course Learning Outcomes: Upon completion of the course, Students will be able to Course Learning Outcomes (CLOs) CLO1: Demonstrate an understanding of fundamental statistical concepts and their applications in business and economics. CLO2: Apply descriptive statistics and probability distributions to analyze and interpret real-world data. CLO3: Use correlation and regression techniques to establish relationships and forecast business trends. CLO4: Conduct time series analysis and construct index numbers for evaluating economic and business patterns. CLO5: Formulate hypotheses and use statistical tests (t-test, chi-square, ANOVA) to support managerial decision-making. CLO6: Analyze case studies across business domains using statistical methods and propose effective data-driven solutions.	

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: I / Semester: I

Program: Certificate in BBA-DA&AI/E&I/AT **Class: BBA Data Analyst & Artificial intelligence**	**Year: I** **Semester: I**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case study – Statistics for business & Economics**
Course Code: ADE-CC-251P	**Title: Case study – Statistics for business & Economics**

Course Objectives (COs)

CO1: To introduce students to the role and importance of statistics in business decision-making and economic analysis.
CO2: To develop the ability to collect, organize, and present data effectively for managerial use.
CO3: To train students in the application of statistical tools such as probability, correlation, regression, and time series analysis.
CO4: To encourage critical thinking through real-life case studies in marketing, finance, operations, and economics.
CO5: To enable students to apply hypothesis testing and inferential statistics in solving business problems.
CO6: To integrate statistical knowledge with practical decision-making, fostering analytical and problem-solving skills.

Nature of Paper: Core Theory

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L:0
T:0
P: 20 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=4 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	**Unit I:** Introduction to Statistics and Data Analysis :Meaning, scope, and importance of statistics in business & economics. Types of data: qualitative and quantitative.Methods of data collection and presentation (charts, graphs, frequency distribution). Descriptive statistics: measures of central tendency (mean, median, mode) and dispersion (range, variance, standard deviation). **Case Studies:** Sales Data Analysis – Analysing monthly sales data of an FMCG company to identify trends and variations. Student Performance Study – Using descriptive statistics to evaluate academic performance in a university department. Retail Store Analysis – Studying customer footfall and average bill size using measures of central tendency.	4

II	**Unit II:** Probability and Sampling Techniques: Probability concepts and applications in business decision-making. , Probability distributions: Binomial, Poisson, and Normal.Sampling techniques: random, stratified, cluster, systematic.Sampling errors and significance. **Case Studies:** Defect Rate Analysis – Applying probability distributions to study defect rates in a manufacturing unit. Customer Satisfaction Survey – Using sampling techniques to estimate customer satisfaction for a service company. Insurance Claim Study – Probability analysis of claims for an insurance firm..	3
III	**Unit III:** Correlation and Regression Analysis: Correlation: types, methods, and interpretation., Regression analysis: simple and multiple regression. Business forecasting using regression models.Application in market demand, pricing, and cost analysis. **Case Studies:** Advertising vs. Sales – Regression analysis of advertising expenditure and sales performance. Stock Market Analysis – Correlation between stock indices and macroeconomic indicators. Real Estate Pricing – Regression model to predict housing prices based on size, location, and amenities.	3
IV	**Unit IV:** Time Series Analysis and Index Numbers Components of time series: trend, seasonal, cyclical, and irregular variations. Methods of time series analysis (moving averages, least squares). Index numbers: types, construction, and applications in economics. Cost of living index, consumer price index, and wholesale price index. **Case Studies:** GDP Growth Trend – Time series analysis of India's GDP growth over 20 years. Consumer Price Index Study – Studying inflation patterns using CPI data. Airline Passenger Traffic – Time series forecasting of air travel demand.	4
V	**Unit V:** Hypothesis Testing and Decision Making Formulation of hypothesis and testing of significance. t-test, chi-square test, ANOVA. Application of hypothesis testing in business research. Decision-making under uncertainty. **Case Studies:** Market Research Survey – Hypothesis testing to check consumer preference between two brands. Employee Productivity Study – Using t-test to compare productivity between two shifts in a factory. Customer Demographics Analysis – Chi-square test to analyze relationship between age groups and product preferences.	6

Reference / Text Books:

1. Levin, Richard I., and David S. Rubin (2017) – *Statistics for Management* (8th Edition) Gupta, S. P. (2018) – *Business Statistics* (latest edition) Anderson, Sweeney, Williams, Camm, and Cochran (2017) – *Modern Business Statistics with Microsoft Office Excel* (6th Edition)

Evaluation/Assessment Methodology	
	Max. Marks
1) Class tasks/ Attendance and Punctuality	12

2) Presentations /Seminar	4
3) Assignments	9
4) Case Study /Research Project Report/ Seminar On Research Project Report	0
5) ESE	75
Total:	**100**

Prerequisites for the course:- 10+2 with 40% in any stream or any other UGC Requirement.

Course Learning Outcomes:

Upon completion of the course, Students will be able to

Course Learning Outcomes (CLOs)

CLO1: Demonstrate an understanding of fundamental statistical concepts and their applications in business and economics.

CLO2: Apply descriptive statistics and probability distributions to analyze and interpret real-world data.

CLO3: Use correlation and regression techniques to establish relationships and forecast business trends.

CLO4: Conduct time series analysis and construct index numbers for evaluating economic and business patterns.

CLO5: Formulate hypotheses and use statistical tests (t-test, chi-square, ANOVA) to support managerial decision-making.

CLO6: Analyze case studies across business domains using statistical methods and propose effective data-driven solutions.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: Certificate in BBA-AT/DA&AI/E&I **Class: Certificate in BBA-AT/DA&AI/E&I**	**Year: I** **Semester: I**
Credits: 3 **Theory: 3** **Practical: 0**	**SUBJECT: ENGLISH COMMUNICATIONS.**
Course Code: NHU- 111	**TITLE: ENGLISH COMMUNICATIONS.**

Course Objectives:
CO1: To enable the learner to communicate effectively and appropriately in real life situation.
CO2: To use English effectively for study purpose across the curriculum.
CO3: To develop interest in and appreciation of Literature.
CO4: To develop and integrate the use of the four language skills i.e. Reading, Listening, Speaking and Writing.
CO5: To revise and reinforce structure already learnt.
CO6: Understand labels, simple notices and written instructions.

Nature of Paper: AECC

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L:45
T:0
P:0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction: Theory of Communication, Types and modes of Communication Language of Communication: Verbal and Non-verbal (Spoken and Written) Personal, Social and Business Barriers and Strategies Intra-personal, Inter-personal and Group communication	13
II	Speaking Skills: Monologue Dialogue Group Discussion Effective Communication/ Mis- Communication Interview Public Speech Basic grammar: Articles, Prepositions, Subject-Verb agreement, Uses of tenses, Modals, Active and Passive Voices, Direct/Indirect speech, Punctuations, Indianisms, common errors.	12
III	Reading and Understanding Close Reading, Comprehension, Summary Paraphrasing, Analysis and Interpretation, Translation (from Indian language to English and vice-versa), Literary/Knowledge Texts	13
IV	Writing Skills- Documenting, Report Writing, Making notes, Letter writing.	10
V	English in situations –Etiquette, formal, informal, Conversational English, Meeting proceedings, Personality development; self-assessment, SWOT Analysis, developing leadership quality and stress management.	13

Reference / Text Books:
1. "English for Everyone: Business English Practice Book" by DK. 2nd edition (2023)

2. "English Communication for Business" by 'Sanjay Kumar and Pushp Lata'. 4th Edition (2023) 3. "Practical English usage" by 'Michael Swan'. 1st Edition (2022)
If the course is available as Generic Elective, then the students of following departments may opt it: Any students from the IIMT University-Meerut campus can adopt this course.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Seasonal Examination	5
2) Presentations /Seminar	5
3) Assignments	5
4) ESE	35
Total:	**50**

Prerequisites for the course:- 10+2 with 40% in any stream or any other UGC requirement.

Course Learning Outcomes:

Upon completion of the course, Students will be able to

CO1: The ability to understand English when it is spoken. the student should able to understand meaning of words, phrases and sentences in context.

CO2: The Student is able to pronounce English Correctly and intelligibly.

CO3: The student is able to master the Mechanics of writing the use of correct punctuation marks and capital letters.

CO4: The student should be able to imbibe ethical, moral, national and cultural values through various forms of literature.

CO5: Understand labels, simple notices and written instructions.

CO6: Students will develop critical thinking skills to analyze and evaluate information, arguments, and perspectives presented in oral and written forms.

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: I / Semester: I

Programme:BBA–AVIATION&TRAVEL **Class: BBA–AT**	**Year: I** **Semester: I**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: BASIC DRONE TRAINING**
Course Code: ADE-VAC-251	**Title: BASIC DRONE TRAINING**

Course Objectives:
CO1: To introduce the fundamentals of drone technology, components, and classifications.
CO2: To develop skills for safe handling, pre-flight checks, and basic flight operations.
CO3: To familiarize students with drone regulations, legal requirements, and safety standards.
CO4: To train students in basic aerial photography, videography, and data collection techniques.
CO5: To build competence in troubleshooting, maintenance, and care of drones.
CO6: To prepare learners for further advanced training and certification in drone operations.

Nature of Paper: Value Added Courses -VAC

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L: 0
T: 0
P: 4 (In Hours/Week)(4Hrs./Week=2Credits)
Theory – 1 Hr. = 1 Credit
Practical – 2 Hrs. = 1 Credit

Unit	Contents	No. of Lectures Allotted
I	Introduction to Drone Technology – History and evolution of drones; types and classifications of drones (fixed-wing, rotary-wing, hybrid); drone components and working principles; overview of drone applications in industries.	3
II	Drone Laws, Regulations, and Safety Protocols & Development Fundamentals – DGCA rules and UIN registration; no-fly zones and airspace categories; flight permissions and insurance; safety guidelines and ethical considerations. Drone aerodynamics for drones; motor and propeller selection; flight controller basics; power system configuration; introduction to drone assembly; testing and tuning.	8
III	Pre-Flight Preparations and Basic Flight Training – Pre-flight inspection checklist; battery and propeller checks; remote controller setup; GPS calibration; basic flight controls; take-off, hovering, and landing.	3
IV	Practical Flight Maneuvers and Aerial Data Capture – Forward, backward, lateral movement; altitude control; aerial photography techniques; video recording settings; introduction to mapping and survey basics.	4

V	Drone Maintenance, Troubleshooting, and Hands-On Assessment – Routine maintenance practices; firmware updates; common operational issues and their fixes; hands-on flight test evaluation; preparing for advanced drone certification.	2

Reference / Text Books:

1. "Introduction to UAV Systems" by P.G. Fahlstrom& T.J. Gleason. 5th Edition (2020)
2. "Unmanned Aircraft Systems: UAVS Design, Development and Deployment" by R. Austin. 2nd Edition (2016)
3. "Aerial Robotics in Practice" by F. Nebeker. 1st Edition (2019)
4. "Remote Pilot – Small Unmanned Aircraft Systems Study Guide" by FAA. (2021)

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks / Sessional Examination	5
2) Presentations / Seminar	5
3) Case Study / Research Project Report / Seminar on Research Project Report	5
4) ESE	35
Total:	**50**

Prerequisites for the course: 10+2 with 40% in any stream or any other UGC requirement.

Course Learning Outcomes:

After successful completion of this course, students will be able to:

CO1: Identify various types of drones and their components.
CO2: Perform pre-flight inspections and ensure operational readiness.
CO3: Operate drones for basic flight maneuvers safely and efficiently.
CO4: Capture aerial images/videos and collect basic survey data.
CO5: Apply basic troubleshooting and maintenance procedures.
CO6: Comply with drone laws, guidelines, and safety protocols.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: BBA – E&I **Class: BBA – E&I**	**Year: I** **Semester: I**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case study - Entrepreneurship innovation & technology**
Course Code: EI-CC-251P	**Title: Case study - Entrepreneurship innovation & technology**

Course Objectives:.
CO1: To understand the concepts and importance of entrepreneurship and innovation.
CO2: To identify business opportunities and generate innovative ideas.
CO3: To apply tools and techniques for startup development.
CO4: To analyze the role of technology in modern entrepreneurship.
CO5: To develop business models and startup plans.
CO6: To evaluate risks, ethical issues, and sustainability in entrepreneurial ventures.

Nature of Paper: Core Theory

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=2 Credit (4Hrs./Week=2Credits)

Unit	Contents	No. of Lectures Allotted
1	**UNIT I: Introduction to Entrepreneurship & Innovation;** Meaning, nature, and scope of entrepreneurship, Types of entrepreneurs, Characteristics of successful entrepreneurs, Innovation: concept, types, and importance, Innovation vs Invention. **Case Studies:** DhirubhaiAmbani (Reliance Industries) – Entrepreneurial vision and growth. Amul Cooperative Model – Social entrepreneurship and innovation, Elon Musk (Tesla & SpaceX) – Innovation-driven entrepreneurship	9
2	**UNIT II: Opportunity Identification & Idea Generation:** Opportunity recognition, Sources of ideas, Creativity techniques (Brainstorming, Design Thinking), Market research and feasibility, Idea validation. **Case Studies:** Airbnb –Identifying opportunity in unused assets, OYO Rooms – Standardizing budget accommodation, Zomato – Converting information into business opportunity	10
3	**UNIT III: Business Model &Startup Development:** Business Model Canvas, Value proposition, Lean startup methodology, MVP development, Startup lifecycle. **Case Studie:** Uber –Platform-based business model, Flipkart – E-commerce growth in India. Nykaa – Niche market strategy and brand building.	9

4	**UNIT IV: Technology & Innovation Management:** Role of technology in entrepreneurship, Emerging technologies (AI, IoT, Blockchain), Digital transformation, Intellectual Property Rights (IPR), Industry 4.0. **Case Studies:** Paytm – Fin Tech innovation in India, Amazon – Technology-driven logistics and personalization, Tesla – Technological disruption in automobile industry.	6
5	**UNIT V: Funding, Growth & Entrepreneurial Challenges:** Sources of finance, Startup India & government schemes, Risk and uncertainty, Scaling strategies, Ethics and sustainability, Exit strategies. **Case Studies:** Byju's – Rapid growth and scaling challenges, We Work – Failure in governance and business model, Shark Tank India Startups – Funding and investor decisions.	2

Reference / Text Books: 1. Hisrich, Peters & Shepherd – *Entrepreneurship*

- Drucker, P. – *Innovation and Entrepreneurship,*
- *Osterwalder & Pigneur – Business Model Generation*
- *Byers, Dorf& Nelson – Technology Ventures*

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Attendance and Punctuality	5
2) Presentations /Seminar	5
3) Case Study /Research Project Report/ Seminar On Research Project Report	5
4) ESE	35
Total:	**50**

Prerequisites for the course:- 10+2 with 40% in any stream or any other UGC Requirement.

Course Learning Outcomes:

CLO1: Explain entrepreneurship and innovation frameworks.
CLO2: Identify viable business opportunities.
CLO3: Apply creative thinking techniques.
CLO4: Evaluate technological impact on business.
CLO5: Design startup models and strategies.
CLO6: Assess risks and sustainability practices.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: BBA – E&I **Class: BBA – E&I**	**Year: I** **Semester: I**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case study - Entrepreneurship innovation & technology**
Course Code: EI-CC-251P	**Title: Case study - Entrepreneurship innovation & technology**

Course Objectives:.
CO1: To understand the concepts and importance of entrepreneurship and innovation.
CO2: To identify business opportunities and generate innovative ideas.
CO3: To apply tools and techniques for startup development.
CO4: To analyze the role of technology in modern entrepreneurship.
CO5: To develop business models and startup plans.
CO6: To evaluate risks, ethical issues, and sustainability in entrepreneurial ventures.

Nature of Paper: Core Theory

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=2 Credit (4Hrs./Week=2Credits)

Unit	Contents	No. of Lectures Allotted
1	**UNIT I: Introduction to Entrepreneurship & Innovation;** Meaning, nature, and scope of entrepreneurship, Types of entrepreneurs, Characteristics of successful entrepreneurs, Innovation: concept, types, and importance, Innovation vs Invention. **Case Studies:** DhirubhaiAmbani (Reliance Industries) – Entrepreneurial vision and growth. Amul Cooperative Model – Social entrepreneurship and innovation, Elon Musk (Tesla & Space X) – Innovation-driven entrepreneurship.	9
2	**UNIT II: Opportunity Identification & Idea Generation:** Opportunity recognition, Sources of ideas, Creativity techniques (Brainstorming, Design Thinking), Market research and feasibility, Idea validation. **Case Studies:** Airbnb – Identifying opportunity in unused assets, OYO Rooms – Standardizing budget accommodation, Zomato – Converting information into business opportunity.	10
3	**UNIT III: Business Model &Startup Development:** Business Model Canvas, Value proposition, Lean startup methodology, MVP development, Startup lifecycle. **Case Studie:** Uber – Platform-based business model, Flipkart – E-commerce growth in India. Nykaa – Niche market strategy and brand building.	9

4	**UNIT IV: Technology & Innovation Management:** Role of technology in entrepreneurship, Emerging technologies (AI, IoT, Blockchain), Digital transformation, Intellectual Property Rights (IPR), Industry 4.0. **Case Studies:** Paytm – FinTech innovation in India, Amazon – Technology-driven logistics and personalization, Tesla – Technological disruption in automobile industry.	6
5	**UNIT V: Funding, Growth & Entrepreneurial Challenges:** Sources of finance, Startup India & government schemes, Risk and uncertainty, Scaling strategies, Ethics and sustainability, Exit strategies. **Case Studies:** Byju's – Rapid growth and scaling challenges, WeWork – Failure in governance and business model, Shark Tank India Startups – Funding and investor decisions.	2

Reference / Text Books: 1. Hisrich, Peters & Shepherd – *Entrepreneurship*

- Drucker, P. – Innovation and Entrepreneurship,
- Osterwalder & Pigneur – Business Model Generation
- Byers, Dorf& Nelson – Technology Ventures

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and Punctuality	**5**
2) Presentations /Seminar	5
3) Case Study /Research Project Report/ Seminar On Research Project Report	5
4) ESE	35
Total:	**50**

Prerequisites for the course:- 10+2 with 40% in any stream or any other UGC Requirement.

Course Learning Outcomes:

CLO1: Explain entrepreneurship and innovation frameworks.
CLO2: Identify viable business opportunities.
CLO3: Apply creative thinking techniques.
CLO4: Evaluate technological impact on business.
CLO5: Design startup models and strategies.
CLO6: Assess risks and sustainability practices.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: BBA-Entrepreneurship and Innovation (Certificate) **Class: BBA-Entrepreneurship and Innovation**	**Year: I** **Semester: I**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Startup Incubation & Acceleration Strategies**
Course Code: EI-DSE-251	**Title: Startup Incubation & Acceleration Strategies**

Course Objectives:

CO1.To introduce students to the concept of startups and the dynamics of the entrepreneurialeco system, including the roles of incubators, accelerators, mentors, and funding institutions.
CO2. To provide a thorough understanding of incubation models, their structures, functions, and the services they offer to early-stageventures.
CO3.To differentiate between incubation and acceleration strategies, and explore global and Indian best practices in startup acceleration.
CO4.To develop students' capabilities in investment readiness, including fundraising strategies, investor pitch preparation, and understanding duediligence.
CO5. To equip students with practical knowledge on how incubators and accelerators support venture growth, scaling, and eventual exit planning.
CO6.Toencourageexperientiallearningthroughreal-world casestudies, project work, and simulations based on actual startup incubation and acceleration programs.

Nature of Paper: Discipline Specific Elective (Theory)

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 3
T: 1
P: 0 (In Hours/Week)
Theory-1 Hr.=1 Credit
Practical-1 Hrs.=1 Credit (4Hrs./Week= 2 Credits)

Unit	Contents	No.of Lectures Allotted
I	Startup Ecosystem and Evolution: Introduction to startups: definitions, types, and characteristics, Overview of the global and Indian startup ecosystem, Stages of a startup: ideation, validation, early traction, scale-up, Key ecosystem players: entrepreneurs, co-founders, mentors, angelinvestors, VCs, incubators, accelerators, government agencies, Government and institutional support: Startup India, Atal Innovation Mission (AIM), MSME, DST, SIDBI, Role of academia and innovation hubs in supporting entrepreneurship	8
II	Incubation Strategies and Models:- Concept and objectives of incubation, Types of incubators: Academic, Corporate, Government-backed,Private, Sector-specific, Services provided: mentoring, funding access, legal and IP support, co-working space, prototype development, Incubation life cycle: admission, support, graduation, Case studies of prominent Indian incubators (e.g., NSRCEL–IIM	9

	Bangalore, T-Hub, CIIE–IIM Ahmedabad), KPIs for incubation success: job creation, fundingraised, survivalrate, innovations developed.	
III	Acceleration Strategies and Global Models: - Distinction between incubators and accelerators, Evolution of startup acceleration programs, Models of accelerators: seed accelerators, corporate accelerators, impact accelerators, Cohort-based vs. rolling admissions; structured timelines and milestone-driven approaches, Global accelerators: Y Combinator, Techstars, 500 Startups – key strategies and takeaways,Indianaccelerators: GSF India, Axilor Ventures, Microsoft for Startups, Success metrics: investment raised post-acceleration, partnerships formed, revenuegrowth.	7
IV	Investment Readiness and Pitching: Overview of startup funding stages: bootstrapping, seed, angel, VC, Series A+, Role of incubators/accelerators inconnecting startups to investors, Crafting a compelling pitch deck: problem, solution, market opportunity, business model, traction, team, financials, Pitching techniques and investor engagement, Investment readiness: financial, legal, and operational preparedness, Legal aspects in incubation and acceleration: equity sharing, term sheets, due diligence, NDAs, IP protection	8
V	Growth, Scaling, and Exit Strategies: Strategies for growth and scale: product-marketfit, customer acquisition, operational scaling, Revenue models and unit economics, Role of technology, automation, and digital tools in scaling, Strategic partnerships and global expansion, exitstrategies: M&A, IPO, acquihires – pros and cons, Measuring the long-term impact of incubation/acceleration: social impact, financial ROI, ecosystem contribution, Alumni networks and post-incubation support.	8

Reference/TextBooks:

1. Startup Communities–Brad Feld
2. The Startup Owner's Manual–Steve Blank & Bob Dorf
3. Innovation and Entrepreneurship–Peter F. Drucker

Evaluation/Assessment Methodology

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

Prerequisites for the course: 10+2 with 40% in any stream or any other UGC Requirement.

Course Learning Outcomes:

Upon completion of the course, Students will be able to

CLO1. Prepare and present a startup idea for incubation. CLO2. Create a complete business pitch deck.
CLO3. Evaluatean Indian incubator or accelerator and present a case study.
CLO4. Participate in a mock startup acceleration cohort.
CLO5. Develop a funding road map for a new venture.
CLO6. Submit a project on comparative incubation models (India vs. global).

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: BBA-Entrepreneurship and Innovation **Class: BBA-Entrepreneurship and Innovation**	**Year: I** **Semester:I**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study-Startup Incubation & Acceleration Strategies(P)**
Course Code: EI-DSE-251(P)	**Title: Case Study-Startup Incubation & Acceleration Strategies (P)**

Course Objectives:
CO1: Introduce students to the ecosystem and functioning of startup incubators and accelerators.
CO2: Analyse real-world incubation and acceleration models through global and local case studies.
CO3: Understand the selection, support, and funding processes in startup programs.
CO4: Study the role of mentorship, networking, infrastructure, and early-stage investment.
CO5: Evaluate the success and failure of incubated/accelerated startups.
CO6: Equip students to design and present case studies on startup incubation strategies.

Nature of Paper: Discipline Specific Elective (Practical)

Minimum Passing Marks / Credits: 50% Marks / 2 Credits

L: 0
T: 0
P: 4 (In Hours/Week)
Theory-1 Hr.=1 Credit
Practical-4 Hrs.=2 Credit (4Hrs./Week= 2 Credits)

Unit	Contents	No.of Lectures Allotted
I	Introduction to Startup Incubation & Acceleration, Definition and differences: Incubation vs. Acceleration, Objectives, lifecycle stages, and support mechanisms, Types of incubators: university-based, corporate, government, private, Types of accelerators: seed-stage, corporate, global, Indian startup ecosystem: key enablers and statistics, Case examples: T-Hub, SINE-IIT Bombay, Y Combinator, Techstars	4
II	Case Studies on Incubation Models Case Study 1: Startup Village (India)–Grass roots and tech incubation Case Study 2: NSRCEL at IIM Bangalore – University-based model Case Study 3: Atal Incubation Centers (AIM-NITI Aayog) Analysis parameters: entrycriteria, duration, support offered, funding access Outcome stracking: startup survival, revenue growth, job creation	3
III	Case Studies on Accelerat or Programs Case Study 1: Y Combinator (USA)–Equity model and batch structure Case Study 2: GSV labs and 500 Startups – Global tech focus Case Study 3: GSF India & Axilor Ventures–Indian early-stage accelerators Key features: pitch readiness, demo days, mentorship, seed funding Success stories and alumni tracking	3

IV	Support Mechanisms & Funding Strategies, Infrastructure, coworking, legal and IP assistance, Mentorship models and founder matching, Investoraccess and pitch training, Seed funding, grants, convertible notes, SAFE agreements, Partnerships: academic, corporate, government, Funding pipeline post-acceleration	4
V	Student-Led Case Study Project, Selecta local incubator/accelerator/startup for research, Conduct interviews, gather data, use public sources Apply analysis frameworks: BMC, SWOT, Impact Matrix, Prepare a written case study report, Present findings, recommendations, and improvement strategy, Evaluation through viva, presentation, and peer feedback	6

Reference/Text Books:

1. Startup Communities–Brad Feld
2. The Startup Owner's Manual–Steve Blank & Bob Dorf
3. Innovation and Entrepreneurship–Peter F. Drucker

Evaluation/Assessment Methodology

	Max. Marks
1. Class tasks/Attendance and Punctuality	5
2. Presentations/Seminar	5
3. Case Study/Research Project Report/Seminaron Research Project Report	5
4. ESE	35
Total:	**50**

Prerequisites for the course:- 10+2 with 40% in any streamor any other UGC Requirement.

Course Learning Outcomes:

Upon completion of the course, Students will be able to

CO1: Identify the components and structures of incubation and acceleration programs.
CO2: Analy sevarious incubation models and acceleration strategies through real-world cases.
CO3: Evaluate the impact of incubation support on startup growth and sustain ability.
CO4: Conduct field research and prepare structured case study reports.
CO5: Develop a comparative analysis of global and Indian incubation ecosystems.
CO6: Present findings and proposestrategic improvements in incubation/acceleration models.

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: I / Semester: II

Programme:BBA–AVIATION&TRAVEL **Class:BBA–AT**	**Year: I** **Semester: II**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: E-Business & Digital Transformation**
Course Code: AE-CC-252	**Title: E-Business & Digital Transformation**

Course Objectives:
CO1: Explain the fundamental concepts of e-business, e-commerce models, and their relevance in the digital economy.
CO2: Understand the role of digital technologies in transforming traditional business models.
CO3: Analyze various digital platforms, payment systems, and online transaction processes.
CO4: Identify the opportunities and challenges in adopting e-business strategies.
CO5: Apply concepts of digital transformation to design innovative business solutions.
CO6: Evaluate ethical, legal, and cyber security issues in the e-business environment.

Nature of Paper: Core Course Theory (Major)

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 30
T: 10
P: 0 (In Hours/Week) (4Hrs./Week=2Credits)
Theory – 1 Hr. = 1 Credit
Practical – 2 Hrs. = 1 Credit

Unit	Contents	No. of Lectures Allotted
1	Introduction to E-Business: Meaning, scope, and significance; Difference between e-business & e-commerce; E-business models – B2B, B2C, C2C, C2B, B2G; Digital economy and trends; Value chain in e-business. Digital Transformation Overview: Concept, drivers, and impact on industries; Role of emerging technologies (AI, IoT, Blockchain, Cloud).	12
2	E-Business Infrastructure: Internet, intranet, extranet; Web servers, hosting, and domain names; Online payment systems – credit/debit cards, digital wallets, UPI, cryptocurrency; Security protocols – SSL, encryption, authentication. E-Business Applications: E-marketing, e-SCM, e-CRM, ERP integration.	12
3	Digital Business Models: Freemium, subscription, marketplace, on-demand services, platform-based models; Case studies of Amazon, Flipkart, Paytm, Uber. Website & App Development Basics: UI/UX principles, responsive design, mobile-first approach, SEO basics.	13
4	Digital Transformation Strategies: Steps for digital adoption, change management	12

	in digital environments, innovation in business processes; Omnichannel strategies; Role of data analytics in transformation. Legal & Ethical Issues: Cyber laws, data privacy (GDPR, Indian IT Act), ethical concerns in digital business.	
5	Emerging Trends in E-Business: AI-driven personalization, big data, blockchain in supply chain, augmented & virtual reality applications, social commerce. Future of Digital Transformation: Sustainability, green IT, and the digital workplace.	11

Reference / Text Books:

1. Chaffey, D. E-Business and E-Commerce Management, Pearson Education.
2. Laudon, K. C. & Traver, C. G., E-commerce: Business, Technology, Society, Pearson.
3. Rogers, D., The Digital Transformation Playbook, Columbia Business School Publishing.
4. Westerman, G., Bonnet, D., & McAfee, A., Leading Digital, Harvard Business Review Press.
5. Rayport, J. F., Introduction to E-Commerce, McGraw-Hill Education.
6. Brynjolfsson, E. & McAfee, A., The Second Machine Age, W. W. Norton & Company.
7. Tapscott, D., Digital Economy: Promise and Peril in the Age of Networked Intelligence, McGraw-Hill.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks / Attendance and Punctuality	12
2) Presentations / Seminar	4
3) Assignments	9
4) Case Study / Research Project Report / Seminar On Research Project Report	-
5) ESE	75
Total:	**100**

Prerequisites for the course:- 10+2 with 40% in any stream or any other UGC Requirement.

Course Learning Outcomes:

By the end of this course, students will be able to:

CLO1– Explain the meaning, scope, significance, and various models of e-business, and differentiate between e-business and e-commerce.

CLO2– Analyze the impact of digital transformation and emerging technologies such as AI, IoT, Blockchain, and Cloud on industries.

CLO3– Demonstrate an understanding of e-business infrastructure, including internet technologies, hosting, payment systems, and security protocols.

CLO4– Apply knowledge of e-business applications like e-marketing, e-SCM, e-CRM, ERP integration, and evaluate digital business models with real-world case studies.

CLO5– Develop basic website and app concepts incorporating UI/UX principles, responsive design, SEO, and omnichannel strategies for digital adoption.

CLO6– Assess legal, ethical, and emerging trends in e-business, and recommend sustainable and innovative strategies for the future of digital transformation.

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: I / Semester: II

Programme:BBA–AVIATION&TRAVEL **Class:BBA–AT**	**Year: I** **Semester: II**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study - E-Business & Digital Transformation**
Course Code: AE-CC-252P	**Title: Case Study - E-Business & Digital Transformation**

Course Objectives:
CO1: Understand the core concepts and frameworks of e-business and digital transformation.
CO2: Analyze real-world case studies of successful and failed digital business models.
CO3: Evaluate the role of digital platforms, payment systems, and online marketplaces in modern business.
CO4: Apply e-business strategies to real-life business problems through practical analysis.
CO5: Assess the impact of emerging technologies such as AI, IoT, blockchain, and cloud computing on business operations.
CO6: Develop innovative, technology-driven business solutions based on case study insights.

Nature of Paper: Core Course Practical (Major)

Minimum Passing Marks/Credits: 50% Marks/ 2 Credits

L: 0
T: 0
P: 4 (In Hours/Week) (4Hrs./Week= 2 Credits)
Theory – 1 Hr. = 1 Credit
Practical – 2 Hrs. = 1 Credit

Unit	Contents	No. of Lectures Allotted
1	Basics of E-Business: Overview – Introduction to e-business & digital transformation; difference between traditional & digital business; e-business models (B2B, B2C, C2C, C2B, B2G); case examples from Indian and global markets.	8
2	Digital Business Infrastructure: Case studies on digital platforms, payment gateways (Paytm, Razorpay, UPI), logistics integrations, and cloud-based operations; security and data protection practices in online business.	8
3	Digital Marketing & Customer Engagement: Real-life applications of SEO, social media marketing, influencer marketing, and CRM systems; case studies on customer experience improvement in e-commerce platforms.	8
4	Technology & Innovation in Business: Case discussions on AI-driven personalization (Netflix, Amazon), IoT-enabled retail, blockchain in supply chain, and AR/VR in customer experience.	8

5	Future Trends & Strategic Transformation: Analyses of emerging trends like social commerce, sustainability in digital business, gig economy platforms, and digital entrepreneurship opportunities; lessons from failures like Snapdeal, Kodak's late transformation.	8

Reference / Text Books:

1. Chaffey, D. – E-Business and E-Commerce Management, Pearson Education.
2. Laudon, K.C. & Traver, C.G. – E-Commerce: Business, Technology, Society, Pearson.
3. Turban, E., et al. – Electronic Commerce: A Managerial and Social Networks Perspective, Springer.
4. Rogers, D. – The Digital Transformation Playbook, Columbia Business School Publishing.
5. Schwab, K. – The Fourth Industrial Revolution, WEF.
6. Harvard Business Review – Case Studies on Digital Business & Innovation.
7. McKinsey Digital Reports & KPMG Insights on E-Business.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks / Attendance and Punctuality	5
2) Presentations / Seminar	5
3) Case Study / Research Project Report / Seminar On Research Project Report	5
4) ESE	35
Total:	**50**

Prerequisites for the course: - 10+2 with 40% in any stream or any other UGC Requirement.

Course Learning Outcomes:

CLO1: Define and explain the scope of e-business and digital transformation.
CLO2: Apply e-business models and frameworks to real-world situations.
CLO3: Evaluate the role of digital technologies in business strategy and operations.
CLO4: Analyze digital marketing and customer engagement strategies through case study evaluation.
CLO5: Assess opportunities and risks in adopting digital transformation.
CLO6: Develop strategic recommendations for digital adoption and innovation using case-based learning.

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: I / Semester: II

Programme:BBA–AVIATION&TRAVEL **Class:BBA–AT**	**Year: I** **Semester: II**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: BUSINESS LAW AND REGULATORY**
Course Code: ADE-CC-252	**Title: BUSINESS LAW AND REGULATORY**

Course Objectives:
CO1: Understand the impact of business law and regulatory on business operations and strategies.
CO2: To introduce students to the fundamental principles and concepts of Business law.
CO3: Identifying the purpose and functions of Business law.
CO4: Analyzing legal issues and applying legal principles to solve business problems.
CO5: Developing critical thinking and analytical skills in a legal context.
CO6: Understanding the importance of legal compliance in business operations.

Nature of Paper: Core Course Theory (Major)

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 30
T: 10
P: 0 (In Hours/Week) (4Hrs./Week= 4 Credits)
Theory – 3 Hr. = 1 Credit
Practical – 0 Hrs. = 4 Credit

Unit	Contents	No. of Lectures Allotted
I	Introduction to business law and regulatory: Definition, Nature and Scope of law, including the distinction between civil and criminal law, various sources of law like statutes, case law and customs. Overview of different legal system and their influence, Introduction to the Indian contract act 1872 and other relevant legislation.	8
II	The law of contract: definition and essentials of a valid contract, type of contracts: classification based on validity, formation and performance. Offer and acceptance: rules regarding offer and acceptance, communication and revocation, concept of consideration, its important and exceptions, capacity to contract factors affecting free consent, void and unlawful agreements. Discharge of contract: performance of contracts: actual performance, attempted performance and tender. Discharge of contracts: modes of discharge, Quasi contracts: definition and essentials of Quasi contracts.	9
III	Performance and Discharge of contracts: performance of contracts: actual performance, attempted performance and tender. Discharge of contracts: modes	6

	of discharge, Quasi contracts: definition and essentials of Quasi contracts.	
IV	Sale of goods act 1930: contract of sale: sale vs agreement to sale, essential of sale. Goods: Definition and type of goods. Condition and Warranties: Distinction between condition and warranties, their effect on the contract. Buyer and seller: Rights and duties of buyer and seller, unpaid seller: Definition and rights of an unpaid seller.	9
V	Regulatory framework: overview of key regulatory bodies in India, Basic principles of company formation and management, introduction to patent, trademark and copyrights, overview of consumer right and redressal mechanisms, Brief introduction to environmental regulations.	8

Reference / Text Books:

1. Legal aspects of business – Ravinder Kumar
2. Business laws – G.K. Kapoor and Sanjay Dhamija
3. Business regulatory framework – Ashish Dilraj, Nitin Jain (Himalaya public publishing house)
4. Business law – S.K. Matta
5. Legal Aspects of Business – Thakur publications.

Evaluation/Assessment Methodology

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

Prerequisites for the course: 10+2 with 40% in any stream or any other UGC requirement.

Course Learning Outcomes:

CLO1: Understanding the formation and essentials of a valid contract.
CLO2: Understanding the concept of consideration and competency to contract.
CLO3: The concept of consideration based on ethical theories and principals that align with corporate social responsibility.
CLO4: Purpose solutions to ethical dilemmas based on ethical and regulation principles that guide business conduct.
CLO5: Recall major laws and regulation and ethical principles that guide business operations.
CLO6: Analyse case studies to identify legal and ethical challenges within business operations.
CLO7: Evaluate the effectiveness of existing legal frameworks in governing business practices.

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: I / Semester: II

Programme:BBA–AVIATION&TRAVEL **Class:BBA–AT**	**Year: I** **Semester: II**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study- BUSINESS LAW AND REGULATORY**
Course Code: ADE-CC-252 P	**Title: Case Study- BUSINESS LAW AND REGULATORY**

Course Objectives:
CO1– To develop practical understanding of business laws and their application through real-world case studies.
CO2– To enhance analytical skills in interpreting statutory provisions and judicial decisions.
CO3– To train students in identifying legal issues in business transactions and suggesting compliant solutions.
CO4– To familiarize students with key regulatory frameworks governing business operations.
CO5– To encourage critical thinking and ethical decision-making in business law contexts.
CO6– To build effective legal research, documentation, and presentation skills through hands-on assignments.

Nature of Paper: Core Course Practical (Major)

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L: 0
T: 0
P: 4 (In Hours/Week) (4Hrs./Week= 2 Credits)
Theory – 1 Hr. = 1 Credit
Practical – 4 Hrs. = 2 Credit

Unit	Contents	No. of Lectures Allotted
I	Unit 1 – Nature and scope of business law; sources of business law; understanding statutes and judicial decisions; methodology for analyzing legal case studies. Case Study: M.C. Mehta v. Union of India (Oleum Gas Leak Case – landmark for industrial liability).	4
II	Unit II – Contract Law Case Studies Essentials of a valid contract; offer and acceptance; consideration; capacity of parties; free consent; breach of contract and remedies; case analysis on contractual disputes. Case Study: Carlill v. Carbolic Smoke Ball Co. (1893) – principles of offer and acceptance.	3
III	Unit III – Company Law and Regulatory Compliance Cases Formation and incorporation of companies; memorandum and articles of	3

	association; directors' duties and liabilities; shareholder rights; corporate governance; case studies on corporate disputes and compliance. Case Study: Salomon v. Salomon & Co. Ltd. (1897) – separate legal entity principle.	
IV	Unit IV – Commercial Transactions and Consumer Protection Sale of goods; negotiable instruments; partnership and LLP regulations; consumer rights under Consumer Protection Act; dispute redressal mechanisms; case analysis on trade practices. Case Study: Indian Medical Association v. V.P. Shantha (1995) – consumer rights in services sector.	4
V	Unit V – Contemporary Legal Issues and Compliance Management Intellectual property rights; cyber law provisions; environmental law in business; competition law; recent regulatory developments; practical assignments on compliance checklists and reports. Case Study: Google LLC v. Competition Commission of India (2022) – competition law & digital markets.	6

Books & References

Textbooks:

1. Kapoor, N.D. (2022). Elements of Mercantile Law (40th ed.). Sultan Chand & Sons.
2. Kuchhal, M.C., & Kuchhal, Vivek (2021). Business Law (11th ed.). Vikas Publishing House.
3. References:
4. Singh, Avtar (2022). Business Law (13th ed.). Eastern Book Company.
5. Gulshan, S.S., & Gaur, G.K. (2021). Business Law (4th ed.). New Age International.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and Punctuality	5
2) Presentations/Seminar	5
3) Case Study/Research Project Report/Seminar on Research Project Report	5
4) ESE	35
Total:	**50**

Prerequisites for the course: - 10+2 with 40% in any stream or any other UGC Requirement.

Course Learning Outcomes:

After completing this course, students will be able to:

CLO1– Interpret and apply relevant provisions of business laws to real-life case scenarios.

CLO2– Analyze and resolve legal disputes related to contracts, companies, and commercial transactions.

CLO3– Evaluate the impact of statutory compliance on business decisions.

CLO4– Present legal opinions and case study findings with clarity and accuracy.

CLO5– Demonstrate awareness of ethical considerations in business law practice.

CLO6– Conduct basic legal research using statutes, case laws, and regulatory guidelines.

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: I / Semester: II

Programme: BBA – AT/EI/BFD **Class: BBA – AT/EI/BFD**	**Year: I** **Semester: II**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Negotiation & Conflict Management**
Course Code: EA-GE-251	**Title: Negotiation & Conflict Management**

Course Objectives:.
CO1: Introduce students to the concepts and importance of negotiation and conflict management.
CO2: Develop understanding of negotiation strategies and techniques.
CO3: Explain sources, types, and impact of conflict in organizations.
CO4: Equip students with skills to manage and resolve conflicts effectively.
CO5: Develop communication and interpersonal skills required for negotiation.
CO6: Enable students to apply negotiation and conflict management techniques in business situations.

Nature of Paper: Generic elective

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=2 Credit (4 Hrs./Week=2 Credits)

Unit	Contents	No. of Lectures Allotted
1	UNIT I: Introduction to Negotiation and Conflict Management: Meaning and definition of negotiation, Importance of negotiation in business, Nature and characteristics of negotiation. Types of negotiation: Distributive negotiation Integrative negotiation. Meaning and definition of conflict, Nature and characteristics of conflict, Importance of conflict management.	9
2	UNIT II: Sources and Types of Conflict: Sources of conflict: Organizational conflict, Interpersonal conflict, Group conflict Causes of conflict: Communication barriers, Differences in values and perception, Resource limitations. Types of conflict: Functional conflict, Dysfunctional conflict, Positive and negative effects of conflict.	10
3	UNIT III: Negotiation Process and Strategies: Negotiation process: Preparation, Discussion, Bargaining, Agreement Negotiation strategies: Competitive strategy, Collaborative strategy, Compromise strategy. Negotiation skills: Listening skills, Communication skills, Persuasion skills.	9
4	UNIT IV: Conflict Management Techniques: Conflict management styles: Avoiding, Accommodating, Competing, Compromising, Collaborating. Conflict resolution techniques: Problem solving, Mediation, Arbitration. Role of managers in conflict management	6

5	UNIT V: Negotiation and Conflict Management in Organizations: Negotiation in business environment, Negotiation in HR management, Workplace conflict management, Role of communication in conflict management, Ethical issues in negotiation, Case studies in negotiation and conflict management	2

Reference / Text Books:

1. Fisher, Ury, and Patton Getting to Yes: Negotiating Agreement Without Giving In Penguin Books
2. Christopher W. Moore , The Mediation Process Jossey-Bass Publications. **www.mindtools.com** • **www.managementstudyguide.com** • **www.coursera.org**

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and Punctuality	12
2) Presentations /Seminar	4
3) Case Study/Research Project Report/Seminar on Research Project Report	9
4) ESE	75
Total:	**100**

Prerequisites for the course: - 10+2 with 40% in any stream or any other UGC Requirement.

Course Learning Outcomes:

CLO1: Explain negotiation concepts, processes, and importance.
CLO2: Identify sources and types of organizational conflict.
CLO3: Demonstrate negotiation skills and techniques.
CLO4: Apply communication skills in negotiation and conflict resolution.
CLO5: Implement conflict resolution methods in workplace situations.
CLO6: Develop effective negotiation and conflict management plans.

Format-3

IIMTU-NEP IMPLEMENTATION 2025
Year: II / Semester: III

Programme: BBA-Entrepreneurship and Innovation **Class: BBA-Entrepreneurship and Innovation**	**Year: II** **Semester: III**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Product Development & Prototyping**
Course Code: EI-CC-253	**Title: Product Development & Prototyping**

Course Objectives:
CO1: Identify and evaluate real-world problems to generate viable product ideas.
CO2: Apply design thinking and innovation strategies for concept creation.
CO3: Develop functional product prototypes using suitable materials and methods.
CO4: Test, evaluate, and refine prototypes based on performance and user feedback.
CO5: Prepare detailed product documentation, technical specifications, and reports.
CO6: Present and pitch product ideas effectively to stakeholders.

Nature of Paper: Core Course Theory

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 3
T: 1
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4 Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction to Product Development: Overview of product lifecycle: Concept → Design → Prototype → Testing → Launch, Categories of products and market segmentation, Market research techniques for product planning, Identifying customer pain points and unmet needs, Case study: Successful Indian product innovations	8
II	Ideation & Concept Development: Brainstorming, mind mapping, and SCAMPER techniques, Defining product specifications and functional requirements, Concept sketching and digital visualization, Feasibility studies: Technical, economic, and operational, Case study: Idea validation in Indian startups	8
III	Prototyping Techniques & Tools: Types of prototypes: Conceptual, working, functional, Tools and materials for prototyping (3D printing, CAD, foam, clay models), Virtual simulation and CAD-based prototyping, Rapid prototyping methods used in Indian industries, Case study: Role of prototyping in Make-in-India projects	8

IV	Testing, Evaluation & Refinement: Usability testing and performance evaluation methods, User feedback collection and analysis, Iterative improvement cycles, Design for manufacturing and assembly (DFMA), Case study: Product redesign after failure	7
V	Final Presentation & Documentation: Preparing a working prototype demonstration, Pitching ideas to investors and stakeholders, Product documentation: Process reports, user manuals, and technical specs, Intellectual property rights in India (patents, trademarks, copyrights), Final case study presentation and evaluation	9

Reference / Text Books:

1. Chitale, A. K., & Gupta, R. C. – Product Design and Manufacturing (5th Edition), PHI Learning, 2017. Lalit Narayan – Product Design & Development (2nd Edition), SatyaPrakashan, 2018.
2. S. K. Sinha – Product Design (1st Edition), Standard Publishers Distributors, 2015. B. S. Sahay, K. B. C. Saxena, & Ashish Kumar – Product Development: A Structured Approach to Consumer Product Development, Design, and Manufacture (1st Edition), McGraw Hill Education India, 2012.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	12
2) Presentations /Seminar	4
3) Assignments	9
4) Research Project Report/ Seminar on Research Project Report	-
5) ESE	75
Total:	**100**

Prerequisites for the course: Certificate in BBA with 42 credits or any other UGC Requirement.

Course Learning Outcomes:

Upon completion of the course, Students will be able to:

CLO1: Identify and evaluate real-world problems to generate viable product ideas.
CLO2: Apply design thinking and innovation strategies for concept creation.
CLO3: Develop functional product prototypes using suitable materials and methods.
CLO4: Test, evaluate, and refine prototypes based on performance and user feedback.
CLO5: Prepare detailed product documentation, technical specifications, and reports.
CLO6: Present and pitch product ideas effectively to stakeholders.

Format-3

IIMTU-NEP IMPLEMENTATION 2025
Year: II / Semester: III

Programme: BBA- Entrepreneurship and Innovation **Class BBA- Entrepreneurship and Innovation**	**Year: II** **Semester: III**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study-Product Development & Prototyping (P)**
Course Code: EI-CC-253P	**Title: Case Study-- Product Development & Prototyping (P)**

Course Objectives:
CO1: Encourage students to apply entrepreneurial concepts to real-world venture creation.
CO2: Enable the evaluation of startup ideas through structured case study methodology.
CO3: Provide practical exposure to the process of designing, validating, and launching a new venture.
CO4: Develop analytical and strategic thinking regarding product-market fit and go-to-market planning.
CO5: Facilitate experiential learning through student-led venture simulation or startup analysis.
CO6: Build confidence in presenting a launch-ready plan to mentors or investors.

Nature of Paper: Core Practical

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L: 0
T: 0
P: 4 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit(4Hrs./Week=2Credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction to Product Development: Understanding product lifecycle: Idea to market launch, Types of products (consumer, industrial, digital, service), Role of market research in product planning, Identifying customer needs & problem statements, Case studies of successful product innovations.	8
II	Conceptualization & Ideation: Brainstorming techniques (SCAMPER, mind mapping, design thinking), Defining product specifications and requirements, Sketching and storyboarding ideas, Feasibility study – technical, financial, and operational, Case study review: Idea validation methods.	7
III	Prototyping Methods & Tools: Types of prototypes: Low-fidelity vs. high-fidelity, Tools and materials for prototyping (3D printing, CAD, foam models, virtual simulation), Iterative prototyping and feedback loops, Case study analysis of rapid prototyping in industry.	9

IV	Testing, Evaluation & Refinement: Usability testing techniques, Performance and stress testing of prototypes, Gathering user feedback & data analysis, Refining product design for improvement, Case study: Failure analysis and redesign.	7
V	Final Presentation & Documentation: Preparing a prototype demonstration, pitching product ideas to stakeholders, Preparing product documentation: user manual, technical specs, process reports, Intellectual property considerations (patents, copyrights, trademarks), Final case study presentation & evaluation.	9

Reference / Text Books:

1. Ulrich, K. T., & Eppinger, S. D. – Product Design and Development (7th Edition) – Mc Graw-Hill Education, 2020.
2. Clark, K. B., & Wheelwright, S. C. – Managing New Product and Process Development (1st Edition) – Free Press, 1993.
3. Pugh, S. – Total Design: Integrated Methods for Successful Product Engineering (1st Edition) – Addison-Wesley, 1990.
4. Toni, A. De, & Tonchia, S. – New Product Development: An Empirical Investigation of the Italian Manufacturing Sector – Technovation Journal, Elsevier, 2001.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and Punctuality	5
2) Presentations /Seminar	5
3) Case Study/Research Project Report/Seminar on Research Project Report	5
4) ESE	35
Total:	**50**

Prerequisites for the course: Certificate in BBA with minimum 42 Credits or any other UGC Requirement.

Course Learning Outcomes:

Upon completion of the course, Students will be able to:

CLO1: Identify and analyse market needs to develop viable product concepts.
CLO2: Apply creative ideation and design thinking techniques in product development.
CLO3: Create functional prototypes using appropriate tools, materials, and technologies.
CLO4: Conduct systematic testing, evaluation, and refinement of product designs.
CLO5: Prepare complete technical documentation and user manuals for developed products.
CLO6: Professionally present and pitch product ideas to stakeholders and potential investors.

Format-3

IIMTU-NEP IMPLEMENTATION 2025
Year: II / Semester: III

Programme: BBA-Entrepreneurship and Innovation **Class: BBA-Entrepreneurship and Innovation**	**Year: II** **Semester: III**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Scaling & Growth Strategies for Startups**
Course Code: EI-DSE-253	**Title: Scaling & Growth Strategies for Startups**

Course Objectives:
CO1: To understand the key principles and phases involved in scaling startups.
CO2: To examine various growth strategies employed by startups across sectors.
CO3: To explore operational, financial, and team challenges during growth.
CO4: To analyse real-world Indian and global startup case studies.
CO5: To evaluate funding mechanisms and market expansion strategies.
CO6: To equip students with strategic thinking to support sustainable growth.

Nature of Paper: Discipline Specific Elective (Theory)

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 3
T: 1
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4 Hrs./Week= 4 Credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction to Startup Scaling: Definition of scaling vs. growth, phases of startup lifecycle, identifying product-market fit, measuring growth readiness, key challenges in early-stage scaling, understanding traction metrics, case study on initial scale-up from India	8
II	Business Models and Growth Frameworks: Types of startup business models, lean canvas and scaling strategies, customer acquisition cost vs. LTV, growth hacking fundamentals, B2B vs. B2C growth dynamics, growth loops vs. funnels, case study on pivot and business model transformation.	8
III	Operational Scaling and Team Structure: Building scalable processes, hiring for growth, leadership and delegation, role of technology in scale, maintaining startup culture during scale, building mid-level management, case study on team restructuring during scale-up.	8
IV	Financial and Funding Strategies: Types of funding for different stages, venture capital vs. bootstrapping, understanding term sheets and dilution,	7

	financial forecasting for scaling, unit economics and burn rate, case study on Series A/B funding for Indian startups.	
V	Market Expansion and Global Scaling: Domestic vs. international market entry strategies, localization vs. standardization, building strategic alliances, regulatory and legal compliance in scaling, brand positioning during scale, case study on Indian startup entering international markets.	9

Reference / Text Books:

1. Stay Hungry Stay Foolish – Rashmi Bansal, 1st Edition, 2008, CIIE, IIM Ahmedabad The Golden Tap – KashyapDeorah, 1st Edition, 2015, Roli Books Cut the Crap and Jargon – Shradha Sharma & T.N. Hari, 1st Edition, 2018, Penguin Random House India Dream with Your Eyes Open – Ronnie Screwvala, 1st Edition, 2015, Rupa Publications.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	12
2) Presentations /Seminar	4
3) Assignments	9
4) Research Project Report/ Seminar on Research Project Report	-
5) ESE	75
Total:	**100**

Prerequisites for the course: - Certificate in BBA with minimum 42 Credits

Course Learning Outcomes:

CLO1: Identify the right stage and timing for scaling a startup.
CLO2: Analyse business models and design customized growth strategies.
CLO3: Evaluate startup readiness for scaling in terms of operations, team, and market.
CLO4: Apply key growth frameworks and tools to real startup scenarios.
CLO5: Recommend appropriate funding and market entry strategies.
CLO6: Develop a scalable plan for startup expansion using practical case studies.

Format-3

IIMTU-NEP IMPLEMENTATION 2025
Year: II / Semester: III

Programme: BBA- Entrepreneurship and Innovation **Class BBA- Entrepreneurship and Innovation**	**Year: II** **Semester: III**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study-Scaling & Growth Strategies for Startups (P)**
Course Code: EI-DSE-253P	**Title: Case Study-- Scaling & Growth Strategies for Startups (P)**

Course Objectives:
CO1: To develop a deep understanding of challenges faced by startups during scaling and growth stages.
CO2: To analyse real-world case studies and extract actionable strategies.
CO3: To evaluate different business models and growth hacks adopted by successful startups.
CO4: To foster critical thinking and decision-making abilities in dynamic startup environments.
CO5: To equip students with practical tools and frameworks for business scaling.
CO6: To understand funding strategies, market expansion, and organizational restructuring.

Nature of Paper: Discipline Specific Elective (Practical)

Minimum Passing Marks/Credits: 50% Marks/ 2 Credits

L: 0
T: 0
P: 4 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week= 2 Credits)

Unit	Contents	No. of Lectures Allotted
I	Foundations of Scaling Startups: Introduction to startup scaling, difference between scaling and growth, phases of startup development, common pitfalls during scaling, readiness assessment for scaling, early traction vs. sustainable growth, case study on product-market fit transition.	6
II	Strategic Growth Models and Market Fit: Growth strategy frameworks, business model innovation, customer acquisition cost vs. lifetime value, market segmentation and positioning, viral growth vs. paid growth, B2B vs. B2C scaling approaches, case study on pivoting strategy.	6
III	Operational and Team Scaling: Operations and process scaling, technology leverage for scale, infrastructure challenges, team and leadership restructuring, culture building in growth stage, outsourcing vs. in-house capabilities, case study on scaling organizational structure.	7

IV	Funding and Financial Strategies for Growth: Funding for scale, different stages of startup funding, investor expectations during growth phase, financial planning and metrics for scale, valuation strategies, exit strategies, mergers and acquisitions, case study on fundraising strategy.	5
V	Global Expansion and Competitive Scaling: International expansion strategies, localization vs. globalization, legal and compliance challenges in scaling, partnerships and strategic alliances, competitive advantage through scale, long-term vision alignment, case study on global scaling.	6

Text books:

1. Blank, S., & Dorf, B. (2020). The Startup Owner's Manual: The Step-by-Step Guide for Building a Great Company. Wiley.
2. Maurya, A. (2016). Scaling Lean: Mastering the Key Metrics for Startup Growth. Penguin Random House.
3. Ismail, S., Malone, M.S., & van Geest, Y. (2014). Exponential Organizations: Why New Organizations are Ten Times Better, Faster, and Cheaper than Yours. Diversion Books.

References:

1. Hoffman, R., & Yeh, C. (2018). Blitzscaling: The Lightning-Fast Path to Building Massively Valuable Companies. Currency (Penguin Random House).
2. Mc Clure, D. (2019). Startup Metrics for Pirates: AARRR! Lean Startup Co. Press.
3. Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A. (2020). The Invincible Company. Wiley.
4. Moore, G.A. (2014). Crossing the Chasm: Marketing and Selling Disruptive Products to Mainstream Customers (3rd ed.). Harper Business.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and Punctuality	5
2) Presentations/Seminar	5
3) Case Study/Research Project Report/ Seminar on Research Project Report	5
4) ESE	35
Total:	**50**

Prerequisites for the course: - Certificate in BBA with minimum 42 Credits

Course Learning Outcomes:
Upon completion of the course, Students will be able to:
CLO1: Analyse and interpret startup growth challenges using case-based approaches.
CLO2: Identify strategic inflection points and suitable responses for scale-ups.
CLO3: Evaluate the effectiveness of business model pivots and innovation strategies.
CLO4: Propose viable funding and go-to-market strategies for scaling.
CLO5: Design scalable business operations including team structure, processes, and culture.
CLO6: Apply entrepreneurial thinking to assess and solve real-world growth problems.

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: I / Semester: II

Programme:BBA–AVIATION&TRAVEL **Class:BBA–AT**	**Year: I** **Semester: II**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Environment and Ecology**
Course Code: NHU-NPR-112	**Title: Environment and Ecology**

Course Objectives:

CO1: To appreciate the historical context of human interactions with the environment and to gain insights into the international efforts to safeguard the Earth's environment and resources.
CO 2: To understand the concept of natural resources, identify types of natural resources, their distribution and use with special reference to India.
CO3: To develop a critical understanding of the environmental issues of concern.
CO4: To describe the main types of ecosystems and their distribution in India and the world and to explain major conservation strategies taken in India.
CO5: To develop an understanding of pollution, its types and Control measures.
CO6: To gain a comprehensive knowledge of climate change, its science and response measures and to have an overview of national and global efforts to address climate change adaptation and mitigation.
CO7: To Explain major conservation strategies taken in India.
CO8: To Sensitize themselves to adverse health impacts of pollution.

Nature of Paper: Core Course Practical (Major)

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 4
T: 0
P: 2 (In Hours/Week)
(1Hr. Theory = 1 Credit) (2Hrs Practical = Credit 1)

Unit	Contents	No. of Lectures Allotted
I	Humans and the Environment: The man-environment interaction: Humans as hunter-gatherers; Mastery of fire;Origin of agriculture; Emergence of city-states; Great ancient civilizations and the environment, lndic Knowledgeand Culture of sustainability; Middle Ages and Renaissance; Industrial revolution and its impact on theenvironment; Population growth and natural resource exploitation; Global environmental change.Environmental Ethics and emergence of environmentalism: Anthropocentric and eco-centric perspectives (Majorthinkers); The Club of Rome- Limits to Growth; UN Conference on Human Environment 1972; World Commissionon Environment and Development and the concept of sustainable development; Rio Summit and subsequent inter national efforts.	8
II	Natural Resources and Sustainable Development: Overview of natural resources: Definition of resource;Classification of natural resources- biotic and abiotic, renewable and non-renewable., Biotic resources: Major typeof biotic resources-	8

	forests, grasslands, wetlands, wildlife and aquatic (fresh water and marine); Microbes as aresource; Status and challenges., Water resources: Types of water resources- fresh water and marine resources;Availability and use of water resources; Environmental impact of over-exploitation, issues and challenges; Water scarcity and stress; Conflicts over water., Soil and mineral resources: Important minerals; Mineral exploitation;Environmental problems due to extraction of minerals and use; Soil as a resource and its degradation., Energyresources: Sources of energy and their classification, renewable and non-renewable sources of energy; Conventional energy sources-coal, oil, natural gas, nuclear energy; Non-conventional energy sources-solar,wind, tidal, hydro, wave, ocean thermal, geothermal, biomass, hydrogen and fuel cells; Implications of energy use onthe environment., Introduction to sustainable development: Sustainable Development Goals (SDGs)- targets andindicators, challenges and strategies for SDGs.	
III	Environmental Issues-Local, regional & Global: Environmental issues and scales: Concepts of micro-, meso-, synopticand planetary scales; Temporal and spatial extents of local, regional and global phenomena.Pollution: Impact of sectoral processes on Environment; Types of Pollution- air, noise, water, soil, thermal,radioactive ;municipal solid waste, hazardous waste; transboundary air pollution; acid rain; smog. Land use and Land cover change: land degradation, deforestation, desertification, urbanization. Biodiversity loss: pastand current trends, impact., Global change: Ozone layer depletion; Climate change. Disasters-Natural and Man-made(Anthropogenic)	8
IV	Conservation of Biodiversity & amp; Ecosystem: Biodiversity and its distribution: Biodiversity as a natural resource;Levels and types of biodiversity; Biodiversity in India and the world; Biodiversity hotspots; Species and ecosystemthreat categories., Ecosystems and ecosystem services: Major ecosystem types in India and their basiccharacteristics• forests, wetlands, grasslands, agriculture, coastal and marine; Ecosystem services-classification andtheir significance., Threats to biodiversity and ecosystems: Land use and land cover change; Commercialexploitation of species; Invasive species; Fire, disasters and climate change., Major conservation policies: in-situ and ex-situ conservation approaches; Major protected areas; National and International Instruments for biodiversity conservation; the role of traditional knowledge, community-based conservation; Gender and conservation.	8
V	Environmental Pollution & amp; Health: Understanding pollution: Production processes and generation of wastes; Assimilative capacity of the environment; Definition of pollution; Point sources and non-point sources of pollution. Air pollution: Sources of air pollution; Primary and secondary pollutants; Criteria pollutants-carbon monoxide, lead, nitrogen oxides, ground-level ozone, particulate matter and sulphur dioxide; Other important air pollutants-Volatile Organic compounds (VOCs), Peroxyacetyl Nitrate (PAN), Polycyclic aromatic hydrocarbons (PAHs) and Persistent organic pollutants (POPs); Indoor air pollution; Adverse health impacts of air pollutants; National Ambient Air Quality Standards., Water pollution: Sources of water pollution; River, lake and marine pollution, ground water pollution; water quality Water quality parameters and standards; adverse health impacts of water pollution on human and aquatic	8

	life., Soil pollution and solid waste: Soil pollutants and their sources; Solid and hazardous waste; Impact on human health., Noise pollution: Definition of noise; Unit of measurement of noise pollution; Sources of noise pollution; Noise standards; adverse impacts of noise on human health., Thermal and Radioactive pollution: Sources and impact on human health and ecosystems.	
VI	Climate change: impacts, adaptation & amp; mitigation: Understanding climate change: Natural variations in climate; Structure of atmosphere; Anthropogenic climate change from greenhouse gas emissions- past, present and future; Projections of global climate change with special reference to temperature, rainfall, climate variability and extreme events; Importance of 1.5 °C and 2.0 °C limits to global warming; Climate change projections for the Indian sub-continent., Impacts, vulnerability and adaptation to climate change: Observed impacts of climate change on ocean and land systems; Sea level rise, changes in marine and coastal ecosystems; Impacts on forests and natural ecosystems; Impacts on animal species, agriculture, health, urban infrastructure; the concept of vulnerability and its assessment; Adaptation vs. resilience; Climate-resilient development; Indigenous knowledge for adaptation to climate change., Mitigation of climate change: Synergies between adaptation and mitigation measures; Green House Gas (GHG) reduction vs. sink enhancement; Concept of carbon intensity, energy intensity and carbon neutrality; National and international policy instruments for mitigation, decarbonizing pathways and net zero targets for the future; Energy efficiency measures; Renewable energy sources; Carbon capture and storage, National climate action plan and Intended Nationally Determined Contributions (INDCs); Climate justice.	8
VII	Environment management: Introduction to environmental laws and regulation: Constitutional provisions- Article 48A, Article 5 lA (g) and other derived environmental rights; Introduction to environmental legislations on the forest, wildlife and pollution control. Environmental management system: ISO 14001. Concept of Circular Economy, Life cycle analysis; Cost-benefit analysis. Environmental audit and impact assessment; Environmental risk assessment Pollution control and management; Waste Management- Concept of 3R (Reduce, Recycle and Reuse) and sustainability; Ecolabeling/Ecomark scheme	8
VIII	Environmental Treaties and Legislation: An overview of instruments of international cooperation; bilateral and multilateral agreements; conventions and protocols; adoption, signature, ratification and entry into force; binding and non• binding measures; Conference of the Parties (COP) Major International Environmental Agreements: Convention on Biological Diversity (CBD); Cartagena Protocol on Biosafety; Nagoya Protocol on Access and Benefit-sharing; Convention on International Trade in Endangered Species of Wild Flora and Fauna (CITES); Ramsar Convention on Wetlands of International Importance; United Nations Convention to Combat Desertification (UNCCD); Vienna Convention for the Protection of the Ozone Layer; Montreal Protocol on Substances that Deplete the Ozone Layer and the Kigali Amendment; Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal; Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International	8

	Trade; Stockholm Convention on Persistent Organic Pollutants; Minamata Convention on Mercury; United Nations Framework Convention on Climate Change (UNFCCC); Kyoto Protocol; Paris Agreement; India's status as a party to major conventions, Major Indian Environmental Legislations: The Wild Life (Protection) Act, 1972; The Water (Prevention and Control of Pollution) Act, 1974; The Forest (Conservation) Act, 1980; The Air (Prevention and Control of Pollution) Act, 1981; The Environment (Protection) Act, 1986; The Biological Diversity Act, 2002; The Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006; Noise Pollution (Regulation and Control) Rules, 2000; Industry-specific environmental standards; Waste management rules; Ramsar sites; Biosphere reserves; Protected Areas; Ecologically Sensitive Areas; Coastal Regulation Zone; Status phase-out of production and consumption of Ozone Depleting Substances by India; National Green Tribunal; Some landmark Supreme Court judgements, Major International organisations and initiatives: United Nations Environment Programme (UNEP), International Union for Conservation of Nature (IUCN), World Commission on Environment and Development (WCED), United Nations Educational, Scientific and Cultural Organization (UNESCO), Intergovernmental Panel on Climate Change (IPCC), and Man and the Biosphere (MAB) programme.	

Reference / Text Books:

1. A text book of Ecology and Environment, P.C. Joshi & Namita Joshi, Himalaya Publishing House, Mumbai
2. Ecology and Environment, P.D. Sharma, Rastogi Pub., New Delhi.
3. Ecology and Environment, H.R. Singh and Neeraj Kumar, Rastogi Publication.
4. Fundamentals of Ecology, E.P. Odum, W.B. Saunders Co., Philadelphia.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	16
2) Presentations /Seminar/Attendance	5
3) Assignments	4
4) Research Project Report Seminar On Research Project Report	-
5) ESE	75
Total:	**100**

Prerequisites for the course: Knowledge of Basics of Environment and Ecology (Intermediate level)

Course Learning Outcomes:

CLO1: Student will come up with the knowledge of field Environmental management as well as Sustainable development and benefit of mankind.
CLO2: Student will come up with the knowledge of Environment management.
CLO3: Student will come up with the knowledge of Environmental Science in cleaning the environment.
CLO4: Student will be Explain sustainable development, its goals, targets, challenges and global strategies for sustainable development.
CLO5: Student will be develop a critical understanding of the environmental issues
CLO6: The overall course outcome focused on the role of Environment management in human welfare.
CLO7: Student will be Explain major conservation strategies taken in India.
CLO8: Student will be able Sensitize themselves to adverse health impacts of pollution.

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: II / Semester: III

Programme: BBA AT **Class: BBA-AT**	**Year: II** **Semester: III**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Organisational Dynamics**
Course Code: ADE-CC-231	**Title: Organisational Dynamics**

Course Objectives:
CO1: Understand the fundamental concepts of Organisational Behavior and Dynamics.
CO2: Learn about leadership styles, motivation theories, and team dynamics.
CO3: Analyze organizational culture, structure, and power dynamics.
CO4: Explore strategies for conflict resolution, decision-making, and organizational change.
CO5: Examine the role of communication, ethics, and diversity in modern organizations.
CO6: Apply theoretical concepts to real-world business scenarios and case studies.

Nature of Paper: CORE COURSE THEORY

Minimum Passing Marks/ Credits: 40% Marks / 4 Credits

L: 45
T: 1
P: 0 (In Hours/Week)
Theory- 1 Hr.=1 Credit Practical-0

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Organizational Dynamics:** Definition, Scope, and Importance of Organisational Dynamics Evolution of **Organizational Behavior (OB)** and its Applications Key Elements of **Organisational Structure and Culture, Case Study:** Google's Organizational Culture and Innovation.	8
II	**Leadership & Motivation:** Leadership Styles: **Autocratic, Democratic, Transformational, Transactional** Theories of Motivation: **Maslow's Hierarchy, Herzberg's Two-Factor, McClelland's Theory** Role of **Emotional Intelligence (EI) in Leadership Case Study:** Steve Jobs vs. Elon Musk – Different Leadership Approaches.	8
III	**Group Behavior & Team Dynamics:** Team Formation and Development: **Tuckman's Model (Forming, Storming, Norming, Performing, Adjourning)** Conflict Management: **Types of Conflict & Conflict Resolution Strategies** Power and Politics in Organizations **Case Study:** How Netflix Built a High-Performance Team Culture.	8
IV	**Organisational Change & Development:** Understanding **Organisational Change** and Resistance to Change **Kotter's 8-Step Change Model** Managing Change: **Planned vs. Unplanned Change Case Study:** How Nokia Failed to Adapt to Industry Change	8
V	**Communication, Ethics, & Diversity in Organisations**Organisational Communication: **Verbal, Non-Verbal, Formal & Informal** Ethical Issues	8

	and Corporate Social Responsibility (CSR) Diversity & Inclusion: Managing a **Multicultural Work force Case Study:** Diversity & Inclusion at Microsoft	

Reference/Textbooks:

1. Robbins, Stephen P. & Judge, Timothy A. 18th Edition (2024).
2. Katz, Daniel & Kahn, Robert L. 2nd Edition (Reprint 2021).
3. Newstrom, John W. 14th Edition (2015).
4. Management and Organisational Behaviour 12th Edition (2019).

Evaluation/Assessment Methodology

	Max. Marks
1. Class Tasks/ Attendance and punctuality	10
2. Presentations/Seminar	5
3. Case Study/Research Project Report/Seminar On Research Project Report	5
4. Assignment	5
5. ESE	75
Total:	**100**

Prerequisites For The Course: Certificate in BBA

Course Learning outcome:

CLO1: Demonstrate a deep understanding of organizational behavior, leadership, and teamwork**.**
CLO2: Apply motivational theories to improve employee performance**.**
CLO3: Analyze workplace conflicts and suggest effective resolution strategies.
CLO4: Assess the impact of organizational change and leadership styles on business performance.
CLO5: Develop communication and ethical decision-making skills in business environments

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: II / Semester: III

Programme: BBA AT **Class: BBA-AT**	**Year:II** **Semester: III**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: CASE STUDY- ORGANISATIONAL DYNAMICS**
Course Code: ADE-CC-231P	**Title: CASE STUDY- ORGANISATIONAL DYNAMICS**

Course Objectives:
CO1: Understand the behavior of individuals and groups within organizations.
CO2: Analyze organizational structure, culture, and change through real-world cases.
CO3: Identify key drivers of team performance and interdepartmental coordination.
CO4: Examine conflict management, communication patterns, and leadership influence.
CO5: Apply organizational behavior theories in practical business situations.

Nature of Paper: Core Course PRACTICAL

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L:
T:
P: 60 (In Hours/Week)
Theory- 1 Hr.=1
Practical-2 HRS= 1 Credit

Unit	Contents	No. of Lectures Allotted
I	Case Study 1 – Introduction to Organizational Dynamics Understanding the structure and flow of organizational systems. Examines real-life organizational behavior in dynamic business environments.	5
II	Case Study 2 – Organizational Culture and Values Analyzing how shared values, norms, and culture shape employee attitudes and organizational performance. Includes culture-change cases.	5
III	Case Study 3 – Leadership Styles and Impact Evaluation of leadership effectiveness in different scenarios including crisis, innovation, and team management. Focus on transformational and situational leadership.	5
IV	Case Study 4 – Communication and Conflict Management Understanding formal and informal communication flows, barriers, and strategies to resolve workplace conflicts through real examples.	5
V	Case Study 5 – Organizational Change and Team Dynamics Explores change management models, resistance to change, team collaboration, and organizational agility in global environments.	5

Reference/TextBooks:
- *Organizational Behavior* – Stephen P. Robbins & Timothy A. Judge 18th Edition (2024), Pearson Education
- *Understanding Organizational Behavior* – Udai Pareek 3rd Edition (2010), Oxford University Press

□ *Organizational Development and Change* – Thomas G. Cummings 11th Edition (2022), Cengage Learning □ *Cases in Organizational Behavior* – Gerard Seijts 1st Edition (2006), SAGE Publications □ *Managing Organizational Change* – Palmer, Dunford & Akin 4th Edition (2022), McGraw-Hill Education

Evaluation/Assessment Methodology	
	Max. Marks
1. Classtasks/Attendance and punctuality	5
2. Presentations/Seminar	5
3. Case Study/Research Project Report/Seminar On Research Project Report	-
4. Assignment	5
5. ESE	35
Total:	**50**

Prerequisites For the Course: Certificates in BBA

Course Learning outcome:

CLO1: Explain the dynamics of organizational behavior.
CLO2: Analyze real-life organizational challenges and leadership decisions.
CLO3: Apply team management and conflict resolution techniques.
CLO4: Evaluate the role of organizational culture and communication.
CLO5: Design solutions for managing change and improving team effectiveness.
CLO6: Use case-based learning to connect OB theory with corporate practices.

Foramt-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Program: BBA-AT/EI/DA **Class: BBA-AT/EI/DA**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Human Values & Professional Ethics**
Course Code: UVE-301	**Title: Human Values & Professional Ethics**

Course Objectives:
CO1: To introduce the foundational concepts of human values and their relevance in the ant business.
CO2: To cultivate ethical reasoning and decision-making in professional and scenarios.
CO3: To develop a holistic understanding of the relationship between individual, society, and nature.
CO4: To sensitize students about ethical practices in business, leadership, and governance.
COS: To equip students to identify and resolve moral dilemmas through value-based reassuring.
CO6: To nurtures socially responsible, environmentally conscious, and ethically sound business professionals.

Nature of Paper: AECC

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 2
T: 1
P: 0 (In Hours/Week)
(1Hr. Theory = 1 Credit) (2Hrs Practical = Credit 1)

Unit	Contents	No. of Lectures Allotted
I	Introduction to Human Values and Ethics: Concept and Classification of Values Need and Importance of Human Values in the Modern World Morals, Ethics, and Human Values-Distinction and Connection Harmony in Self and Society Role of Values in Business and Personal Life Activity: Value Reflection Exercise: "My Core Values"-Case Discussion: Ethical Leadership Examples (e.g., Ratan Tata)	10
II	Professional Ethics in Business and Workplace: Concept of Professionalism and Code of Conduct, Ethical Theories in Decision-Making Ethical Issues in Business: Corruption, Harassment, Fraud Honesty, Integrity, Transparency, and Loyalty Ethics in Customer Relations, HR, Marketing, and Finance Corporate Social Responsibility (CSR) and Business Ethics Case Studies: Satyam Scam: Failure of Ethics TATA Group: Benchmark of Ethical Business Activity:Group Presentation, Ethics in Modern Indian Corporations	10
III	Individual and Societal Ethics: Relationship between Individual, Family, Society, and Nature Universal Human Values: Truth, Love, Peace, Non-violence, Righteousness Gender Sensitization and Respect Conflict Resolution through Non-violent Communication Human Rights, Equality, and Justice Activities: Role Play: Handling Ethical Conflicts, Class Debate: Ethics vs.	7

	Success in Business	
IV	Self-Development and Emotional Ethics: Self-awareness and Self-regulation Stress and Anger Management in Professional Life Empathy, Compassion, Gratitude, Forgiveness Emotional Intelligence and Value-Based Leadership Discipline and Commitment to Excellence Activities: Mindfulness and Value Journaling Case Analysis: Emotional Intelligence in Corporate Leadership	8
V	Ethical Governance, Environment & Sustainable Living: Ethical Governance and Accountability Ethical Leadership in Politics, Administration, and Business Environmental Ethics and Sustainable Development Role of Youth and Professionals in Nation-Building Ethics in Digital Age: Data Privacy, Al, and Social Media Use Activities: Group Project: Sustainable Solutions for Local Problems Case Study: Ethical Practices in Tech Companies (Google, Infosys, etc.)	10

Reference / Text Books:

1. Human Values and Professional Ethics-R.R. Gaur, R. Sanga, GP Bagaria
2. Professional Ethics and Human Values-M.Govindarajan, S. Natarajan, VS. Senthilkumar
3. Business Ethics-C.S.V. Murthy
4. Ethics in Engineering-Mike Martin & Roger
5. Case materials from NCERT, AICTE, UGC Value Education Framework

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Attendance and Punctuality	10
2) Presentations /Seminar	5
3) Assignments	5
4) Case Study/Research Project Report/ Seminar On Research Project Report	5
5) ESE	75
Total:	**100**

Prerequisites for the course: BFD Certificate as per NEP 2020 or as per UGC

Course Learning Outcomes

Upon completion of the course, Students will be able to

CLOI: Define and differentiate human values, ethics, morals, and professional responsibility.
CLO2: Demonstrate the application of ethical principles in workplace and social life.
CLO3: Evaluate decisions from a human-centric and sustainable development perspective.
CLO4: Apply values like trust, integrity, empathy, and responsibility in management practices.
CLO4: Recognize ethical dilemmas and agent appropriate resolutions in business contexts.
CLO5: Commit to professional ethics, sic duty, and sustainable leadership in career and life.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Program: BBA-EI/AT/DA **Class: BBA-EI/AT/DA**	**Year: II** **Semester: III**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Personal Grooming & Story Telling**
Course Code: ADE-VAC-253	**Title: Personal Grooming & Story Telling**

COURSE OBJECTIVES:

CO1: To develop self-awareness and confidence through effective personal grooming practices.
CO2: To enhance professional image and etiquette suitable for diverse business and social contexts.
CO3: To introduce the art of storytelling as a powerful tool for communication and influence.
CO4: To train students to craft, structure, and deliver engaging stories for personal branding and presentations.
CO5: To improve verbal and non-verbal communication skills through practical exercises and feedback.
CO6: To integrate grooming and storytelling skills for impactful professional presence and leadership

Nature of Paper: VAC

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L: 0
T: 0
P:4 (In Hours/Week)
(1Hr. Theory = 1 Credit) (2Hrs Practical = Credit 1)

Unit	Contents	No. of Lectures Allotted
I	Fundamentals of Personal Grooming: Importance of grooming; personal hygiene; wardrobe management; dressing for different occasions; color coordination; accessories; hair and skincare basics.	6
II	Professional Etiquette & Social Skills: Business etiquette; dining etiquette; meeting protocols; cross-cultural manners; workplace behavior; digital etiquette.	5
III	Introduction to Storytelling: Definition and importance; elements of a story; types of storytelling (personal, business, inspirational); story arcs and structures.	5
IV	Story Crafting & Delivery Skills: Identifying purpose and audience; building characters; setting and plot, integrating data into narratives; vocal variety; body language, use of pauses; handling questions.	6
V	Integrating Grooming & Storytelling for Impact: Personal branding; storytelling in interviews; leadership communication; influence and persuasion techniques; presentation of self in professional contexts, capstone storytelling presentation.	6

Reference / Text Books:

1. Pease, A., & Pease, B. (2017). The Definitive Book of Body Language. Orion.

2. Guber, P. (2011). Tell to Win: Connect, Persuade, and Triumph with the Hidden Power of Story. Crown Business.
3. Carnegie, D. (2019). The Art of Public Speaking (Updated ed.). Pocket Books.
4. Morgan, N. (2014). Power Cues: The Subtle Science of Leading Groups, Persuading Others, and Maximizing Your Personal Impact. Harvard Business Review Press.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and punctuality	5
2) Presentations/Seminar	5
3) Assignments/Research Project Report/Seminar On Research Project Report/Class performance	5
4) ESE	35
Total:	**50**

Prerequisites for the course: BBA Certificate as per NEP 2020 or as per UGC

Course Learning Outcomes:

Upon completion of the course, Students will be able to

CLO1:- Demonstrate proper personal grooming and dressing techniques for professional settings.

CLO2: Apply business etiquette and social manners in formal and informal environments.

CLO3: Develop storytelling frameworks to communicate ideas effectively.

CLO4: Deliver impactful presentations and narratives using voice modulation, body language, and emotional connection.

CLO5: Use storytelling to enhance personal branding and professional identity.

CLO6: Integrate grooming and storytelling strategies to influence, inspire, and lead effectively.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: BBA – E&I **Class: BBA – E&I**	**Year: II** **Semester: IV**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Supply chain & logistics management**
Course Code: EI-CC-254	**Title: Supply chain & logistics management**

Course Objectives:.
CO1: To understand the fundamentals and components of supply chain management.
CO2: To analyze logistics functions including transportation, warehousing, and distribution.
CO3: To study inventory management and procurement strategies.
CO4: To examine supply chain coordination and integration mechanisms.
CO5: To understand global supply chain challenges and risk management.
CO6: To develop analytical skills for designing and optimizing supply chain systems.

Nature of Paper: CORE THEORY

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=2 Credit (4Hrs./Week=2 Credits)

Unit	Contents	No. of Lectures Allotted
1	Unit I: Introduction to Supply Chain Management: Concept and Evolution of Supply Chain, Objectives and Importance of SCM, Components of Supply Chain, Supply Chain Drivers, Supply Chain Network Design, Value Chain and Competitive Advantage, Role of SCM in Organizational Strategy.	9
2	Unit II: Procurement and Inventory Management: Purchasing and Vendor Selection, Strategic Sourcing, Make-or-Buy Decisions, Inventory Types and Costs, EOQ Model, ABC Analysis, JIT (Just-in-Time), Material Requirement Planning (MRP), Demand Forecasting Techniques.	9
3	Unit III: Logistics Management: Concept of Logistics, Transportation Modes and Selection, Freight Management Warehousing Functions and Layout, Packaging and Material Handling, Distribution Management, Third-Party Logistics (3PL) and 4PL	9
4	Unit IV: Supply Chain Integration and Performance: Supply Chain Coordination, Information Technology in SCM ERP Systems, E-Supply Chain, Performance Measurement (KPIs), Bullwhip Effect, Reverse Logistics, Green Supply Chain Management	9
5	Unit V: Global Supply Chain and Risk Management: Global Sourcing, International Logistics, Trade Documentation Customs and Regulatory Compliance, Supply Chain Risk and Disruption Management,	9

	Sustainability in SCM, Case Studies in Global Supply Chain Failures, Emerging Trends (Digital SCM, Blockchain, AI in SCM)	

Reference / Text Books:

1. Sunil Chopra & Peter Meindl – *Supply Chain Management: Strategy, Planning and Operation,* Donald J. Bowersox, David Closs & M. Bixby Cooper – *Supply Chain Logistics Management, Martin Christopher – Logistics & Supply Chain Management, Janat Shah – Supply Chain Management: Text and Cases , Simchi-Levi, Kaminsky & Simchi-Levi – Designing and Managing the Supply Chain*

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Attendance and Punctuality	12
2) Presentations /Seminar	4
3) Case Study/Research Project Report/ Seminar On Research Project Report	9
4) ESE	75
Total:	**100**

Prerequisites for the course:- Student have certificate of any program as per UGC Requirement.

Course Learning Outcomes:

CLO1: Explain key concepts and processes in supply chain and logistics management.
CLO2: Analyze transportation, warehousing, and distribution systems.
CLO3: Apply inventory control techniques and procurement models.
CLO4: Evaluate supply chain performance using appropriate metrics.
CLO5: Identify risks and disruptions in global supply chains and suggest mitigation strategies.
CLO6: Design basic supply chain networks aligned with business objectives.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: BBA – E&I **Class: BBA – E&I**	**Year: II** **Semester: IV**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study – Supply chain & logistics management**
Course Code: EI-CC-254 P	**Title: Case Study – Supply chain & logistics management**

Course Objectives:
CO1: To understand real-world applications of supply chain and logistics principles through case analysis.
CO2: To analyze supply chain disruptions and operational failures.
CO3: To evaluate logistics strategies including transportation and warehousing decisions.
CO4: To assess procurement, sourcing, and inventory management challenges.
CO5: To examine risk management and sustainability practices in supply chains.
CO6: To develop structured case analysis and reporting skills in supply chain management.

Nature of Paper: CORE PRACTICAL

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L: 0
T: 0
P: 30 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=2 Credit (4Hrs./Week= 2 Credits)

Unit	Contents	No. of Lectures Allotted
1	Unit I: Introduction to Supply Chain – Overview of Supply Chain Components, Supply Chain Network Structure Case Study 1: Global Retail Supply Chain Breakdown, Case Study 2: Manufacturing Production Halt Due to Supplier Failure. Root Cause Analysis Framework Practical Activity: Case briefing and supply chain mapping.	6
2	Unit II: Procurement & Inventory Failures: Vendor Selection and Strategic Sourcing, Inventory Control Models Case Study 3: Inventory Overstocking Crisis, Case Study 4: Just-in-Time (JIT) Failure Case, Demand Forecasting Errors Practical Activity: Inventory analysis and corrective planning.	6
3	Unit III: Logistics & Transportation Disruptions: Transportation Modes and Risk Factors, Warehousing and Distribution Challenges, Case Study 5: Transportation Strike Impact, Case Study 6: Port Congestion and International Shipping Delay Role of 3PL & 4PL in Crisis, - Practical Activity: Logistics risk assessment and contingency planning.	6

4	Unit IV: Global Supply Chain Risk & Sustainability: Global Sourcing Risks, Pandemic Supply Chain Disruption Case Trade War Impact on Supply Chain, Case Study 7: Semiconductor Supply Shortage Incident, Case Study 8: Green Supply Chain Transformation Case - Practical Activity: Risk mitigation strategy development.	6
5	Unit V: Technology, Strategy & Supply Chain Resilience: ERP and Digital SCM Tools, Blockchain& AI in SCM, Supply Chain Performance Metrics, Case Study 9: E-commerce Fulfillment Crisis, Case Study 10: Supply Chain Recovery & Resilience Strategy Case - Practical Activity: Final case analysis report and group presentation.	6

Reference / Text Books:

1. Sunil Chopra & Peter Meindl – *Supply Chain Management: Strategy, Planning and Operation,* Martin Christopher – *Logistics & Supply Chain Management, Bowersox, Closs& Cooper Supply Chain Logistics Management, Simchi-Levi, Kaminsky & Simchi-Levi – Designing and Managing the Supply Chain , Coyle, Langley, Novack & Gibson – Supply Chain Management: A Logistics Perspective.*

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and Punctuality	5
2) Presentations /Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	5
4) ESE	35
Total:	**50**

Prerequisites for the course: Student have certificate of any program as per UGC Requirement.

Course Learning Outcomes:

CLO1: Interpret real supply chain incidents using SCM concepts and frameworks.
CLO2: Identify root causes of logistics and inventory failures.
CLO3: Evaluate transportation and distribution decisions in case scenarios.
CLO4: Recommend corrective strategies for supply chain disruptions.
CLO5: Assess risk mitigation and sustainability measures in global supply chains.
CLO6: Prepare structured case reports and present analytical solutions.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: BBA – E&I / BBA – AT / BBA – DA&AI **Class: BBA – E&I / AT / DA&AI**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: E – Marketing & Social media strategies**
Course Code: ADE-AE-254	**Title: E – Marketing & Social media strategies**

Course Objectives:.
CO1: To understand the fundamentals of e-marketing and digital business models.
CO2: To analyze consumer behavior in online environments.
CO3: To study various digital marketing channels and tools.
CO4: To develop effective social media marketing strategies.
CO5: To evaluate digital campaign performance using analytics tools.
CO6: To design integrated e-marketing plans aligned with business goals.

Nature of Paper: AECC

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=2 Credit (4 Hrs./Week= 2 Credits)

Unit	Contents	No. of Lectures Allotted
1	Unit I: Introduction to E-Marketing: Concept and Scope of E-Marketing, Traditional Marketing vs Digital Marketing Digital Business Models, Online Consumer Behavior, E-Marketing Environment, Digital Marketing Planning Process, E-Commerce and M-Commerce	9
2	Unit II: Digital Marketing Channels: Search Engine Optimization (SEO), Search Engine Marketing (SEM), Pay-Per-Click (PPC) Advertising, Email Marketing, Content Marketing, Affiliate Marketing, Display Advertising, Mobile Marketing	9
3	Unit III: Social Media Marketing: Social Media Platforms (Facebook, Instagram, LinkedIn, Twitter, YouTube), Social Media Strategy Development, Content Creation and Storytelling, Influencer Marketing, Social Media Advertising, Community Management, Brand Positioning through Social Media	9
4	Unit IV: Digital Analytics and Performance Measurement: Web Analytics Tools (Google Analytics Overview), Social Media Metrics, Conversion Rate Optimization, ROI in Digital Marketing, A/B Testing, Campaign Performance Analysis, Digital Dashboard and Reporting	9
5	Unit V: Advanced E-Marketing Strategies: Integrated Digital Marketing Communication (IMC), Customer Relationship Management (CRM) in Digital Space, Personalization and Automation, Artificial Intelligence in	9

	Marketing , Digital Branding, Online Reputation Management, Legal and Ethical Issues in Digital Marketing	

Reference / Text Books:

1. Dave Chaffey & Fiona Ellis-Chadwick – *Digital Marketing: Strategy, Implementation and Practice,* Philip Kotler, Hermawan Kartajaya & Iwan Setiawan – *Marketing 4.0: Moving from Traditional to Digita - Ryan Deiss& Russ Henneberry – Digital Marketing for Dummies , Seema Gupta – Digital Marketing*

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and Punctuality	12
2) Presentations /Seminar	4
3) Case Study/Research Project Report/Seminar On Research Project Report	9
4) ESE	75
Total:	**100**

Prerequisites for the course:- Student have certificate of any program as per UGC

Course Learning Outcomes:

CLO1: Explain key concepts and frameworks of e-marketing.
CLO2: Analyze online consumer behavior and digital buying patterns.
CLO3: Apply SEO, SEM, email marketing, and content marketing strategies.
CLO4: Develop social media campaigns for brand engagement and growth.
CLO5: Use digital analytics tools to measure campaign performance.
CLO6: Design comprehensive digital marketing strategies for organizations.

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: II / Semester: IV

Programme: BBA – AT / BBA – E&I **Class: BBA – AT / BBA – E&I**	**Year: II** **Semester: IV**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Intellectual property rights (IPR) & Patents**
Course Code:AE-CC-254	**Title: Intellectual property rights (IPR) & Patents**

Course Objectives:
CO1: To understand the concept, evolution, and importance of Intellectual Property Rights.
CO2: To study various forms of intellectual property and legal protection mechanisms.
CO3: To analyze Indian and international IPR frameworks and agreements.
CO4: To understand procedures for registration, filing, and enforcement of IPR.
CO5: To examine infringement, remedies, and dispute resolution mechanisms.
CO6: To apply IPR principles in innovation, research, and business management.

Nature of Paper: CORE THEORY

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=2 Credit (4Hrs./Week=2 Credits)

Unit	Contents	No. of Lectures Allotted
1	Unit I: Introduction to Intellectual Property Rights: Meaning, Nature, and Scope of IPR, History and Evolution of IPR, Importance of IPR in Economic Development, Types of Intellectual Property, Tangible vs Intangible Property, Objectives and Functions of IPR, Role of IPR in Innovation and Entrepreneurship, IPR and Competition Law, Overview of Indian IPR System.	8
2	Unit II: Patent Law and Protection: Concept and Types of Patents, Patentable and Non-Patentable Inventions, Criteria for Patentability (Novelty, Inventive Step, Industrial Applicability), Patent Specification (Provisional & Complete), Patent Filing Procedure in India, Patent Cooperation Treaty (PCT), Examination, Opposition, and Grant of Patent, Rights and Duties of Patentee, Term, Renewal, and Revocation of Patent, Compulsory Licensing	8
3	Unit III: Copyright, Trademark, Design and GI: Copyright: Meaning, Scope and Subject Matter, Ownership and Assignment of Copyright, Duration and Rights of Author, Infringement and Remedies in Copyright, Trademark: Types (Product, Service, Collective, Certification Mark), Trademark Registration Procedure, Passing Off and Infringement Industrial Designs: Registration and Protection, Geographical Indications (GI), Trade Secrets and Confidential Information	8

4	Unit IV: International IPR Framework and Enforcement: World Intellectual Property Organization (WIPO), TRIPS Agreement (WTO), Paris Convention, Berne Convention, Madrid Agreement and Protocol, Budapest Treaty, International Filing Systems, Enforcement Mechanisms, Civil and Criminal Remedies, Border Measures and Anti-Counterfeiting, Alternative Dispute Resolution (ADR) in IPR	8
5	Unit V: IPR Management and Emerging Issues: IPR in Research and Development, Technology Transfer and Licensing, Assignment and Franchising , Patent Valuation and IP Audit, IPR in Startups and MSMEs, Role of IPR in Digital Economy, Cyber Law and Digital Copyright, Software and Database Protection, Ethical Issues in IPR, Case Studies on IPR Disputes IPR and Artificial Intelligence	8

Reference / Text Books:

1. P. Narayanan – *Intellectual Property Law , - V.K. Ahuja – Law Relating to Intellectual Property Rights , B.L. Wadhera – Law Relating to Patents, Trademarks, Copyright, Designs and GI, W.R. Cornish – Intellectual Property: Patents, Copyright, Trademarks and Allied Rights*

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and Punctuality	12
2) Presentations /Seminar	4
3) Case Study/Research Project Report/Seminar On Research Project Report	9
4) ESE	75
Total:	**100**

Prerequisites for the course:- Student have certificate of any program as per UGC Requirement.

Course Learning Outcomes:

CLO1: Explain the fundamental principles and objectives of IPR.
CLO2: Differentiate among various types of intellectual property rights.
CLO3: Interpret national and international legal provisions related to IPR.
CLO4: Outline the procedure for filing patents, trademarks, and copyrights.
CLO5: Identify infringement issues and legal remedies available.
CLO6: Apply IPR strategies in startups, research, and commercialization processes.

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: II / Semester: IV

Programme: BBA – AT / BBA – E&I **Class: BBA – AT / BBA – E&I**	**Year: II** **Semester: IV**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study Intellectual property rights (IPR) & Patents**
Course Code: AE-CC-254 P	**Title: Case Study Intellectual property rights (IPR) & Patents**

Course Objectives:.
CO1: To understand practical applications of IPR and patent laws through real case studies.
CO2: To analyze landmark patent disputes and their legal implications.
CO3: To evaluate infringement, enforcement, and dispute resolution mechanisms.
CO4: To understand patent filing, opposition, and litigation processes in real contexts.
CO5: To assess commercialization and licensing strategies through case analysis.
CO6: To develop analytical and report-writing skills in IPR case evaluation.

Nature of Paper: CORE PRACTICAL

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L: 0
T: 0
P: 30 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=2 Credit (4Hrs./Week=2 Credits)

Unit	Contents	No. of Lectures Allotted
1	Unit I: Foundations of IPR – Case-Based Introduction: Overview of Intellectual Property Rights, Types of IPR (Patent, Copyright, Trademark, GI, Design) – Case Study 1: Copyright Dispute in Media Industry – Case Study 2: Trademark Infringement Case (Brand Identity Conflict) - Case Analysis Framework Practical Activity: Case briefing and structured legal analysis.	5
2	Unit II: Patent Law – Landmark Patent Disputes: Patentability Criteria, Patent Filing & Opposition Process Case Study 3: Pharmaceutical Patent Dispute (e.g., Compulsory Licensing Case in India) Case Study 4: Technology Patent Conflict (e.g., Smartphone Patent Litigation) - Analysis of Court Judgments Practical Activity: Drafting a patent case analysis report.	5
3	Unit III: Infringement and Enforcement Cases: Patent Infringement and Remedies, Civil and Criminal Actions Case Study 5: Software Copyright Violation Case, Case Study 6: Industrial Design Infringement Case ADR in IPR Disputes - Practical Activity: Role-play on IPR litigation	5

	strategy.	
4	Unit IV: International IPR Disputes: TRIPS & WTO Dispute Cases, Cross-Border Patent Conflicts, Case Study 7: International Patent Dispute between Multinational Corporations, Case Study 8: GI Protection Case (e.g., Regional Product Conflict), Comparative Analysis of Legal Systems, Practical Activity: Comparative case presentation.	5
5	Unit V: Commercialization & Strategic IPR Management: Licensing and Technology Transfer Cases, Patent Valuation Startup & Innovation Patent Strategy, Case Study 9: University Technology Transfer Case, Case Study 10: Patent Commercialization Success Story, Ethical Issues in Patent Practices Practical Activity: Final case report submission and viva.	5

Reference / Text Books:

1. P. Narayanan – *Intellectual Property Law ,* N.S. Gopalakrishnan & T.G. Agitha – *Principles of Intellectual Property, WIPO – Official Publications and Case Materials*
2. *WTO – TRIPS Agreement Documents .*

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and Punctuality	5
2) Presentations /Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	5
4) ESE	35
Total:	**50**

Prerequisites for the course:- Student have certificate of any program as per UGC Requirement.

Course Learning Outcomes:

CLO1: Interpret real IPR and patent disputes using legal principles.
CLO2: Analyze causes and consequences of patent infringement cases.
CLO3: Evaluate judicial decisions and regulatory frameworks in IPR matters.
CLO4: Prepare structured case analysis reports on patent conflicts.
CLO5: Recommend legal and strategic solutions in intellectual property disputes.
CLO6: Demonstrate practical understanding of IPR management in innovation-driven industries.

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: II / Semester: IV

Programme:BBA–Aviation&Travel **Class:BBA–AT**	**Year: II** **Semester: IV**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Global Competitiveness Analysis**
Course Code: ADE-IB-1	**Title: Global Competitiveness Analysis**

Course Objectives:
CO1: To provide a comprehensive understanding of global competitiveness and its drivers.
CO2: To enable students to analyze national and firm-level competitiveness using recognized frameworks.
CO3: To examine global trade patterns, competitiveness indices, and economic integration.
CO4: To explore the role of innovation, human capital, and government policy in shaping competitiveness.
CO5: To apply competitive intelligence techniques in a global business environment.
CO6: To equip students with tools for strategic decision-making in globally competitive markets.

Nature of Paper: DSE Theory

Minimum Passing Marks/Credits: 40%Marks / 4 Credits

L: 30
T: 15
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- (4 Hrs./Week= 2 Credits)

Unit	Contents	No. of Lectures Allotted
I	Foundations of Global Competitiveness: Meaning and Dimensions of Competitiveness, Levels: National, Sectoral, and Firm-Level Competitiveness Key Drivers: Productivity, Innovation, Infrastructure, Institutions, Globalization and its Impact on Competitive Positioning, Comparative vs. Competitive Advantage Case Examples: Why Switzerland Tops Global Competitiveness Rankings Singapore vs. Brazil: Institutional Drivers of Competitiveness Activities: Class Debate: "Can developing nations be truly competitive on a global scale?" Short Presentation: Competitiveness of India vs. China	8
II	Competitiveness Frameworks and Indices: Michael Porter's Diamond Model World Economic Forum's Global Competitiveness Index (GCI), IMD World Competitiveness Yearbook, Ease of Doing Business Index, Global Innovation Index and its Indicators, Limitations and Criticisms of Indices Case Examples: India's Ranking on GCI and its Interpretation Finland's Global Innovation Strategy Activities: Analysis of 3 Countries using GCI Dimensions Group Report: Comparative Competitiveness Dashboard	9
III	Sectoral and Firm-Level Competitiveness: Factors Affecting Sectoral Competitiveness: Input Costs, Demand Conditions, Regulatory Environment Firm-Level Competitiveness: Cost Leadership, Differentiation, Innovation	10

	Capability, Competitive Benchmarking Techniques, Global Supply Chains and Value Chain Management Case Studies: India's IT Sector vs. Philippines' BPO Sector Tesla: Disruptive Innovation and Competitive Edge Apple vs. Samsung: Global Value Chain Rivalry Activities: SWOT + Benchmark Analysis of a Global FirmValue Chain Mapping Workshop	
IV	National Competitiveness and Economic Policy: Role of Government in Enhancing Competitiveness, Industrial and Trade Policies, Human Capital Development and Education Quality, Infrastructure and Digital Competitiveness Case of Emerging Economies: India, Vietnam, Indonesia Case Examples: Make in India: Strategy or Slogan? Ireland's Competitiveness in the Post-EU World Activities: Policy Review: Analyze one country's economic strategy for competitiveness Class Simulation: National Competitiveness Policy Forum.	9
V	Strategic Applications and Global Competitiveness Challenges: Competitive Intelligence & Strategic Forecasting, Innovation Ecosystems and Clusters Sustainable Competitiveness and ESG Factors, Challenges: Trade Wars, Supply Chain Shocks, Digital Disruption, Building a Competitive Strategy for Global Expansion Case Studies: China's Belt and Road Initiative – Strategic or Competitive? Global Competitive Strategy of Amazon COVID-19 and Resilience of National Competitivenes Activities: Strategic Report: Improving India's Competitive Position by 2030 Final Group Presentation: Competitiveness Strategy for a Selected Country or Company	9

Reference/Text Books:

1. Michael E. Porter – The Competitive Advantage of Nations , World Economic Forum – Global Competitiveness Reports, IMD Business School – World Competitiveness Yearbook, Harvard Business Review Articles on Global Strategy, Reports from McKinsey, World Bank, UNCTAD, and OECD, Academic Journals: Journal of International Business Studies, Competitiveness Review

Evaluation/Assessment Methodology

	Max. Marks
1. Class tasks/Attendance and punctuality	10
2. Presentations/Seminar	5
3. Case Study/Research Project Report/Seminar On Research	5
4. Project Report	5
5. Assignment	-
6. ESE	75
Total:	**100**

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC

Course Learning outcome:

CLO1: Define and explain the key concepts and determinants of global competitiveness.
CLO2: Analyze and interpret global competitiveness indices and reports.
CLO3: Compare the competitiveness of nations using real data and case analysis.
CLO4: Evaluate the competitive positioning of firms in international markets.
CLO5: Apply global strategy models and frameworks to real-world scenarios.
CLO6: Recommend strategic actions for firms or nations to improve competitiveness.

Format-3

IIMTU-NEP IMPLEMENTATION-2023
Year: II / Semester: IV

Programme: BBA AT **Class: BBA-AT**	**Year:II** **Semester: IV**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study - Global Competitiveness Analysis**
CourseCode: ADE-IB-1P	**Title: Case Study - Global Competitiveness Analysis**

Course Objectives:
CO1: Understand the concept of global competitiveness and the key influencing factors.
CO2: Analyze the competitiveness of nations and corporations in the global marketplace.
CO3: Explore strategic tools and frameworks to evaluate global performance.
CO4: Examine the role of technology, innovation, and policy in driving competitiveness.
CO5: Apply case-based insights to assess and improve global positioning strategies.

Nature of Paper: Core Course PRACTICAL (Major)

Minimum Passing Marks/Credits: 40% Marks / 2 Credits

L:
T:
P: 60 (In Hours/Week)
Theory- 1 Hr.=1
Practical-2 HRS= 1 Credit

Unit	Contents	No.of Lectures Allotted
I	Case Study 1 – Fundamentals of Global Competitiveness Introduction to competitiveness indicators like productivity, innovation, economic freedom, and institutional strength. Case: Comparing USA, China, and India.	14
II	Case Study 2 – Porter's Diamond & National Advantage Application of Porter's Diamond to understand competitiveness of nations such as Germany (automotive), Japan (electronics), and Switzerland (pharma).	10
III	Case Study 3 – Company-Level Global Competitive Strategies Analysis of MNCs like Amazon, Nestlé, and Tata Group: their market penetration, localization, and innovation strategies.	12
IV	Case Study 4 – Role of Innovation, R & D, and Digital Economy Understanding how R & D, patents, and digital advancements fuel global edge. Includes case studies of countries investing in smart tech and green innovation.	12
V	Case Study 5 – Global Competitiveness Index (GCI) Interpretation Interpretation of WEF's Global Competitiveness Index; comparing year-wise rankings and proposing strategies to improve India's global ranking.	12

Reference/Text Books:
- The Competitive Advantage of Nations – Michael E. Porter **1st Edition (1990), Free Press / Macmillan**
- World Economic Forum – Global Competitiveness Report **Latest Annual Edition (2023), World**

Economic Forum Publications

- Global Strategic Management – Philippe Lasers **4th Edition (2017)**, **Palgrave Macmillan**
- International Business – Charles W.L. Hill **14th Edition (2024)**, **McGraw-Hill Education**
- Innovation and Competitiveness in the Global Economy – OECD Reports **Latest Editions (2022–2023)**, **OECD Publishing**

Evaluation/Assessment Methodology

	Max.Marks
1. Classtasks/Attendanceandpunctuality	5
2. Presentations/Seminar	5
3. Case Study/Research Project Report/SeminarOnResearchProjectReport	-
4. Assignment	5
5. ESE	35
Total:	**50**

Prerequisites for The Course: Certificate in BBA

Course Learning outcome:

CLO1: Understand core concepts and determinants of global competitiveness.
CLO2: Apply Porter's Diamond Model for national analysis.
CLO3: Evaluate multinational company strategies in global markets.
CLO4: Analyze the impact of innovation, R&D, and digital tools on competitive advantage.
CLO5: Interpret global indices and rankings to suggest actionable improvements.
CLO6: Develop critical thinking and analytical skills through real-world case studies..

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: BBA-AT/EI/DA&AI **Class: BBA-AT/EI/DA&AI**	**Year: III** **Semester: V**
Credits: 2 **Theory: 2** **Practical: 0**	**Subject: Problem Solving through Aptitude**
Course Code: ADE-VAC-255	**Title: Problem Solving through Aptitude**

Course Objective

CO1: Understand fundamental concepts of quantitative aptitude and logical reasoning.
CO2: Develop problem-solving skills using arithmetic and analytical techniques.
CO3: Apply reasoning skills to solve logical and analytical problems.
CO4: Interpret and analyze data using various data representation methods.
CO5: Improve verbal ability including grammar, vocabulary, and comprehension.
CO6: Enhance aptitude skills for competitive exams and placement preparation.

Nature of Paper: Core Theory

Minimum Passing Marks/Credits: 40% Marks / 2 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4hrs./Week=4credits)

Unit	Contents	Lectures
I	**Quantitative Aptitude Basics:** Number system, simplification, LCM & HCF, percentages, ratio and proportion, averages	8
II	**Arithmetic Ability:** Profit and loss, simple and compound interest, time and work, pipes and cisterns, time, speed and distance	8
III	**Logical Reasoning:** Coding-decoding, blood relations, direction sense test, syllogism, analogy, classification	8
IV	**Analytical Reasoning:** Series (number and alphabet), puzzles, seating arrangement, statement and conclusions, data sufficiency	8
V	**Data Interpretation & Verbal Ability:** Data interpretation (tables, bar graph, pie chart), basic English grammar, vocabulary, sentence correction, comprehension	8

Reference / Text Books:

1. Goyal K.K. & Pandey H.M., *Trouble Free C*, University Science Press.
2. Gottfried B., *Schaum's Outline: Programming in C*, McGraw-Hill.
3. Kochan S. G., *Programming in C*, Addison-Wesley.
4. Dey P. and Ghosh M., *Computer Fundamentals and Programming in C*, Oxford University Press
5. Goyal K. K., Sharma M. K. and Thapliyal M. P., *Concept of Computer and C Programming*, University Science Pre.

Evaluation/Assessment Methodology

Max. Marks

1) Class tasks/ Sessional Examination 2) Presentations /Seminar 3) Case Study / Research Project Report/Seminar On Research Project Report/Class performance 5) ESE	5 5 5 - 35
Total:	**50**

Course Learning Outcomes:

CLO1: Apply quantitative aptitude concepts to solve numerical problems.
CLO2: Analyze and solve problems related to arithmetic and logical reasoning.
CLO3: Demonstrate analytical thinking in solving complex reasoning problems.
CLO4: Interpret data accurately from graphs and charts.
CLO5: Apply verbal ability skills in communication and comprehension tasks.
CLO6: Solve aptitude-based questions efficiently in competitive environments.

Format-3

IIMTU-NEP IMPLEMENTATION 2025
Year: III / Semester: V

Programme: BBA-Entrepreneurship and Innovation **Class: BBA-Entrepreneurship and Innovation**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Risk Management & Business Continuity**
Course Code: EI-CC-255	**Title: Risk Management & Business Continuity**

Course Objectives:
CO1: To understand the fundamental concepts, types, and frameworks of risk management in business environments.
CO2: To identify, assess, and prioritize risks that affect entrepreneurial and corporate operations.
CO3: To develop strategies and plans for mitigating, transferring, and managing business risks.
CO4: To understand the principles of business continuity planning and disaster recovery.
CO5: To analyse real-world case studies on organizational risk failures and recovery strategies.
CO6: To equip students with tools and frameworks to build resilient and sustainable business operations.

Nature of Paper: Core Course Theory

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 3
T: 1
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction to Risk Management: Definition and nature of risk, types of risk (strategic, operational, financial, compliance, reputational), risk management process overview, risk appetite and risk tolerance, role of risk management in entrepreneurship, regulatory frameworks and standards (ISO 31000), case study: risk failure in Indian startups.	8
II	Risk Identification & Assessment: Risk identification techniques (brainstorming, checklists, SWOT, PESTLE), qualitative vs. quantitative risk assessment, risk probability and impact matrix, risk registers and risk mapping, financial risk analysis – sensitivity and scenario analysis, case study: risk assessment in Indian MSMEs.	8
III	Risk Mitigation & Response Strategies: Risk response strategies – avoid, reduce, transfer, accept, insurance as a risk transfer tool, contractual risk allocation, hedging and financial derivatives, operational risk controls and internal audit, crisis communication and stakeholder management, case	8

	study: risk mitigation in Indian corporate sector.	
IV	Business Continuity Planning (BCP): Concept and importance of business continuity, business impact analysis (BIA), developing a business continuity plan, recovery time objective (RTO) and recovery point objective (RPO), IT disaster recovery planning, supply chain resilience and continuity, case study: BCP implementation during COVID-19 in Indian businesses.	8
V	Emerging Risks & Organizational Resilience: Cyber risk and data security management, environmental and climate-related risks, geopolitical and regulatory risks in global markets, building a risk-aware organizational culture, enterprise risk management (ERM) frameworks, resilience strategies for startups and SMEs, final case study: building a resilient organization in the Indian context.	8

Reference / Text Books:

1. Rejda, G. E., & Mc Namara, M. J. – Principles of Risk Management and Insurance (13th Edition), Pearson Education, 2017.
2. Hopkin, P. – Fundamentals of Risk Management: Understanding, Evaluating and Implementing Effective Risk Management (5th Edition), Kogan Page, 2018.
3. Dorfman, M. S., & Cather, D. A. – Introduction to Risk Management and Insurance (10th Edition), Pearson Education, 2012.
4. Sadgrove, K. – The Complete Guide to Business Risk Management (3rd Edition), Routledge, 2016.
5. Lam, J. – Enterprise Risk Management: From Incentives to Controls (2nd Edition), Wiley Finance, 2014.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	12
2) Presentations /Seminar	4
3) Assignments	9
4) Research Project Report/ Seminar on Research Project Report	-
5) ESE	75
Total:	**100**

Prerequisites for the course: Certificate in BBA with minimum 42 Credits or any other UGC Requirement.

Course Learning Outcomes:

Upon completion of the course, Students will be able to:

CLO1: Identify and classify different types of risks faced by businesses and startups.
CLO2: Apply risk assessment tools and techniques to evaluate organizational risk exposure.
CLO3: Develop and implement appropriate risk mitigation and response strategies.
CLO4: Design a basic business continuity plan and disaster recovery framework.
CLO5: Analyse emerging risks including cyber, environmental, and geopolitical risks.
CLO6: Build and evaluate enterprise risk management frameworks for resilient organizations.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: BBA-Entrepreneurship and Innovation **Class: BBA-Entrepreneurship and Innovation**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Research Foundations & Methodology**
Course Code: ADE-CC-255	**Title: Research Foundations & Methodology**

Course Objectives:
1. To develop a strong foundation in research concepts and methodologies.
2. To equip students with skills to conduct research in aviation and travel sectors.
3. To enable data collection, analysis, and interpretation for decision-making.
4. To prepare students for project work, reports, and industry research.

Nature of Paper: Core Course Theory (Major)

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 30
T: 10
P: 10 (In Hours/Week) (4Hrs./Week=4Credits)
Theory – 1 Hr. = 1 Credit
Practical – 2 Hrs. = 1 Credit

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Research & Research Process** Meaning, Objectives, and Importance of Research. Types of Research: Basic, Applied, Descriptive, Analytical. Research in Aviation & Travel Industry (Case-based understanding). Research Process: Steps and Flow. Identification and Formulation of Research Problem. Review of Literature and Research Gap.	10
II	**UNIT II: Research Design & Hypothesis Development** Meaning and Types of Research Design (Exploratory, Descriptive, Experimental). Components of a Good Research Design. Variables: Independent, Dependent, Control Variables. Hypothesis: Meaning, Types, and Formulation. Research Proposals and Synopsis Writing. Ethical Issues in Research.	10
III	**UNIT III: Data Collection & Sampling Techniques** Types of Data: Primary and Secondary. Methods of Data Collection**:** Surveys, Interviews, Observation; Questionnaires and Schedules. Designing a Questionnaire (Practical Approach). Sampling: Meaning and Importance. Sampling Techniques: Probability & non-probability. Sample Size	10

	Determination.	
IV	**UNIT IV: Data Analysis & Statistical Tools** Data Processing: Editing, Coding, Classification, Tabulation. Introduction to Statistical Analysis. Measures of Central Tendency: Mean, Median, Mode. Measures of Dispersion: Range, Standard Deviation. Correlation and Regression (Basic Understanding). Use of Software (Excel/SPSS – Basic Level).	10
V	**UNIT V: Report Writing & Research Application** Structure of Research Report. Writing Research Reports (Format & Style). Citation and Referencing (APA/MLA Basics). Presentation of Data (Tables, Charts, Graphs). Research Applications in Aviation & Travel:Customer Satisfaction Analysis; Airline Service Quality; Tourism Trends & Market Research. Viva Voce & Project Presentation Techniques.	10

Suggested Teaching Methodology:

- Lectures & Case Studies.
- Industry-based Examples (Airlines, Travel Agencies, Tourism Boards).
- Practical Sessions (Excel/SPSS).
- Group Discussions & Presentations.

Suggested Readings:

- Research Methodology by C.R. Kothari.
- Business Research Methods by Donald R. Cooper.
- Research Methods for Business Students by Mark Saunders.
- International Air Transport Association reports & publications.
- World Tourism Organization reports.

Evaluation/Assessment Methodology

	Max. Marks
Internal Assessment:	**30**
1) Assignment / Project	10
2) Presentation	10
3) Class Test	10
End Semester Examination (ESE):	**70**
Total:	**100**

Prerequisites for the course: 10+2 with 40% in any stream or any other UGC requirement.

Course Learning Outcomes (COs):

After completion of this course, students will be able to:

CO1: Understand the fundamentals of research and its application in aviation & tourism.

CO2: Design research problems and formulate hypotheses.

CO3: Apply appropriate data collection and sampling techniques.

CO4: Analyze data using basic statistical tools.

CO5: Prepare professional research reports and presentations.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: BBA-Entrepreneurship and Innovation **Class: BBA-Entrepreneurship and Innovation**	**Year: III** **Semester: V**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study - Globalization and Indian Business Scenario**
Course Code: ADE-IB-2P	**Title: Case Study - Globalization and Indian Business Scenario**

CourseObjectives:
CO1: Explain the meaning and phases of globalization and how it affects Indian businesses.
CO2: Analyze real-life cases showing the impact of international markets on domestic industries.
CO3: Interpret trade policies and evaluate their relevance to Indian business competitiveness.
CO4: Examine strategic international expansion of Indian companies through case analysis.
CO5: Assess global challenges and how Indian businesses adapt through innovation and policy alignment.
CO6: Present findings and solutions effectively using data and strategic frameworks.

NatureofPaper: DSE

MinimumPassingMarks/Credits: 50% Marks / 2 Credits

L:
T:
P: 60 (InHours/Week)
Theory- 1Hr.=1
Practical-2HRS= 1Credit

Unit	Contents	No.of Lectures Allotted
I	**Introduction to Globalization: Overview-**Historical background, features, and phases of globalization. Case studies on how liberalization impacted Indian companies post-1991.	**14**
II	**Impact of Globalization on Indian Economy: Overview-**Sector-wise case studies (IT, manufacturing, retail, agriculture). Examines employment, technology transfer, and consumer behavior.	**10**
III	**FDI, WTO, and International Trade Policies: Overview-**Cases focusing on FDI in India, WTO disputes involving Indian businesses, and global trade regulations.	**12**
IV	**Indian Companies Going Global: Overview-**Real-world cases of Indian companies like Tata, Infosys, Mahindra expanding globally. Strategic entry modes and localization.	**12**
V	**Global Challenges and Indian Business Response:** **Overview-** Case discussions on economic slowdowns, currency fluctuations, supply chain disruptions, and India's policy responses.	**12**

Reference/Text Books:
1. Global Business Today – Charles W.L. Hill 11th Edition (2022), McGraw-Hill Education

2. International Business – Francis Cherunilam 6th Edition (2021), PHI Learning
3. Indian Economy – Ramesh Singh 15th Edition (2023), McGraw-Hill Education
4. Globalization and Its Discontents – Joseph Stiglitz Revised Edition (2017), W.W. Norton & Company
5. Reports & Case Studies from WTO, RBI, Ministry of Commerce (India)

Evaluation/Assessment Methodology

	Max. Marks
1) Classtasks/Attendance and punctuality	5
2) Presentations/Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	-
4) Assignment	5
5) ESE	35
Total:	**50**

Prerequisites For The Course: diploma in BBA

Course Learning outcome:

CLO1: Understand the concept, drivers, and impact of globalization on Indian business.
CLO2: Analyze case studies related to Indian companies adapting to global competition.
CLO3: Examine the effects of foreign trade policies, FDI, and WTO regulations on Indian industries.
CLO4: Explore challenges and opportunities for Indian businesses in a globalized world.
CLO5: Evaluate the role of MNCs, global supply chains, and outsourcing.
CLO6: Communicate strategic responses and policy recommendations through reports and presentations.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: BBA -Entrepreneurship and Innovation **Class : BBA-Entrepreneurship and Innovation**	**Year: III** **Semester: V**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study - Globalization and Indian Business Scenario**
Course Code: ADE-IB-2P	**Title: Case Study - Globalization and Indian Business Scenario**

CourseObjectives:
CO1: Explain the meaning and phases of globalization and how it affects Indian businesses.
CO2: Analyze real-life cases showing the impact of international markets on domestic industries.
CO3: Interpret trade policies and evaluate their relevance to Indian business competitiveness.
CO4: Examine strategic international expansion of Indian companies through case analysis.
CO5: Assess global challenges and how Indian businesses adapt through innovation and policy alignment.
CO6: Present findings and solutions effectively using data and strategic frameworks.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L:
T:
P:60 (InHours/Week)
Theory- 1 Hr.=1
Practical-2 HRS= 1 Credit

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Globalization: Overview-**Historical background, features, and phases of globalization. Case studies on how liberalization impacted Indian companies post-1991.	**14**
II	**Impact of Globalization on Indian Economy: Overview-** Sector-wise case studies (IT, manufacturing, retail, agriculture). Examines employment, technology transfer, and consumer behavior.	**10**
III	**FDI, WTO, and International Trade Policies: Overview-**Cases focusing on FDI in India, WTO disputes involving Indian businesses, and global trade regulations.	**12**
IV	**Indian Companies Going Global: Overview-**Real-world cases of Indian companies like Tata, Infosys, Mahindra expanding globally. Strategic entry modes and localization.	**12**
V	**Global Challenges and Indian Business Response: Overview-**Case discussions on economic slowdowns, currency fluctuations, supply chain disruptions, and India's policy responses.	**12**

Reference/Text Books:
1. Global Business Today – Charles W.L. Hill 11th Edition (2022), McGraw-Hill Education

2. International Business – Francis Cherunilam 6th Edition (2021), PHI Learning
3. Indian Economy – Ramesh Singh 15th Edition (2023), McGraw-Hill Education
4. Globalization and Its Discontents – Joseph Stiglitz Revised Edition (2017), W.W. Norton & Company
5. Reports & Case Studies from WTO, RBI, Ministry of Commerce (India)

Evaluation/AssessmentMethodology

	Max.Marks
1. Class tasks/Attendance and punctuality	5
2. Presentations/Seminar	5
3. Case Study/Research Project Report/Seminar On Research Project Report	-
4. Assignment	5
5. ESE	35
Total:	**50**

Prerequisites For The Course: diploma in BBA

Course Learning outcome:

CLO1: Understand the concept, drivers, and impact of globalization on Indian business.
CLO2: Analyze case studies related to Indian companies adapting to global competition.
CLO3: Examine the effects of foreign trade policies, FDI, and WTO regulations on Indian industries.
CLO4: Explore challenges and opportunities for Indian businesses in a globalized world.
CLO5: Evaluate the role of MNCs, global supply chains, and outsourcing.
CLO6: Communicate strategic responses and policy recommendations through reports and presentations.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: BBA-Entrepreneurship and Innovation **Class: BBA-Entrepreneurship and Innovation**	**Year:III** **SemesterV**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Predictive Analytics**
Course Code: ADE-BA-2	**Title: Predictive Analytics**

CourseObjectives:
CO1: Understand the foundational concepts and importance of predictive analytics in business.
CO2: Learn various statistical and machine learning techniques used in prediction.
CO3: Apply regression models, decision trees, and classification methods to real datasets.
CO4: Analyze customer behavior, sales trends, and risk factors using predictive models.
CO5: Interpret model accuracy, overfitting, and data validation techniques.
CO6: Use predictive analytics tools (like Excel, Python, R) for solving business problems.

Nature of Paper: Core Course theory

MinimumPassingMarks/Credits: 40% Marks / 4 Credits

L: 45
T: 15
P: 0 (InHours/Week)
Theory- 1Hr.=1
Practical-0 HRS= 4Credit

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Predictive Analytics:** Definition, scope, process of predictive analytics, key applications in business (marketing, HR, finance, operations), role of data.	10
II	**Data Preparation and Exploration:** Data cleaning, transformation, handling missing values, outliers; exploratory data analysis (EDA); data visualization tools.	10
III	**Regression Techniques:** Simple and multiple linear regression, logistic regression, interpreting coefficients, model assumptions, business applications.	9
IV	**Classification and Decision Trees:** K-Nearest Neighbors (KNN), Decision Trees, Random Forests; confusion matrix, ROC curve, precision-recall.	8
V	**Model Evaluation and Real-World Applications:** Overfitting, cross-validation, model tuning, case studies in churn prediction, credit scoring, and customer segmentation.	8

Reference/Text Books:
1. Predictive Analytics: The Future of Decision Making – Eric Siegel
2. Data Science for Business – Foster Provost & Tom Fawcett

3. An Introduction to Statistical Learning – Gareth James, Daniela Witten, et al.
4. Practical Business Analytics Using Excel, R and Python – U. Dinesh Kumar
5. Real-world datasets from Kaggle, UCI Repository, or government portals

Evaluation/Assessment Methodology

	Max. Marks
1) Classtasks/Attendance and punctuality	5
2) Presentations/Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	-
4) Assignment	5
5) ESE	35
Total:	**50**

PrerequisitesForThe Course: diploma in BBA

Course Learning outcome:

CLO1: Understand and define predictive analytics concepts and applications.
CLO2: Prepare, clean, and explore business data for prediction tasks.
CLO3: Build and interpret regression and classification models for business forecasting.
CLO4: Evaluate model accuracy and apply validation techniques.
CLO5: Use predictive tools and software for solving real-world problems in the aviation and travel sectors.
CLO6: Design and present data-driven recommendations using predictive insights.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: BBA-Entrepreneurship and Innovation **Class: BBA-Entrepreneurship and Innovation**	**Year: III** **Semester: V**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study - Predictive Analytics**
Course Code: ADE-BA-2P	**Title: Case Study - Predictive Analytics**

CourseObjectives:
CO1: Define the scope and importance of predictive analytics in modern business environments.
CO2: Prepare and transform data for analytical use through real-world datasets.
CO3: Apply appropriate predictive models to solve specific business problems.
CO4: Evaluate model performance and adjust strategies accordingly.
CO5: Visualize and communicate predictive insights effectively through dashboards and reports.
CO6: Recommend strategic actions based on analytical findings from case studies.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L:
T:
P:60 (InHours/Week)
Theory- 1 Hr.=1
Practical-2 HRS= 1 Credit

Unit	Contents	No.of Lectures Allotted
I	**Introduction to Predictive Analytics:** **Overview-**Overview of predictive analytics concepts, tools, and business applications. Case studies on forecasting customer behavior.	14
II	**Data Collection and Preparation:** **Overview-**Case-based approach to data sourcing, cleaning, and preprocessing for predictive modeling.	10
III	**Predictive Models and Techniques:** **Overview-**Exploration of regression, decision trees, time series analysis, and classification models using business cases.	12
IV	**Tools and Technologies:** **Overview-**Hands-on exposure to tools like MS Excel, Python, R, or Power BI through structured case exercises.	12
V	**Insights, Visualization & Strategy:** **Overview-**Developing dashboards, interpreting model outputs, and crafting business strategies based on insights. Includes real-life success stories.	12

Reference/Text Books:
1. Predictive Analytics: The Future of Business Intelligence – Eric Siegel Revised and Updated Edition (2016), Wiley

2. Data Science for Business – Foster Provost & Tom Fawcett 2nd Edition (2020), O'Reilly Media
3. Practical Statistics for Data Scientists – Peter Bruce 2nd Edition (2020), O' Reilly Media
4. Business Analytics – James R. Evans 3rd Edition (2016), Pearson Education
5. Online Resources: Kaggle Case Studies, IBM SPSS, Microsoft Power BI, Python Tutorials.

Evaluation/Assessment Methodology

	Max. Marks
1) Classtasks/Attendance and punctuality	5
2) Presentations/Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	-
4) Assignment	5
5) ESE	35
Total:	**50**

Prerequisites For The Course: diploma in BBA

Course Learning outcome:

CLO1: Understand the fundamental concepts and applications of predictive analytics in business.
CLO2: Explore statistical and machine learning methods used in forecasting and pattern detection.
CLO3: Apply predictive modeling techniques to real-world business datasets.
CLO4: Analyze case studies where predictive analytics improved decision-making and business outcomes.
CLO5: Interpret and visualize data-driven insights using tools such as Excel, Python, or R.
CLO6**:** Develop actionable recommendations based on predictive analytics reports.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: BBA – Entreprenurship & Innovation **Class: BBA-Entrepreneurship and Innovation**	**Year: III** **Semester: V**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study - Introduction to Services Marketing**
Course Code: ADE-MM-2P	**Title: Case Study - Introduction to Services Marketing**

CourseObjectives:
CO1: Explain the distinct features of services and their marketing implications.
CO2: Apply the extended marketing mix to real-world service scenarios.
CO3: Analyze consumer behavior and its impact on service strategy.
CO4: Evaluate service quality and recommend appropriate recovery actions.
CO5: Leverage technology for improving service delivery and customer satisfaction.
CO6: Present customer-centric service strategies using applied marketing frameworks.

NatureofPaper: DSE

MinimumPassingMarks/Credits: 50% Marks / 2 Credits

L:
T:
P: 60 (InHours/Week)
Theory- 1 Hr.=1
Practical- 2 HRS= 1 Credit

Unit	Contents	No. of Lectures Allotted
I	**Nature and Scope of Services Marketing:** **Overview-**Introduction to the service economy, intangibility, inseparability, variability, perishability. Case studies from hospitality, healthcare, and finance sectors.	**14**
II	**The Services Marketing Mix (7Ps):** **Overview-**Case analysis of service design, pricing strategies, place, promotion, people, process, and physical evidence in leading service brands.	**10**
III	**Consumer Behavior in Services:** **Overview-**Exploring customer decision-making processes, expectations, and perception. Real-life cases on service encounters and satisfaction.	**12**
IV	**Service Quality and Recovery:** **Overview-**Focused studies on SERVQUAL model, handling complaints, and effective recovery strategies.	**12**
V	**Technology in Services Marketing:** **Overview-**Analyzing digital transformation in services: self-service tech, chatbots, and CRM in service delivery. Case studies from airlines, banks, and e-commerce.	**12**

Reference/Text Books:

1. *Services Marketing* – Christopher Love lock & Jochen Wirtz 8th Edition (2016), Pearson Education
2. *Marketing of Services* – V.A. Zeithaml & Mary Jo Bitner 7th Edition (2021), McGraw-Hill Education
3. *Essentials of Services Marketing* – Adrian Payne 2nd Edition (2013), Pearson Education
4. *Case Studies in Services Marketing* – S.M. Jha
5. Journals & Online Databases: Harvard Business Review, IIM Case Repositories

Evaluation/AssessmentMethodology

	Max.Marks
1) Classtasks/Attendance and punctuality	5
2) Presentations/Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	-
4) Assignment	5
5) ESE	35
Total:	**50**

PrerequisitesForTheCourse: diploma in BBA

Course Learning outcome:

CLO1: Understand the unique characteristics of services and how they differ from goods.
CLO2: Analyze the marketing mix for services (7Ps) and its practical application.
CLO3: Examine service delivery strategies and customer expectations.
CLO4: Interpret consumer behavior in service settings using case study approaches.
CLO5: Evaluate real-life service failure and recovery strategies.
CLO6: Apply service marketing frameworks to design customer-centric strategies.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: BBA-Entrepreneurship and Innovation **Class: BBA-Entrepreneurship and Innovation**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical:0**	**Subject:Introduction to Services Marketing**
Course Code: ADE-MM -2	**Title: Introduction to Services Marketing**

CourseObjectives:
CO1: Understand the concept and importance of services marketing in the contemporary business environment.
CO2: Analyze the unique characteristics of services and how they affect marketing strategies.
CO3: Develop an understanding of the service marketing mix and how to manage it effectively.
CO4: Explore the role of customer satisfaction, service quality, and customer retention in services marketing.
CO5: Assess the role of technology and innovation in enhancing service marketing strategies.
CO6: Examine the challenges and opportunities in marketing various types of services, including professional services, tourism, and IT services.

NatureofPaper:DSE

MinimumPassingMarks/Credits: 40% Marks / 4 Credits

L: 45
T: 15
P: 0 (In Hours/Week)
Theory- 1Hr.=1
Practical-2 HRS=1 Credit

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Services Marketing**: Meaning and definition of services marketing. Importance of services in the global economy. Key differences between goods and services. Growth of the service sector and its impact on the economy.	**14**
II	**Characteristics of Services**: Intangibility, Inseparability, Variability, Perishability. Managing these characteristics in marketing strategies. Service encounters and customer involvement in service delivery.	**10**
III	**The Service Marketing Mix (7Ps):** Product (Service), Price, Place, Promotion, People, Process, and Physical Evidence. Detailed analysis of each element and how it applies to services. Developing a successful service marketing mix.	**12**
IV	**Customer Satisfaction and Service Quality:** Measuring service quality (SERVQUAL model). Customer expectations vs. perceptions of service. Service recovery strategies. The role of customer satisfaction in building customer loyalty and retention.	**12**
V	**Technology and Innovation in Services Marketing**: Impact of digitalization and technology in service delivery. Online services, mobile apps, AI, and	**12**

	customer service automation. Innovations in service marketing and how they enhance customer experience**.**	

Reference/TextBooks:

- *Services Marketing: People, Technology, Strategy* – Christopher Lovelock and Jochen Wirtz 8th Edition (2016), Pearson Education
- *Services Marketing: Integrating Customer Focus Across the Firm* – Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler 7th Global Edition (2020), Mc Graw-Hill Education
- *Services Marketing: Text and Cases* – K. Ravichandran 2nd Edition (2010), Excel Books
- *The Service-Profit Chain* – James L. Heskett, W. Earl Sasser, Leonard A. Schlesinger 1st Edition (1997), Free Press
- *Managing Service Quality: Integrating Customer Focus Across the Firm* – Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler

Evaluation/AssessmentMethodology

	Max.Marks
1) Class tasks/Attendance and punctuality	10
2) Presentations/Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	5
4) Assignment	5
5) ESE	75
Total:	**100**

Prerequisites For The Course: diploma in BBA

Course Learning Outcomes (CLO):

CLO1: Understand the basic concepts and importance of services marketing in today's business landscape.

CLO2: Analyze the unique characteristics of services and how they influence marketing strategies.

CLO3: Develop a deep understanding of the service marketing mix and how to manage it effectively.

CLO4: Measure service quality and assess the impact of customer satisfaction and service recovery on customer loyalty.

CLO5: Evaluate the role of technology in service marketing and its impact on customer experience.

CLO6: Apply marketing strategies to various types of services including professional services, hospitality, healthcare, and IT services.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: BBA-AT/EI/DA&AI **Class: BBA-AT/EI/DA&AI**	**Year: III** **Semester: V**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Problem Solving through Aptitude**
Course Code: ADE-VAC-255	**Title: Problem Solving through Aptitude**

Course Objective

CO1: Understand fundamental concepts of quantitative aptitude and logical reasoning.
CO2: Develop problem-solving skills using arithmetic and analytical techniques.
CO3: Apply reasoning skills to solve logical and analytical problems.
CO4: Interpret and analyze data using various data representation methods.
CO5: Improve verbal ability including grammar, vocabulary, and comprehension.
CO6: Enhance aptitude skills for competitive exams and placement preparation.

Nature of Paper: Core Theory

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4hrs./Week=4credits)

Unit	Contents	Lectures
I	**Quantitative Aptitude Basics:** Number system, simplification, LCM & HCF, percentages, ratio and proportion, averages	8
II	**Arithmetic Ability:** Profit and loss, simple and compound interest, time and work, pipes and cisterns, time, speed and distance	8
III	**Logical Reasoning:** Coding-decoding, blood relations, direction sense test, syllogism, analogy, classification	8
IV	**Analytical Reasoning:** Series (number and alphabet), puzzles, seating arrangement, statement and conclusions, data sufficiency	8
V	**Data Interpretation & Verbal Ability:** Data interpretation (tables, bar graph, pie chart), basic English grammar, vocabulary, sentence correction, comprehension	8

Reference / Text Books:

1. Goyal K.K. & Pandey H.M., *Trouble Free C*, University Science Press
2. Gottfried B., *Schaum's Outline: Programming in C*, Mc Graw-Hill
3. Kochan S. G., *Programming in C*, Addison-Wesley
4. Dey P. and Ghosh M., *Computer Fundamentals and Programming in C*, Oxford University Press
5. Goyal K. K., Sharma M. K. and Thapliyal M. P., *Concept of Computer and C Programming*, University Science Pre

Evaluation/Assessment Methodology

Max. Marks

1) Class tasks/ Sessional Examination 2) Presentations /Seminar 3) Case Study / Research Project Report/Seminar On Research Project Report/Class performance 5) ESE	5 5 5 35
Total:	**50**
Course Learning Outcomes: CLO1: Apply quantitative aptitude concepts to solve numerical problems. CLO2: Analyze and solve problems related to arithmetic and logical reasoning. CLO3: Demonstrate analytical thinking in solving complex reasoning problems. CLO4: Interpret data accurately from graphs and charts. CLO5: Apply verbal ability skills in communication and comprehension tasks. CLO6: Solve aptitude-based questions efficiently in competitive environments.	

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Programme: BBA-Entrepreneurship and Innovation **Class: BBA-Entrepreneurship and Innovation**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Performance Management**
Course Code: ADE-HRM-2	**Title: Performance Management**

CourseObjectives:
CO1: Understand the concept and significance of performance management in organizations.
CO2: Analyze the process and elements of an effective performance management system.
CO3: Learn various tools and techniques used in performance appraisal and evaluation.
CO4: Understand the role of goal setting, feedback, and coaching in enhancing performance.
CO5: Assess the relationship between performance management, employee development, and organizational effectiveness.
CO6: Explore contemporary issues and challenges in performance management practices.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 45
T: 15
P: 0 (In Hours/Week)
Theory- 1 Hr.=1
Practical-2 HRS=1Credit

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Performance Management**: Definition, objectives, benefits, and scope; Difference between performance appraisal and performance management.	10
II	**Performance Management Process**: Planning, monitoring, reviewing, and rewarding performance; Alignment with organizational goals.	10
III	**Performance Appraisal Methods**: Traditional and modern methods – 360-degree feedback, MBO, BARS, forced distribution, self-appraisal; Biases and errors in appraisal.	10
IV	**Coaching, Feedback, and Performance Improvement**: Role of feedback and coaching; Constructive feedback; Identifying performancegaps and improvement plans.	10
V	**Contemporary Issues in Performance Management**: Technology in performance management, performance-linked incentives, employee development, legal and ethical issues.	10

Reference/TextBooks:
1. *Performance Management* – Herman Aguinis 5th Edition (2022), Pearson Education
2. *Armstrong's Handbook of Performance Management* – Michael Armstrong 6th Edition (2020), Kogan Page

3. *Performance Management Systems* – Dipak Kumar Bhattacharyya 2nd Edition (2011), Pearson Education India
4. *Human Resource Management* – Gary Dessler 2nd Edition (2011), Pearson Education India
5. *Managing Human Resources* – Luis R. Gomez-Mejia 8th Edition (2015), Pearson Education

Evaluation/AssessmentMethodology

	Max.Marks
1) Class tasks/Attendance and punctuality	10
2) Presentations/Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	5
4) Assignment	5
5) ESE	75
Total:	**100**

Course Learning Outcomes:

CLO1: Understand key concepts and principles of performance management.
CLO2: Evaluate and design effective performance management systems.
CLO3: Apply appropriate appraisal methods for employee performance evaluation.
CLO4: Develop feedback and coaching strategies to improve individual and team performance.
CLO5: Understand the integration of performance management with employee growth and organizational success.
CLO6**:** Address real-world performance management issues with strategic solutions.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Program: BBA E&I /DA&AI /AT **Class: BBA E&I /DA&AI /AT**	**Year:III** **Semester-V**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study - Performance Management**
Course Code: ADE-HRM-2P	**Title: Case Study - Performance Management**

Course Objectives:
CO1: Understand the principles, objectives, and process of performance management.
CO2: Examine real-life organizational case studies highlighting performance planning and appraisal systems.
CO3: Evaluate tools and techniques like KPIs, MBO, 360-degree feedback, and Balanced Scorecard.
CO4: Analyze challenges in performance evaluation, feedback, and employee development.
CO5: Explore legal and ethical issues related to performance management in organizations.
CO6: Develop practical frameworks for performance improvement through case-based learning.

Nature of Paper: Core Course PRACTICAL (Major)

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L:
T:
P: 60 (In Hours/Week)
Theory- 1Hr.=1 Practical- 2HRS= 1 Credit

Unit	Contents	No. of Lectures Allotted
I	**Fundamentals of Performance Management** Concept, Objectives, and Importance Difference between Performance Management and Appraisal Performance Management Cycle Strategic Role in Human Capital Development **Case Studies:** **Infosys PMS Evolution:** Linking performance to learning and growth **Google OKRs Model:** Aligning goals across teams **Startups vs MNCs:** Comparative PMS structures	14
II	**Performance Planning and Goal Setting** SMART Goals and KRAs Setting Individual vs Team Objectives Cascading Goals from Strategy to Individuals Performance Contracts **Case Studies:** **TCS Balanced Scorecard:** Translating strategy into KPIs **Flipkart OKRs in Scaling Phases** **Sales Team Performance Planning in FMCG Sector**	10
III	**Appraisal Methods and Feedback Mechanisms** Traditional vs Modern Appraisal Techniques	12

	360-Degree Feedback, MBO, BARS Continuous Performance Feedback Handling Bias and Subjectivity in Appraisal **Case Studies:** **Wipro's Use of 360-Degree Feedback for Leadership Development** **Adobe's Shift from Annual Reviews to Real-Time Feedback** **Performance Appraisal Conflict in a Family Business**	
IV	**Performance Review, Development, and Rewards** Performance Review Meetings Linking Appraisals to Training and Development Compensation, Rewards, and Incentive Plans Addressing Low Performance and PIPs (Performance Improvement Plans) **Case Studies:** **Hindustan Unilever:** Linking appraisal to career development **Zomato:** Sales performance incentives and turnover **HR Dilemma Case:** Addressing non-performance in a small firm	12
V	**Contemporary Issues and Ethical Concerns** Digitization and AI in Performance Management Remote Work and Performance Metrics Legal and Ethical Aspects of Appraisal Employee Engagement and Motivation **Case Studies:** **Meta's Performance Tracking during Remote Work** **Ethical Issue:** Forced Ranking and Downsizing at GE **Performance Gamification at Swiggy:** Pros and Cons	12

Reference/TextBooks:

1. *Performance Management* – Herman Aguinis
2. *Armstrong's Handbook of Performance Management* – Michael Armstrong
3. *Human Resource Management* – Gary Dessler
4. Harvard Business Review Case Studies
5. Reports from SHRM, McKinsey, Deloitte, and Gartner

Evaluation/Assessment Methodology

	Max. Marks
1. Class tasks/Attendance and punctuality	5
2. Presentations/Seminar	5
3. Case Study/Research Project Report/Seminar On Research Project Report	-
4. Assignment	5
5. ESE	35
Total:	**50**

Prerequisites For The Course: Diploma in BBA E&I /DA&AI /AT

Course Learning outcome:

CLO1: Explain the purpose and scope of performance management in organizations.
CLO2: Analyze real-life appraisal systems and evaluate their effectiveness.
CLO3: Apply performance measurement tools to actual case situations.
CLO4: Interpret the link between performance feedback and employee development.
CLO5: Identify ethical and legal concerns in performance evaluations.
CLO6: Design performance enhancement strategies using practical and case-based methods.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Program : BBA E&I /DA&AI /AT **Class: BBA E&I /DA&AI /AT**	**Year:III** **Semester: V**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study - Mergers and Acquisitions**
CourseCode: ADE-BF-2P	**Title: Case Study - Mergers and Acquisitions**

CourseObjectives:
CO1: Understand the strategic, legal, and financial concepts related to mergers and acquisitions (M&A).
CO2: Analyze real-world M&A case studies involving domestic and cross-border deals.
CO3: Evaluate the process of M&A—from planning, due diligence, to integration.
CO4: Explore valuation techniques and deal structuring strategies used in M&A.
CO5: Examine post-merger integration, cultural fit, and synergy realization challenges.
CO6: Develop analytical reports on M&A decisions using financial and strategic tools.

Nature of Paper: Core Course PRACTICAL (Major)

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L:
T:
P: 60 (In Hours/Week)
Theory- 1 Hr.=1 Practical- 2 HRS= 1 Credit

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Mergers and Acquisitions** Definition, Features, and Objectives Types: Horizontal, Vertical, Conglomerate, Reverse Merger Difference between Mergers, Acquisitions, Takeovers, and Joint Ventures Strategic Rationale and Growth through M & A **Case Studies:** **Vodafone–Idea Merger:** Consolidation in telecom **Facebook's Acquisition of Instagram:** Digital strategy and brand expansion **Zomato–Uber Eats India Acquisition:** Market share gain	14
II	**Legal and Regulatory Framework of M &A** Companies Act and SEBI Regulations Role of CCI and FEMA Guidelines Due Diligence and Deal Structuring Tax Implications in M & A **Case Studies:** **Tata–Corus Acquisition:** Legal hurdles and cross-border regulations **Amazon's Investment in Future Group:** Regulatory intervention and CCI judgment **Jet–Etihad Strategic Alliance:** FDI rules and aviation sector	10

III	**Financial Aspects of M&A** Valuation Techniques: DCF, Comparable Companies, Precedent Transactions Deal Structuring: Cash, Stock Swap, Earn-outs Synergy Estimation and Cost of Capital Financing M&A Transactions **Case Studies:** **HUL–GlaxoSmithKline Merger:** Valuation and share swap structure **Reliance's Acquisition of Netmeds:** Strategic fit and value creation **OYO's Global Acquisitions:** Funding model and valuation challenges	12
IV	**Integration and Post-Merger Issues** Cultural, Operational, and Strategic Integration Change Management and Leadership Alignment Measuring Post-Merger Success: KPIs and ROI Retaining Talent and Brand Identity **Case Studies:** **Disney–Pixar Merger:** Creative synergy and cultural fit **Axis Bank–Citibank India Deal:** Integration of customers and systems **Microsoft–LinkedIn Deal:** Strategic alignment and technology integration	12
V	**Trends and Challenges in M&A** Cross-Border M & A and Global Expansion Hostile Takeovers and Defense Mechanisms Startups and M & A Exit Strategies Recent M & A Trends in India and the World **Case Studies:** **Byju's Acquisition Spree (Aakash, Great Learning, Toppr):** Growth through acquisition **Tesla's M&A Strategy:** Vertical integration and IP control **Recent Indian M&A Landscape:** Jio Platforms, Tata Group acquisitions	12

Reference/Text Books:

- *Mergers, Acquisitions, and Corporate Restructurings* – Patrick A. Gaughan
- *Mergers and Acquisitions in India* – Rajinder S. Aurora, Kavita Shetty
- *Financial Management* – I.M. Pandey
- Harvard Business Review Case Studies
- Reports from SEBI, NSE, RBI, and Ministry of Corporate Affairs

Evaluation/Assessment Methodology

	Max. Marks
1. Class tasks/Attendance and punctuality	5
2. Presentations/Seminar	5
3. Case Study/Research Project Report/Seminar On Research Project Report	-
4. Assignment	5
5. ESE	35
Total:	**50**

Prerequisites For The Course: Diploma in BBA E&I /DA&AI /AT

Course Learning outcome:

CLO1: Explain fundamental concepts and motives behind mergers and acquisitions.
CLO2: Analyze real business cases to understand M&A strategies and processes.
CLO3: Apply financial valuation techniques to M&A decisions.
CLO4: Evaluate post-merger challenges and integration strategies.
CLO5: Assess regulatory, legal, and ethical aspects of M&A.
CLO6: Prepare analytical M&A case reports and deal evaluations.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: III / Semester: V

Program: BBA E&I /DA&AI /AT **Class: BBA E&I /DA&AI /AT**	**Year: III** **Semester: V**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Mergers and Acquisitions**
Course Code: ADE-BF-2	**Title: Mergers and Acquisitions**

CourseObjectives:
CO1: To develop an understanding of mergers, acquisitions, takeovers, and related business strategies.
CO2: To analyze the financial, strategic, and legal aspects of M&A in entrepreneurial ventures.
CO3: To familiarize students with valuation techniques and synergy analysis.
CO4: To examine regulatory frameworks, due diligence, and post-merger integration.
CO5: To explore real-life case studies of successful and failed mergers and acquisitions.
CO6: To develop decision-making skills related to corporate restructuring, buyouts, and growth through M&A.

Nature of Paper: Core Course Theory (Major)

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 3
T: 1
P: 0 (In Hours / Week)
Theory- 1 Hr.=1
Practical- HRS= 1 Credit

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Mergers and Acquisitions**: Meaning, Objectives, Types – Horizontal, Vertical, Conglomerate; Strategic Importance in Entrepreneurship; Difference between Mergers, Acquisitions, Takeovers, Joint Ventures; Trends in Indian and Global M&A	10
II	**Legal and Regulatory Framework**: Legal Procedures and Documentation; Companies Act, SEBI Guidelines, FEMA Provisions; Competition Act, Tax Implications; Due Diligence Process and Compliance	12
III	**Valuation and Synergy**: Business Valuation Techniques – Asset-based, Market-based, Earnings-based Methods; Synergy Types – Operational, Financial, Managerial; Valuation of Target Companies; Role of Investment Bankers	12
IV	**Deal Structuring and Financing**: Methods of Financing – Cash, Stock Swap, Debt Instruments; Leveraged Buyouts (LBOs), Management Buyouts (MBOs); Hostile vs Friendly Takeovers; Negotiation Techniques and Deal Structuring	12
V	**Post-Merger Integration and Case Studies**: HR and Cultural Integration, Leadership, Communication, Restructuring; Measuring Success of M&A – KPIs; Case Studies on Successful and Failed Mergers (e.g., Vodafone-Idea, Flipkart-Walmart, Tata-Corus)	14

Reference/Text Books:

□ Weston, Chung & Hoag – *Mergers, Restructuring and Corporate Control* □ Gaughan, Patrick – *Mergers, Acquisitions, and Corporate Restructurings* □ Ramanujam&Nirmala – *Mergers and Acquisitions: Strategic and Financial Issues* □ SudiSudarsanam – *Creating Value from Mergers and Acquisitions* □ SEBI and MCA Circulars & Case Law Reports □ Harvard Business Review case studies

Evaluation/Assessment Methodology

	Max. Marks
1. Class tasks/Attendance and punctuality	10
2. Presentations/Seminar	5
3. Case Study/Research Project Report/Seminar On Research Project Report	5
4. Assignment	5
5. ESE	75
Total:	**100**

Prerequisites For The Course: BBA E&I /DA & AI /AT

Course Learning outcome:

CLO1: Explain the concepts, types, and strategies of mergers and acquisitions.
CLO2: Interpret legal and financial considerations in M & A deals.
CLO3: Apply valuation techniques to assess potential M & A targets.
CLO4: Structure M & A deals using suitable financing and negotiation approaches.
CLO5: Analyze post-merger integration challenges and evaluate deal success.
CLO6: Learn from real-world M&A cases to enhance strategic decision-making skills.

Format 3

IIMTU-NEP IMPLEMENTATION
Year: IV / Semester: VII

Honors-Degree in BBA AT/E&I/DA&AI **Class: BBA AT/E&I/DA&AI**	**Year: IV** **Semester: VII**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Merchandising Management**
Course Code: ADE-CC-471	**Title: Merchandising Management**

Course Objectives:
CO1: Understand the basic concepts and principles of merchandising.
CO2: Learn the planning, sourcing, and buying process in merchandising.
CO3: Explore assortment planning, stock management, and pricing techniques.
CO4: Examine the role of visual merchandising in retail strategy.
CO5: Study the impact of e-commerce and omnichannel strategies on merchandising.
CO6:Analyze real-life merchandising practices in Indian and global markets.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 45
T: 15
P: 0 (In Hours/Week)
Theory- 1Hr.=1
Practical-2HRS=1Credit

Unit	Contents	No. of Lectures Allotted
I	**Basics of Merchandising**: Meaning, scope, and importance of merchandising. Types of merchandising (retail, fashion, visual, digital). Roles and responsibilities of a merchandiser.	14
II	**Merchandise Planning**: Merchandise mix, category management, seasonality, open-to-buy (OTB), merchandise budgeting and financial planning.	10
III	**Buying and Sourcing**: Buyer roles and responsibilities, vendor management, sourcing strategies (domestic and international), private labels, procurement cycles.	12
IV	**Pricing and Inventory Control**: Pricing objectives and strategies, markups and markdowns, stock turnover ratio, inventory classification (ABC), JIT and EOQ systems.	12
V	**Visual & Online Merchandising**: Store layout, visual display, planograms, promotional displays, digital and e-merchandising, omnichannel retailing trends.	12

Reference/Text Books:

- *Retail Buying and Merchandising* – Rosemary Varley
- *Merchandising: Theory, Principles and Practice* – Grace I. Kunz
- *Retail Management* – Barry Berman & Joel R. Evans
- *Visual Merchandising and Display* – Martin M. Pegler
- *E-Retailing and Online Merchandising* – Seema Gupta (for Unit V)

Evaluation/Assessment Methodology	
	Max. Marks
1) Class tasks / Attendance and punctuality	10
2) Presentations / Seminar	5
3) Case Study / Research Project Report / Seminar On Research Project Report	5
4) Assignment	5
5) ESE	75
Total:	**100**

Prerequisites For The Course: Degree in **BBA AT/E&I/DA&AI**

Course Learning outcome:

CLO1: Describe the functions and strategic role of merchandising in retail and fashion industries.
CLO2: Apply tools for effective merchandise planning and budgeting.
CLO3: Evaluate sourcing decisions and vendor partnerships in merchandising.
CLO4: Use pricing and inventory control techniques to optimize profitability.
CLO5: Create impactful visual merchandising layouts and online displays.
CLO6: Analyze real-world merchandising practices and adapt them to current trends.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: IV/ Semester: VII

Programme: BBA AT **Class: BBA-AT**	**Year: IV** **Semester: VII**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: BRANDING & POSITIONING**
Course Code: ADE-CC-472	**Title: BRANDING & POSITIONING**

Course Objectives:
CO1: Understand the fundamentals of branding and its strategic importance in marketing.
CO2: Learn the process of creating, developing, and sustaining a brand.
CO3: Analyze brand positioning strategies and how they influence consumer perception.
CO4: Explore techniques for brand equity measurement and brand extension.
CO5: Study the role of emotional and experiential branding in building long-term customer loyalty.
CO6:Apply branding principles to real-world business scenarios and marketing campaigns.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 45
T: 15
P: 0 (In Hours/Week)
Theory- 1Hr.=1
Practical- 2 HRS= 1 Credit

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Branding**: Definition, importance of branding, brand vs. product, types of brands (corporate, personal, service, global). Role of branding in marketing strategy.	**14**
II	**Brand Identity & Development**: Components of brand identity (name, logo, tagline, color, tone), brand personality, brand image vs. identity. Process of brand building.	**10**
III	**Brand Positioning Strategies**: Positioning concepts, perceptual mapping, brand differentiation, value proposition, repositioning strategies, competitive advantage through branding.	**12**
IV	**Brand Equity & Brand Management**: Brand equity models (Aaker, Keller), measuring brand value, brand loyalty, brand audits, brand revitalization and extension.	**12**
V	**Contemporary Branding Trends**: Emotional branding, storytelling, co-branding, influencer branding, experiential and digital branding, global branding challenges.	**12**

Reference/Text Books:
1. *Strategic Brand Management* – Kevin Lane Keller
2. *Building Strong Brands* – David Aaker
3. *Brand Sense* – Martin Lindstrom
4. *The Brand Gap* – Marty Neumeier

5. *Positioning: The Battle for Your Mind* – Al Ries & Jack Trout	
Evaluation/Assessment Methodology	
	Max. Marks
1. Class tasks/Attendance and punctuality	10
2. Presentations/Seminar	5
3. Case Study/Research Project Report/Seminar On Research Project Report	5
4. Assignment	5
5. ESE	75
Total:	**100**
PrerequisitesForTheCourse: diploma in BBA	
Course Learning Outcomes (CLOs) CLO1: Define branding concepts and explain their relevance in marketing. CLO2: Create and assess brand identity elements and their role in brand perception. CLO3: Develop effective positioning strategies and evaluate brand differentiation. CLO4: Analyze brand equity using relevant models and tools. CLO5: Identify and adapt to new branding trends in digital and global contexts. CLO6: Formulate branding strategies for real or hypothetical products/services.	

Format-3

IIMTU-NEP IMPLEMENTATION
Year: IV/ Semester: VII

Honors-Degree in BBA AT/E&I/DA&AI **Class: BBA AT/E&I/DA&AI**	**Year: III** **Semester: VII**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study- Merchandising management**
Course Code: ADE-CC-471P	**Title: Case Study- Merchandising management**

Course Objectives:
CLO1: Understand the fundamentals and strategic role of merchandising in retail.
CLO2: Analyze merchandise planning, buying, and assortment strategies.
CLO3: Evaluate pricing, sourcing, and inventory control in merchandising.
CLO4: Understand visual merchandising and store layout decisions.
CLO5: Apply technology in merchandising including ERP and POS analytics.
CLO6: Solve real-world merchandising challenges using practical case studies.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L:
T:
P: 60 (In Hours/Week)
Theory- 1 Hr.=1
Practical-2 HRS= 1 Credit

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Merchandising & Retail Formats:** Overview of merchandising concepts, retail formats (departmental, specialty, e-commerce), and supply chain roles.	14
II	**Merchandise Planning & Assortment Strategy:** Case studies on assortment planning, category management, and buyer behavior.	10
III	**Pricing, Sourcing, and Vendor Management:** Real-world scenarios on vendor negotiation, markdown management, and global sourcing strategies.	12
IV	**Visual Merchandising & Store Layout:** Practical cases on store layout design, display strategies, and impact on sales.	12
V	**Technology in Merchandising:** Role of ERP, POS systems, and merchandising analytics in driving decisions.	12

Reference/Text Books:
- *Retail Management* – Barry Berman & Joel R. Evans
- *Visual Merchandising and Display* – Martin M. Pegler
- *Merchandising Mathematics for Retailing* – Cynthia R. Easterling
- *Retail Buying* – Richard Clodfelter
- Case studies from Walmart, Zara, Amazon, Pantaloons, and Shoppers Stop

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks / Attendance and punctuality	5
2) Presentations / Seminar	5
3) Case Study / Research Project Report / Seminar On ResearchProject Report	-
4) Assignment	5
5) ESE	35
Total:	**50**

Prerequisites For The Course: Degree in **BBA AT/E&I/DA&AI**

Course Learning outcome:

CLO1: Demonstrate understanding of merchandising principles in retail contexts.
CLO2: Analyze assortment plans and category performance.
CLO3: Evaluate sourcing, pricing, and inventory control methods.
CLO4: Apply visual merchandising to optimize store traffic and conversions.
CLO5: Use technology tools to support merchandising decisions.
CLO6: Prepare and present merchandising solutions based on real-world case analysis.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: IV/ Semester: VII

Honors-Degree in BBA AT/E&I/DA&AI **Class: BBA AT/E&I/DA&AI**	**Year: III** **Semester: VII**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study- Branding & Positioning**
Course Code: ADE-CC-472P	**Title:Case Study- Branding & Positioning**

Course Objectives:
CLO1: Understand the core concepts of brand building and positioning strategies.
CLO2: Analyze how brands differentiate themselves in competitive markets.
CLO3: Examine brand equity, identity, personality, and value propositions.
CLO4: Evaluate the success and failure of real-world branding strategies.
CLO5: Explore repositioning and rebranding techniques through industry case studies.
CLO6: Develop actionable branding plans and communicate positioning effectively.

Nature of Paper:DSE

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L:
T:
P:60 (In Hours/Week)
Theory- 1Hr.=1 Practical-2HRS= 1Credit

Unit	Contents	No of Lectures Allotted
I	**Brand Fundamentals and Positioning Concepts:** Introduction to branding, positioning strategies, and brand value creation through foundational brand case studies	**14**
II	**Brand Identity and Brand Architecture:** Analysis of logo design, brand name selection, sub-brands vs umbrella branding through real business cases.	**10**
III	**Competitive Differentiation & Market Positioning:** Case studies on how companies like Apple, Nike, and Amul built distinct market positions.	**12**
IV	**Brand Equity, Rebranding, and Revival Strategies:** Explore brand equity measurement and rebranding cases like Maggi, Dabur, and Tata Nano.	**12**
V	**Integrated Communication & Brand Storytelling:** Application of storytelling, influencer branding, and multi-channel campaigns to build strong positioning.	**12**

Reference/Text Books:
1. Strategic Brand Management – Kevin Lane Keller
2. Building Strong Brands – David A. Aaker
3. Branding: In Five and a Half Steps – Michael Johnson
4. Case Studies in Marketing – R. Srinivasan
5. Marketing Management – Philip Kotler

Evaluation/Assessment Methodology	
	Max. Marks
1) Class tasks / Attendance and punctuality	5
2) Presentations / Seminar	5
3) Case Study / Research Project Report / Seminar On ResearchProject Report	-
4) Assignment	5
5) ESE	35
Total:	**50**

Prerequisites For The Course: Degree in **BBA AT/E & I/DA & AI**

Course Learning outcome:

CLO1: Understand how brands are built and positioned in dynamic markets.
CLO2: Evaluate real-world brand strategies and their market impact.
CLO3: Design brand architecture and identity elements effectively.
CLO4: Use case analysis to explore repositioning and revival methods.
CLO5: Apply storytelling and digital tools to enhance brand communication.
CLO6: Develop, present, and justify branding strategies based on data and insights.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: IV/ Semester: VII

Programme: BBA-Entrepreneurship and Innovation **Class: BBA-Entrepreneurship and Innovation**	**Year: IV** **Semester: VII**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: MODERN INDIAN LANGUAGE**
Course Code: AECC-371	**Title: MODERN INDIAN LANGUAGE**

Course Objectives:

1. To enhance communication skills in a modern Indian language (Hindi/Regional Language).
2. To develop professional language proficiency for aviation, tourism, and hospitality sectors.
3. To improve reading, writing, and speaking skills in real-life and workplace contexts.
4. To promote understanding of Indian linguistic and cultural diversity.

Nature of Paper:Core Course Theory (Major)

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 30
T: 00
P: 10 (In Hours/Week) (4Hrs./Week=4Credits)
Theory – 1 Hr. = 1 Credit
Practical – 2 Hrs. = 1 Credit

Unit No.	Unit Title & Contents	Hours
Unit I	**Language Fundamentals & Communication Skills** Importance of Modern Indian Languages in professional life; Basics of grammar (sentence structure, tenses, vocabulary); Functional language usage; Listening & speaking skills; Pronunciation and accent training	8
Unit II	**Reading & Comprehension Skills** Reading techniques; Comprehension of passages; Interpretation of notices, circulars, announcements; Vocabulary building (synonyms, antonyms, technical terms); Aviation & travel terminology in Indian language	8
Unit III	**Writing Skills for Professional Use** Formal writing (applications, letters, emails); Report writing basics; Drafting notices, circulars, instructions; Translation (English ↔ Indian language); Creative writing (paragraphs, dialogues)	8
Unit IV	**Language in Aviation & Travel Industry** Role of language in customer service; Conversation practice (airport assistance, travel booking, handling complaints); Announcements & public address; Cross-cultural communication	8

Unit V	**Indian Language, Culture & Communication** Indian linguistic diversity; Language in tourism; Role in promoting tourism; Folk literature, proverbs, expressions; Case studies on communication challenges in aviation & travel	8

Reference / Text Books:

1. Communicative Hindi – Mohanlal
2. Functional Hindi and Communication
3. Publications by Central Hindi Directorate
4. Ministry of Tourism (India) – Language Resources

Evaluation/Assessment Methodology

	Max. Marks
Internal Assessment:	**30**
1) Assignment / Project	10
2) Presentation	10
3) Class Test	10
End Semester Examination (ESE):	**70**
Total:	**100**

Prerequisites for the course: 10+2 with 40% in any stream or any other UGC requirement.

Course Learning Outcomes (COs):
After completion of this course, students will be able to:
CO1: Develop the ability to communicate effectively in a modern Indian language in both formal and informal professional settings, particularly within aviation and travel environments.
CO2: Demonstrate proficiency in reading and comprehending various texts such as notices, circulars, announcements, and industry-related content in the selected Indian language.
CO3: Apply appropriate writing skills to draft formal documents including applications, letters, emails, reports, and official communications required in the aviation and tourism industry.
CO4: Exhibit practical communication skills through speaking, listening, and role-play activities in real-life scenarios such as airport assistance, customer handling, and travel services.
CO5: Translate basic content between English and the selected Indian language, ensuring clarity, accuracy, and contextual relevance in professional communication.
CO6: Analyze the role of language in enhancing customer service, cultural understanding, and overall experience in the aviation and travel sector.
CO7: Appreciate the diversity of Indian languages and their significance in promoting tourism, cultural integration, and effective communication across different regions of India.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: IV/ Semester: VII

Programme:BBA-Entrepreneurshipand Innovation **Class:BBA-Entrepreneurship and Innovation**	**Year: IV** **Semester: VII**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Transcendental Meditation & Yoga**
Course Code: ADE-CC-472P	**Title:Transcendental Meditation & Yoga**

Course Objectives:

- To introduce the principles and practices of Yoga and Transcendental Meditation.
- To promote physical fitness, mental well-being, and emotional balance among students.
- To develop stress management and concentration skills relevant to professional life.
- To encourage a healthy lifestyle and self-discipline through yogic practices.

Nature of Paper: VAC

Minimum Passing Marks/Credits: 50% Marks / 2Credits

L: 0
T: 0
P: 60 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.= 2 Credit (4Hrs. /Week= 2 Credits)

Unit No.	Unit Title & Contents	No. of Lectures allotted
Unit I	**Introduction to Yoga & Meditation** Meaning, concept and importance of Yoga; History and evolution of Yoga; Introduction to Transcendental Meditation; Benefits of Yoga and meditation in daily life	5
Unit II	**Yogic Practices (Asanas)**Basic Yoga postures (standing, sitting, and lying asanas); Surya Namaskar; Guidelines and precautions; Benefits of asanas for physical health	5
Unit III	**Pranayama & Meditation Techniques** Meaning and types of Pranayama; Breathing techniques (AnulomVilom, Kapalbhati, Bhramari); Introduction to Transcendental Meditation techniques; Relaxation methods	5
Unit IV	**Yoga for Stress Management & Lifestyle** Stress and its impact; Role of Yoga and meditation in stress management; Yoga for mental health and emotional balance; Work-life balance in aviation & service industry	5
Unit V	**Holistic Health & Yogic Philosophy** Concept of holistic health; Yogic diet and lifestyle; Ethics and discipline (Yama & Niyama); Application of Yoga in modern professional life	5

Reference/Textbooks:

1. Light on Yoga – B.K.S. Iyengar
2. The Science of Being and Art of Living – Maharishi Mahesh Yogi
3. Yoga for Health – Swami Kuvalayananda
4. Ministry of AYUSH Publications (India)

Evaluation/Assessment Methodology

	Max Marks
1) Class tasks /Attendance and punctuality	5
2) Presentations/Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	-
4) Assignment	5
5) ESE	35
Total:	**50**

Prerequisites For The Course: Certificates in BBA

Course Learning outcome:

CO1: Understand the fundamental concepts and significance of Yoga and Transcendental Meditation for overall well-being.

CO2: Demonstrate basic yoga postures (asanas), breathing techniques (pranayama), and meditation practices effectively.

CO3: Apply yoga and meditation techniques to manage stress, improve concentration, and maintain emotional balance.

CO4: Analyze the role of yogic practices in maintaining a healthy lifestyle and work-life balance, especially in service industries.

CO5: Develop self-discipline, mindfulness, and a positive attitude through regular practice of yoga and meditation.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: IV / Semester: VII

Programme: BBA (Aviation & Travel Management / Entrepreneurship & Innovation / DA & AI) **Class: BBA**	**Year: III** **Semester: VII**
Credits: 6 **Theory: 0** **Practical: 6**	**Subject: Research Project**
Course Code: AE-RP-471	**Title: Research Project**

Course Objectives:
CO1: To enable students to independently identify, define, and investigate a research problem relevant to their area of specialization.
CO2: To develop the ability to apply appropriate research methodologies, tools, and techniques for systematic inquiry.
CO3: To enhance analytical and critical thinking skills through data collection, processing, and interpretation.
CO4: To train students in the preparation of a structured and well-documented research project report.
CO5: To develop effective communication and presentation skills for sharing research findings with academic and professional audiences.
CO6: To cultivate academic integrity, ethical research practices, and professional standards in project work.

Nature of Paper: Core Course Practical (Major)

Minimum Passing Marks/Credits: 50% Marks / 6 Credits

L:0
T: 0
P: 6 (In Hours/Week)(6Hrs./Week=4Credits)
Theory – 1 Hr. = 1 Credit
Practical – 2 Hrs. = 1 Credit

Unit	Contents	No. of Hours Allotted
I	**Research Proposal, Design & Data Collection** Identification and finalization of a research topic in consultation with the assigned faculty supervisor. Formulation of research objectives, scope, significance, and research questions. Review of existing literature and identification of research gaps. Preparation and submission of research proposal/synopsis for approval. Finalization of research design: exploratory, descriptive, or analytical, as appropriate to the study. Selection of data collection methods: primary sources such as surveys, interviews, and observations, and/or secondary sources. Designing research instruments including questionnaires or interview guides.	5

	Determination of sampling strategy: population, sample size, and sampling technique. Collection of field or desk data under continuous supervisor guidance and periodic review.	
II	**Data Analysis, Interpretation & Report Writing** Data editing, coding, classification, and tabulation for systematic processing. Application of appropriate statistical and analytical tools: measures of central tendency, dispersion, correlation, regression, or qualitative/thematic analysis as per the research design. Use of software tools such as MS Excel or SPSS for data analysis and visualization. Interpretation of results and drawing of findings in alignment with the stated research objectives. Identification of key insights and their implications for the study domain. Structuring the research report: Title Page, Declaration, Certificate, Acknowledgement, Abstract, Table of Contents, Chapters, Bibliography, and Annexures. Systematic writing of all chapters: Introduction, Review of Literature, Research Methodology, Data Analysis and Findings, Conclusion and Recommendations. Adherence to proper citation and referencing style (APA/MLA). Formatting, proofreading, and finalization of the complete project report followed by submission to the supervisor and institution.	5
III	**Presentation, Viva Voce & Final Submission** Preparation of a structured PowerPoint presentation summarizing research objectives, methodology, findings, and conclusions. Delivery of the presentation before a faculty panel and peers with adherence to time and academic standards. Participation in viva voce examination: responding to questions from the evaluation panel, defending research choices, and demonstrating depth of understanding. Reflection on the research experience, acknowledgement of limitations, and identification of future scope. Submission of the final bound copy of the research project report to the department.	5

Reference / Text Books:

1. Kothari, C.R. – Research Methodology: Methods and Techniques, New Age International.
2. Cooper, D.R. & Schindler, P.S. – Business Research Methods, Mc Graw-Hill Education.
3. Saunders, M., Lewis, P., & Thornhill, A. – Research Methods for Business Students, Pearson Education.
4. Creswell, J.W. – Research Design: Qualitative, Quantitative, and Mixed Methods Approaches, SAGE Publications.
5. IATA Annual Reports & UNWTO Tourism Research Publications.

Evaluation/Assessment Methodology

	Max. Marks
Internal Assessment (Continuous Evaluation):	**25**
1) Research Proposal / Synopsis Submission	05
2) Progress Report / Supervisor Evaluation	10
3) Preliminary Presentation	05
4) Attendance and Regularity in Project Sessions	05
End Semester Examination (ESE) – Final Report & Viva Voce:	**75**
a) Written Research Project Report	50
b) Final Presentation & Viva Voce	25

Total:	**100**
Prerequisites for the course: Completion of Research Foundations & Methodology (ADE-CC-255) or equivalent. 10+2 with 40% in any stream or any other UGC requirement.	
Course Learning Outcomes: Upon completion of this course, students will be able to: CLO1: Independently select, define, and justify a research problem relevant to their field of study. CLO2: Design a comprehensive research framework incorporating appropriate methodology, sampling, and data collection instruments. CLO3: Collect, process, and analyze data using suitable statistical and analytical tools. CLO4: Interpret research findings and draw meaningful conclusions aligned with the stated objectives. CLO5: Prepare and submit a well-structured, properly formatted, and referenced research project report. CLO6: Present research findings effectively and respond to academic evaluation through viva voce examination.	

Format-3

IIMTU-NEP IMPLEMENTATION
Year: IV / Semester: VIII

Programme: Diploma in BBA EI **Class:BBA-EI**	**Year: IV** **Semester: VIII**
Credits: 4 **Theory: 4** **Practical:0**	**Subject: International HRM**
CourseCode: ADE-CC-481	**Title: International HRM**

CourseObjectives:
CO1: Understand the scope and importance of International Human Resource Management (IHRM).
CO2: Examine HR practices and policies in a global context.
CO3: Analyze staffing approaches and international recruitment strategies.
CO4: Learn about cross-cultural management and global leadership development.
CO5: Evaluate compensation, performance management, and labor relations in international settings.
CO6: Explore contemporary issues in IHRM including expatriate management, diversity, and global mobility.

Nature of Paper: AECC

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 45
T: 15
P: 0 (InHours/Week)
Theory- 1Hr.=1 Practical- 2 HRS = 1 Credit

Unit	Contents	No.of Lectures Allotted
I	**Introduction to IHRM:** Definition, scope, IHRM vs. domestic HRM, organizational context of IHRM, drivers of internationalization.	**14**
II	**Staffing for International Operations:** Approaches to staffing (ethnocentric, polycentric, regiocentric, geocentric), expatriate selection, global talent acquisition.	**10**
III	**Training & Development in Global Context:** Pre-departure training, cross-cultural training, repatriation, global leadership development.	**12**
IV	**Performance Management & Compensation:** International performance appraisal, global compensation structures, taxation issues, incentive plans.	**12**
V	**Contemporary Issues in IHRM:** Managing diversity, global mobility, international labor relations, emerging trends in HR technology, ethics in IHRM.	**12**

Reference/TextBooks:
1. *International Human Resource Management* – Peter Dowling, Marion Festing& Allen Engle
2. *Global HRM* – Gary Dessler
3. *International Human Resource Management* – Tony Edwards & Chris Rees
4. *Cross-Cultural Management* – Nancy Adler
5. *Managing Human Resources in Cross-Border Alliances* – Randall Schuler

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and punctuality	10
2) Presentations/Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	5
4) Assignment	5
5) ESE	75
Total:	**100**

PrerequisitesForTheCourse: diploma in BBA

Course Learning outcome:

CLO1: Explain the concept and role of IHRM in global organizations.
CLO2: Apply international staffing and recruitment strategies.
CLO3: Design training programs for cross-cultural effectiveness.
CLO4: Manage international compensation and performance systems.
CLO5: Address global HR challenges including labor relations and diversity.
CLO6: Critically analyze emerging trends and practices in IHRM.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: IV / Semester: VIII

Programme: Diploma in BBA EI **Class: BBA-EI**	**Year: IV** **Semester: VIII**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Strategies for the Digital Economy**
CourseCode: ADE-CC-482	**Title: Strategies for the Digital Economy**

CourseObjectives:
CO1: Understand the key concepts, trends, and technologies driving the digital economy.
CO2: Explore digital business models and their strategic implications.
CO3: Analyze the role of data, AI, and analytics in shaping business decisions.
CO4: Evaluate platform strategies and network effects in digital markets.
CO5: Examine the impact of digital transformation on customer experience and operations.
CO6: Formulate strategies to drive innovation and competitiveness in a digital ecosystem.

Nature of Paper: DSE Theory

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 45
T: 15
P:0 (InHours/Week)
Theory- 1Hr.=1Practical-2HRS=1Credit

Unit	Contents	No. of Lectures Allotted
I	**Introduction to the Digital Economy:** Definition, evolution, key drivers (cloud, mobile, AI, IoT), characteristics of digital businesses.	**14**
II	**Digital Business Models:** Freemium, subscription, platform-based, on-demand, ecosystem models. Case studies of Amazon, Uber, Google, etc.	**10**
III	**Data-Driven Strategy:** Role of big data, AI, and machine learning in decision-making, personalization, predictive analytics.	**12**
IV	**Platform Thinking & Network Effects:** Platform ecosystems, multi-sided markets, winner-takes-all dynamics, managing digital competition.	**12**
V	**Digital Transformation Strategy:** Reimagining customer journeys, agile operations, change management, cybersecurity, regulatory concerns.	**12**

Reference/TextBooks:
1. *Competing in the Age of AI* – Marco Iansiti & Karim R. Lakhani
2. *Platform Revolution* – Geoffrey G. Parker, Marshall W. Van Alstyne & Sangeet Paul Choudary
3. *Leading Digital: Turning Technology into Business Transformation* – George Westerman
4. *Digital Strategy: A Guide to Digital Business Transformation* – Alexander Rauser
5. *HBR's 10 Must Reads on Strategy for the Digital Age* – Harvard Business Review

Evaluation/AssessmentMethodology

Max.Marks

1) Class tasks/Attendance and punctuality	10
2) Presentations/Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	5
4) Assignment	5
5) ESE	75
Total:	**100**

Prerequisites For The Course: diploma in BBA

Course Learning outcome:

CLO1: Explain foundational principles of the digital economy.
CLO2: Analyze digital business models and their strategic advantages.
CLO3: Use data and analytics to support strategic decisions.
CLO4: Evaluate platform-based competition and network effects.
CLO5: Design customer-centric digital transformation strategies.
CLO6: Integrate innovation and agility into digital business strategies.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: IV/ Semester: VIII

Programme: Diploma in BBA EI **Class:BBA-EI**	**Year: IV** **Semester: VIII**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study- International HRM**
Course Code: ADE-CC-481P	**Title: Case Study- International HRM**

Course Objectives:
CO1: To introduce the foundational concepts and scope of International Human Resource Management (IHRM).
CO2: To explore the challenges and practices involved in managing a global workforce.
CO3: To understand the impact of cross-cultural differences on HR functions through case studies.
CO4: To analyze real-life scenarios related to international staffing, recruitment, and expatriate management.
CO5: To examine compensation strategies, labor laws, and employee relations in different countries.
CO6: To develop problem-solving skills through in-depth analysis of HR issues faced by multinational corporations (MNCs).

Nature of Paper: DSE Case Study

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L:
T:
P: 60 (In Hours/Week)
Theory- 1 Hr.=1
Practical-2HRS= 1Credit

Unit	Contents	No. of Lectures Allotted
I	**Introduction to IHRM & Global HR Practices:** Overview of IHRM vs. domestic HRM, key concepts, globalization impact on HR.	**14**
II	**Cross-Cultural Management:** Overview Cultural dimensions (Hofstede, Trompenaars), global mindset, case studies on managing cultural diversity.	**10**
III	**International Staffing & Recruitment:** Overview PCN, HCN, TCN staffing models, international selection, onboarding of global talent	**12**
IV	**Training, Development & Expatriate Management:** Pre-departure training, expatriate failure, repatriation, global leadership development.	**12**
V	**Legal, Ethical & Strategic Issues in IHRM:** International labor laws, ethics in global HR, compliance challenges, strategic HRM in MNCs.	**12**

Reference/TextBooks:
1. *International Human Resource Management* – Peter Dowling, Denice Welch & Marion Festing **Latest Edition**: **8th Edition (2023)**
2. *International HRM: Managing People in a Multinational Context* – Anne-Wil Harzing & AshlyPinnington**Latest Edition**: **5th Edition (2022)**
3. *Human Resource Management* – Gary Dessler**Latest Edition**: **16th Global Edition (2020)**
4. *Global HRM Series* – Various Authors (Routledge)

Harvard Business Review Case Studies on Global HR	
Evaluation/Assessment Methodology	
	Max.Marks
1) Class tasks/Attendance and punctuality	5
2) Presentations/Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	-
4) Assignment	5
5) ESE	35
Total:	**50**
Prerequisites For The Course: Certificates in BBA	

Course Learning outcome:

CLO1: Demonstrate understanding of international HR concepts and their global context.
CLO2: Apply cross-cultural frameworks to real-world global workforce issues.
CLO3: Evaluate and recommend global staffing and expatriation strategies.
CLO4: Analyze global HR case studies to solve strategic and legal HRM challenges.
CLO5: Integrate IHRM strategies with business goals of MNCs.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: IV/ Semester: VIII

Programme: Diploma in BBA EI **Class: BBA-EI**	**Year: IV** **Semester: VIII**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study - Strategies for the Digital Economy**
Course Code:ADE-CC-482P	**Title: Case Study - Strategies for the Digital Economy**

Course Objectives:
CO1: Understand real-world applications of digital economy principles.
CO2: Analyze digital business models and transformation strategies.
CO3: Evaluate the role of AI, data, and platforms in shaping business ecosystems.
CO4: Study successful case examples of digital innovation and disruption.
CO5: Apply digital thinking to design business strategies in various industries.
CO6: Develop practical insights into digital competition, customer experience, and platform economics.

Nature of Paper: DSE Case Study

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L:
T:
P:60 (InHours/Week)
Theory- 1Hr.=1
Practical-2HRS= 1Credit

Unit	Contents	No. of Lectures Allotted
I	**Foundations of the Digital Economy:** Case studies of companies like Amazon, Alibaba, or Google to explore digital business infrastructure, value creation, and customer engagement.	**14**
II	**Business Model Innovation:** Examination of freemium, subscription, and platform models through firms like Netflix, Uber, and Spotify.	**10**
III	**Data & AI-Driven Strategies:** Use of AI, big data, and analytics in decision-making—case studies of Netflix recommendations, Facebook Ads, etc.	**12**
IV	**Platform Ecosystems & Network Effects:** Case-based learning from platform-centric firms such as Airbnb, Flipkart, and Apple.	**12**
V	**Digital Transformation Strategy:** Case studies on transformation journeys of legacy companies—examples include Walmart, Nike, or Domino's.	**12**

Reference/TextBooks:

- *Competing in the Age of AI* – Marco Iansiti & Karim R. Lakhani Edition**:** 1st Edition (2020)
- *Platform Revolution* – Geoffrey Parker, Marshall Van Alstyne & Sangeet Paul ChoudaryEdition**:** 1st Edition (2016)
- *Digital Strategy: A Guide to Digital Business Transformation* – Alexander Rauser Edition**:** 1st Edition (2016)
- Harvard Business Review Cases on Digital Strategy

□ Company Reports & Research Papers (Digital Firms)	
Evaluation/AssessmentMethodology	
	Max.Marks
1) Classtasks/Attendance and punctuality 2) Presentations/Seminar 3) Case Study/Research Project Report/Seminar On Research Project Report 4) Assignment 5) ESE	5 5 - 5 35
Total:	**50**
Prerequisites For The Course: Certificates in BBA	
Course Learning outcome: CLO1: Demonstrate understanding of digital business models and ecosystems. CLO2: Analyze digital platforms, AI integration, and data-driven business strategy. CLO3: Evaluate and apply platform thinking and transformation principles to real companies. CLO4: Solve strategic problems in the digital economy using case-based reasoning. CLO5: Design and present digital strategies that reflect innovation and competitiveness.	

Format-3

IIMTU-NEP IMPLEMENTATION
Year: IV / Semester: VIII

Programme: Diploma in BBA EI **Class:BBA-EI**	**Year:IV** **Semester: VIII**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Research and Publication Ethics**
CourseCode: AECC-481	**Title: Research and Publication Ethics**

Course Objectives:
CO1: Understand the foundational principles of research ethics and integrity.
CO2: Identify and address ethical issues in research planning and publication.
CO3: Recognize different forms of research misconduct and how to prevent them.
CO4: Explore ethical responsibilities of authors, peer reviewers, and editors.
CO5: Understand copyright, plagiarism, and intellectual property rights.
CO6: Apply research ethics in practical case studies and real-world dilemmas.

Nature of Paper: DSE Theory

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory- 1 Hr.=1 Practical-2 HRS= 3 Credit

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Research Ethics:** Definition, importance, history, ethical principles (autonomy, beneficence, non-maleficence, justice). Codes of conduct in research.	**10**
II	**Research Misconduct:** Fabrication, falsification, plagiarism, duplication, salami slicing. Case studies of misconduct.	**10**
III	**Ethical Guidelines & Approval:** Institutional Ethics Committees (IEC), informed consent, human/animal ethics, confidentiality.	**7**
IV	**Publication Ethics:** Authorship issues, peer review ethics, conflict of interest, duplicate submission, retraction policies.	**8**
V	**Digital Era and Research:** Online publishing, open access vs. subscription journals, citation databases (Scopus, Web of Science), predatory journals. Tools for detecting plagiarism.	**10**

Reference/Text Books:
- Beall's List and Predatory Journals – A Primer
- On Being a Scientist: A Guide to Responsible Conduct in Research (National Academies Press)

Latest Edition: Third Edition (2009)
- Publication Ethics: A Practical Guide – Wiley **Most Common Edition: 1st Edition (2009)**
- Indian Council of Medical Research (ICMR) Guidelines **Latest Edition: 2017**
- UGC Guidelines on Academic Integrity and Research Ethics

Evaluation/AssessmentMethodology

Max.Marks

1) Class tasks/Attendance and punctuality 2) Presentations/Seminar 3) Case Study/Research Project Report/Seminar On Research Project Report 4) Assignment 5) ESE	10 5 5 5 75
Total:	**100**
Prerequisites For The Course: diploma in BBA	

Course Learning outcome:

CLO1: Demonstrate an understanding of the core principles of research ethics.
CLO2: Identify types of misconduct and apply preventive measures.
CLO3: Evaluate ethical issues in academic publishing and peer review.
CLO4: Apply ethical practices while conducting or presenting research.
CLO5: Use tools to detect unethical practices such as plagiarism.
CLO6: Make informed decisions regarding ethical challenges in research.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: IV / Semester: VIII

Programme: Diploma in BBA -EI **Class: BBA-EI**	**Year: IV** **Semester: VIII**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Nutrition & Food Science**
Course Code: AE-VAC-481	**Title: Nutrition & Food Science**

Course Objectives

- To provide fundamental knowledge of nutrition and food science.
- To develop awareness about balanced diet and healthy eating habits.
- To understand the role of nutrients in maintaining health and preventing diseases.
- To promote safe food handling and hygiene practices.

Nature of Paper: VAC

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L: 0
T: 0
P: 60 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=2 Credit (4 Hrs./Week= 2 Credits)

Unit No.	Unit Title & Contents	No. of Lectures allotted
Unit I	**Introduction to Nutrition & Food Science** Meaning and importance of nutrition; Basic concepts of food science; Functions of food; Relationship between food, nutrition, and health	5
Unit II	**Nutrients and Their Functions** Macronutrients: Carbohydrates, Proteins, Fats; Micronutrients: Vitamins and Minerals; Functions, sources, and deficiency diseases	5
Unit III	**Balanced Diet & Meal Planning** Concept of balanced diet; Food groups; Nutritional requirements for different age groups; Meal planning principles; Diet for working professionals	5
Unit IV	**Food Safety & Hygiene** Food contamination and food spoilage; Personal hygiene and sanitation; Safe food handling practices; Food preservation techniques	5
Unit V	**Nutrition & Lifestyle Management** Role of nutrition in health and disease prevention; Lifestyle disorders (obesity, diabetes, etc.); Healthy eating habits; Nutrition for stress and work efficiency	5

Reference/Textbooks:

1. Fundamentals of Foods and Nutrition – Sumati R. Mudambi
2. Food Science – B. Srilakshmi
3. Essentials of Food and Nutrition – Swaminathan
4. Publications by Food Safety and Standards Authority of India (FSSAI)

Evaluation/Assessment Methodology

Max Marks

1) Class tasks/Attendance and punctuality	5
2) Presentations/Seminar	5
3) Case Study/Research Project Report/Seminar On Research Project Report	-
4) Assignment	5
5) ESE	35
Total:	**50**

PrerequisitesForTheCourse: Certificates in BBA

Course Learning outcome:

CO1: Understand the basic concepts of nutrition and food science and their importance in daily life.
CO2: Identify different nutrients, their functions, sources, and the effects of deficiencies on health.
CO3: Apply the principles of balanced diet and meal planning for maintaining good health.
CO4: Demonstrate knowledge of food safety, hygiene, and proper food handling practices.
CO5: Analyze the role of nutrition in preventing lifestyle-related diseases and promoting overall well-being.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: IV / Semester: VIII

Programme: BBA – AT / BBA – E&I **Class: BBA – AT / BBA – E&I**	**Year: III** **Semester: VIII**
Credits: 2 **Theory: 2** **Practical: 0**	**Subject: Intellectual property rights (IPR) & Patents**
Course Code:AE-SEC-481	**Title: Intellectual property rights (IPR) & Patents**

Course Objectives:.
CO1: To understand the concept, evolution, and importance of Intellectual Property Rights.
CO2: To study various forms of intellectual property and legal protection mechanisms.
CO3: To analyze Indian and international IPR frameworks and agreements.
CO4: To understand procedures for registration, filing, and enforcement of IPR.
CO5: To examine infringement, remedies, and dispute resolution mechanisms.
CO6: To apply IPR principles in innovation, research, and business management.

Nature of Paper: CORE THEORY

Minimum Passing Marks/Credits: 40% Marks / 2 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=2 Credit (4Hrs./Week=2Credits)

Unit	Contents	No. of Lectures Allotted
1	**Unit I: Introduction to Intellectual Property Rights:** Meaning, Nature, and Scope of IPR, History and Evolution of IPR Importance of IPR in Economic Development, Types of Intellectual Property, Tangible vs Intangible Property, Objectives and Functions of IPR, Role of IPR in Innovation and Entrepreneurship, IPR and Competition Law, Overview of Indian IPR System.	8
2	**Unit II: Patent Law and Protection:** Concept and Types of Patents, Patentable and Non-Patentable Inventions, Criteria for Patentability (Novelty, Inventive Step, Industrial Applicability), Patent Specification (Provisional & Complete), Patent Filing Procedure in India, Patent Cooperation Treaty (PCT), Examination, Opposition, and Grant of Patent, Rights and Duties of Patentee, Term, Renewal, and Revocation of Patent, Compulsory Licensing.	8
3	**Unit III: Copyright, Trademark, Design and GI:** Copyright: Meaning, Scope and Subject Matter, Ownership and Assignment of Copyright, Duration and Rights of Author, Infringement and Remedies in Copyright, Trademark: Types (Product, Service, Collective, Certification Mark), Trademark Registration Procedure, Passing Off and Infringement Industrial Designs: Registration and Protection, Geographical Indications (GI), Trade Secrets and Confidential Information.	8
4	**Unit IV: International IPR Framework and Enforcement:** World Intellectual Property Organization (WIPO), TRIPS Agreement (WTO), Paris	8

	Convention, Berne Convention, Madrid Agreement and Protocol, Budapest Treaty, International Filing Systems, Enforcement Mechanisms, Civil and Criminal Remedies, Border Measures and Anti-Counterfeiting, Alternative Dispute Resolution (ADR) in IPR.	
5	**Unit V: IPR Management and Emerging Issues:** IPR in Research and Development, Technology Transfer and Licensing Assignment and Franchising, Patent Valuation and IP Audit, IPR in Startups and MSMEs, Role of IPR in Digital Economy Cyber Law and Digital Copyright, Software and Database Protection, Ethical Issues in IPR, Case Studies on IPR Disputes IPR and Artificial Intelligence	8

Evaluation/Assessment Methodology	
	Max. Marks
1) Class tasks/ Attendance and Punctuality	12
2) Presentations /Seminar	04
3) Case Study /Research Project Report/ Seminar On Research Project Report	09
4) ESE	75
Total:	**100**

Prerequisites for the course:- Student have certificate of any program as per UGC Requirement.

Course Learning Outcomes:

CLO1: Explain the fundamental principles and objectives of IPR.
CLO2: Differentiate among various types of intellectual property rights.
CLO3: Interpret national and international legal provisions related to IPR.
CLO4: Outline the procedure for filing patents, trademarks, and copyrights.
CLO5: Identify infringement issues and legal remedies available.
CLO6: Apply IPR strategies in startups, research, and commercialization processes.

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ACADEMIC HAND BOOK



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ORDINANCE & ACADEMIC REGULATION

MASTER OF COMMERCE

(Academic Session 2025-26)

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7. Admission
8. Eligibility in all year as NEP (entry & exit) as per NHEQF and NSQF (if applicable)
9. Curriculum
10. Medium of Instruction
11. Choice Base Credit system CBCS/LOCF/OBE
12. Registration for Course in a Semester
13. Attendance
    - 13.1 Condonation of Medical Cases
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14. Assessment Procedure
    - 14.1 Internal Assessment (IA) (External Assessment (EA)
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15. Research Project/Semester Project Assessment Criteria
16. Internship – Research / Industrial Internship
17. For Non – Credit Courses / Audit Courses
18. Credit Weightage
19. Maximum Duration of Programme/Promotion Policy
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21. Credit System and Grading CGPA/SGPA
22. Class / Division
23. Transfer of Credit /Academic Credit Bank
24. Change of Discipline
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26. Student Discipline
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1. PREAMBLE

As per the recommendations of UGC/Higher Education Institutions in India/ UP Higher Education Department, the IIMT-University has introduced Choice Based Credit System (CBCS) from the academic year 2024-25. Choice Based Credit System (CBCS) is a proven, flexible mode of learning in higher education which facilitates a student to have guided freedom in selecting his/her own choices of courses in the curriculum for completing a degree program.

CBCS offers a flexible system of learning.
The system permits a student to

(i) Learn at their own pace through flexible registration process.
(ii) Choose electives from a wide range of courses offered by parent and other departments.
(iii) Undergo additional courses to acquire the required number of credits for obtaining M.Com Degree.
(iv) Undergo additional courses in their specific areas of interest and earn additional credits to obtain M.Com with Specialization.
(v) Adopt an interdisciplinary approach in learning.
(vi) Avail transfer of Credits.
(vii) Gain Non – CGPA credits to enhance skill/employability by taking up project work, entrepreneurship, co-curricular and vocational training.
(viii) Make the best use of the expertise of available faculty.
(ix) Learn and earn credits through MOOC and Project Based Learning.
(x) Enhance their Knowledge, Skill and Attitude through participation in innovative Curriculum Design, Delivery and Assessments.

The Curriculum is designed to take into the factors listed in the Choice Based Credit System (CBCS) with focus on Project Based Learning and Industrial Training to enable the students to become eligible and fully equipped for employment in industries, choose higher studies or entrepreneurship.

2. DEFINITIONS AND NOMENCLATURE

In these Regulations, unless the context otherwise requires:

1. "Programme" means Degree Programme like M.Com Degree Programme.
2. "Discipline" means specialization or branch of M.Com. Degree Programme, (e.g., M.Com)
3. "Course" means a theory or practical subject that is normally studied in a semester.
4. "Vice – Chancellor of IIMT-University" means the Head of the University.
5. "Registrar" is the Head of all General Administration of the University.
6. "Dean" means the authority of the School who is responsible for all academic activities of various programmes and implementation of relevant rules of these Regulations pertaining to the Academic Programmes.
7. "Controller of Examinations" means the authority of the University who is responsible for all activities related to the University Examinations, publication of results, award of grade sheets and degrees.
8. "Dean – Student Welfare" is responsible for all student related activities including student discipline, extra and Co–Curricular activities, attendance and meetings with class representatives, Student Council and Parent – Teacher meet.

9. "HoD" means the Head of the Department concerned.
10. "University" means IIMT-University, Meerut.
11. "TCH" means Total Contact Hours – refers to the teaching – learning periods.
12. "BoS" means Board of Studies.
13. "Class Co-ordinator" is a faculty of the class who takes care of the attendance, academic performance, and the general conduct of the students of that class.
14. "IA" is Internal Assessment which is assessed for every student for every course during the semester.
15. "ESE" is End Semester Examination conducted by the University at the End of the Semester for all the courses of that semester.
16. "UGC" means University Grants Commission.
17. "MHRD" means Ministry of Human Resource Development, Govt. of India.
18. "HEI" means Higher Education Institutions.

3. VISION AND MISSION

Vision of School of Commerce and Management

To evolve into centre of excellence imparting management education, consultancy & research promoting corporate excellence, entrepreneurship & global leadership.

Mission of School of Commerce and Management

M1 The essence of School of Commerce & Management is to constantly strive to provide an in-depth knowledge to its students so that they add value to the existing treasures of business and managerial concepts.

M2 To promote critical thinking and spirit of enquiry among our students so that they develop creative approach by which they are able to provide workable solutions to complex business problems.

M3 To deliver multidisciplinary knowledge through modern pedagogy in a way where ethics and social commitments will be the corner stone for our students.

4. PROGRAMME EDUCATIONAL OBJECTIVES (PEO)

The Programme Educational Objectives (PEOs) of M.COM:

PEO1: Acquire in-depth knowledge of Commerce discipline, including wider and global perspectives, with an ability to discriminate, evaluate, analyze and synthesize existing and new knowledge, and integration of the same for enhancement of knowledge.

PEO2: Become well versed and competent in the core concepts of the Programme.

PEO3: Contribute to the creation, transmission and application of knowledge in the field of Commerce and other related fields adapting to a rapidly changing environment through lifelong learning.

PEO4: Inculcate professional integrity and humanitarian values to fulfil the societal needs at regional, state, national and global levels.

PEO5: Attain higher levels of proficiency for a successful career in Commerce the industry and entrepreneurship with adequate theoretical knowledge about the core and domain disciplines.

PEO6: Demonstrate professional competence to pursue higher studies, research, life-long

learning for continuous growth and development.

PEO7: Integrate all the areas of business activity; in a quest to develop the most reliable strategies that successfully achieve the objectives of accompany in an international environment.

PEO8: Pursue a career and further their studies in the area of analytics for life-long learning and continuous professional growth and development.

5. PROGRAM OUTCOMES (PO'S)

PO1: Communicate with society at large, regarding complex managerial activities confidently and effectively, such as, being able to comprehend and write effective reports and design.

PO2: Recognize the need for, and have the preparation and ability to engage in life-long learning independently, with a high level of enthusiasm and commitment to improve knowledge and competence continuously.

PO3: The students will acquire the knowledge, skill in different areas of communication, decision making, innovations and problem solving in day to day business activities.

PO4: Students can also get the practical skills to work as accountant, audit assistant, tax consultant, and computer operator, as well as other financial supporting services.

PO5: Students will learn relevant advanced accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.

PO6: By goodness of the preparation they can turn into a Manager, Accountant, Management Accountant, Cost Accountant, Bank Manager, Auditor, Company Secretary, Teacher, Professor, Stock Agents, and Government employees and so on.

PO7: Display commitment towards professional and intellectual integrity, professional code of conduct, ethics of research and scholarship, consideration of the impact of research outcomes on professional practices and an understanding of responsibility to contribute to the community for sustainable development of the society.

PO8: Fostering social awareness and comprehending CSR, ethical and sustainable business practices show consideration for social, moral, and environmental issues.

6. PROGRAM SPECIFIC OUTCOMES: (PSO'S)

Graduates of the department will attain:

PSO1: The course provides an extreme and rigorous base in accounting branches for business decisions and analyze the importance of these areas for placing business entity in right perspective.

PSO2: Acquire knowledge about multidimensional business environment, to design constructive strategies for the better prospects of business in the changing socio-economic and political conditions.

PSO3: The students are exposed to multi-functional areas of business. They learn to integrate practices and concepts from these areas in solving critical business problems.

PSO4: The programme enables the students to think of a given problem from different perspectives and broaden the horizon of their thought process. It helps them in

reaching inclusive conclusions for the business as well as society.

7. ADMISSION

The admission policy and procedure shall be decided from time to time by the University based on the guidelines issued by the UGC/ Ministry of Education (MOE), Government of India. Seats are also made available for Non-Resident Indians and foreign nationals, who satisfy the admission eligibility norms of the University as per the UGC Norms.

8. ELIGIBILITY IN ALL YEAR AS NEP (ENTRY & EXIT) AS PER NHEQF AND NSQF (IF APPLICABLE)

(i) Regular Entry

The Candidate should have qualified in Bachelor Degree in Commerce from any recognised university and should have obtained at least 45% marks (As per UGC)/GOI/State Govt. norms are applicable in case of candidate belonging to reserved category) in the qualifying examination.

9. CURRICULUM

The curriculum for Master of Commerce Programme is designed to have minimum and maximum credits as per the evaluation scheme. Credits are distributed across four semesters of study for the award of degree.

10. MEDIUM OF INSTRUCTION

The medium of instruction is English for all courses, examinations, seminar presentations and project reports.

11. UNDER CHOICE BASED CREDIT SYSTEM (CBCS)/LOCF/OBE

Structure of the M.Com Degree Programme

M.COM Degree Programmes will have the curriculum and syllabi (for 2 years) as approved by the respective Board of Studies and Academic Council of the University.

The curriculum for M.COM programme is designed to have minimum and maximum credits as per the scheme of 80 credits that are distributed across four semesters of study for the award of degree.

Under CBCS, the degree programme will consist of the following categories of courses:

1. Core Course-CC
2. Discipline Specific Elective – DSE
3. Ability Enhancement Compulsory Courses-AECC
4. Skill Enhancement Courses-SEC
5. Research Project-RP

6. Value Added Course –VAC

7. Minor Certification Integrated with UG Degree

8. Comprehensive Viva

Table 2: Distribution of Credits (Evaluation Scheme)

S. No.	Category	
1.	Core Course (Theory)-CC	**As per Format 1 & 2 of CBCS**
2.	Discipline Specific Elective - DSE	
3.	Ability Enhancement Compulsory Courses-AECC	
4.	Skill Enhancement Courses-SEC	
5.	Research Project -RP	
6.	Value added course -VAC	
7.	Minor Certification Integrated with UG Degree	
8.	Comprehensive Viva	

12. REGISTRATION FOR COURSES IN A SEMESTER

A student will be eligible for registration of courses only if he/she satisfies the regulation and has cleared all dues to the University, Hostel and Library up to the end of the previous semester if student is not debarred from enrolment on disciplinary grounds.

The university follows a flexible Choice Based Credit System. Accordingly, the students shall be given the option for selecting their courses and credits. The student is given the option of selecting the number of credits to undergo in a semester, subject to the curriculum requirements of minimum and maximum.

Except for the first-year courses, registration for a semester will be done during a specified week before the start of the semester as per the Academic Calendar.

Late registration /enrolment will be permitted by the Dean of the School for genuine cases, on recommendation by the Head of the respective department, with a late fee as decided from time to time.

The student shall make the choice of course in consultation with the Class Coordinator and as stipulated from time to time.

13. ATTENDANCE

The faculty handling a course must finalise the attendance, 3 calendar days before the last instructional day of the course and submit to the HoD through the class teacher.

a. A student with less than 75% attendance (Total Contact Hours -"TCH") in any course, will not be permitted to appear for the end-semester examination in that course, irrespective of the reason for the shortfall of the attendance. The student is however

permitted to avail Academic Leave up to 10% for attending academic related activities like, Industrial Visits, Seminars, Conferences, Competitions etc., with the prior approval of the HoD. After the event, the student should submit the relevant documents for proof to the HoD for approval of the Academic Leave.

b. The remaining 25% allowance in attendance is given to account for activities under NCC / NSS / Cultural / Sports/Medical exigencies etc.

13.1 Dispensation of Medical Cases

For medical cases, submission of complete medical history and records with prior information from the parent / guardian to Dean (Students Welfare) DSW is mandatory. And put-up recommendations to the Vice–Chancellor. Such condonation is permitted only twice for a student in the entire duration of the programme.

13.2 Additional Condonation: Additional Condonation may be considered in rare and genuine cases which includes, approved leave for attending selected NCC / Sports Camps, cases requiring prolonged medical treatment and critical illness involving hospitalization. For such selected NCC / Sports Camps prior permission for leave shall be obtained by the respective Dean / Director of sports from the designated authority, before deputing the students.

The Vice-Chancellor, based on the recommendation may then give condonation of attendance, only if the Vice-Chancellor deems it fit and deserving. But in any case, the condonation cannot exceed 10%.

14. ASSESSMENT PROCEDURE

14.1 Internal Assessment – 25 Marks (IA) & External Assessment (EA) 75 Marks

14.2 Practical Assessment (as per format 1 and 2) M.Com course shall have two components of assessment namely,

a. Internal Assessment Marks "IA": This assessment will be carried out throughout the semester as per the Academic Schedule.

b. End Semester Examination Marks "ES": This assessment will be carried out at the end of the Semester as per the Academic Schedule.

15. RESEARCH PROJECT/SEMESTER PROJECT - ASSESSMENT CRITERIA

The general guidelines for assessment of Project are given in Table 2.

Table 2: Assessment pattern for Research Project / Semester Project

S.No.	Review / Examination scheme	Broad Guidelines	Weight age
1	First Review	Concept	10%
2	Second Review	Design	10%
3	Third Review	Experiment/Analysis	20%
4	Final Review/ESM	Project report and Viva – Voce,	60%

		Results and Conclusion	

16. CREDIT WEIGHTAGE

Credit is the weightage, assigned to the courses based on the following general pattern:

One Hour	1 credits
Two Hour Practical	1 credits

17. MAXIMUM DURATION OF THE PROGRAMME/PROMOTION POLICY

A student may complete the programme at a slower pace than the regular pace, but in any case, in not more than N+2 years.

A student completing the degree programmes in the extended period will not be eligible for university ranking.

18. MAXIMUM GAPS BETWEEN SEMESTER/YEAR

As per UGC Guidance

19. CREDIT SYSTEM AND GRADING CGPA/SGPA

Introduction

IIMT-University implemented the UGC guidelines for implementation of the choice-based credit system with a view to offer students' choice of courses within a programme with a flexibility to complete the programme by earning credits at a pace decided by the students themselves. The system allowed students to choose inter-disciplinary, intra-disciplinary courses according to their learning needs, interest and aptitude. It was considered as a cafeteria approach and was expected to provide mobility to students.

As per the Current credit system practiced in institutions needs comprehensive reforms as they offer very little flexibility, choice and are less learner centric. Degrees offered today are more self-contained focusing on a specialization area and depend a lot on knowledge available with the faculty from the department only. Though the most requisite credit system does exist, wherein students are given a wide choice and flexibility, these exist as small islands in the vast ocean of thousands of educational institutes in India. In such institutions, the curriculum is frequently designed which is learner centric and offering a wide specialization area for students to pick and choose courses from.

The institutions shall make attempts wherein the design of the credit system and the teaching and evaluation modes shall be the responsibility of individual course teachers. The students should have the freedom to opt for courses from other specializations and not just from their core specialization. For this there has to be stronger collaborations between departments of the University and outside.

19.1 Grading system

Most institutions follow the absolute grading system which is a simple procedure wherein the marks obtained by students correspond to a specific grade and grade point. It reflects the individual performance in a particular subject without any reference to the group/class. The absolute grading system has limitations and may be susceptible to some inconsistencies.

The relative grading system on the other hand provides relative performance of a student to a group/class wherein the student is ranked in a group/class on basis of relative level of achievement. In this system decisions are made in advance by the faculty members as to what proportion of students would be awarded a particular grade on the basis of their relative performance and which is done by assigning grades on basis of a normal curve. This facilitates comparative performance and eliminates negative effect of pass or fail.

Relative grading system may be used if the number of students registered for the course is at least 30. For a class of smaller size, an absolute grading scheme may be used. The statistical method may be used with adjustments to calculate the mean (M), median (Md) and standard deviation (SD) of the total marks (TM) obtained by the students registered for the course. If the mean and median coincide, the mean may be used for further computations, otherwise the median may be used. If suppose the mean is used, then the letter grades may be awarded based on the ranges specified in table below:

A grading system as shown in Table 3will be followed.

Table 3: Grading system

Letter Grade	Range
A+	TM>M+1.75SD
A	M+1.25 SD ≤TM<M+1.75SD
B+	M+0.75 SD ≤TM<M+1.25SD
B	M+0.25 SD ≤ TM < M+0.75 SD
C+	M-0.25 SD ≤ TM < M-0.25 SD
C	M-0.75 SD ≤ TM < M-0.25 SD
D+	M-1.25 SD ≤ TM < M-0.75 SD
D	M-1.75 SD ≤ TM < M-1.25 SD
E+	M-2.0 SD ≤ TM < M-1.75 SD
E	M-2.25 SD ≤ TM < M-2.0 SD
F	M-2.25 SD > TM
CO	Carry Over (Summer / Winter) due to Attendance deficiency (between 40% and 75%) and / or I. Lack of minimum IA marks as specified in clause 10.0 Table 3.
RA	Repeat the course due to (i) Lack of minimum attendance (below 40%) in regular course.
--	DETAINED “RC” or “RA” or both in all registered theory courses of a semester. The student is detained and has to repeat the entire semester.

Letter grades may be improved based on the following scheme: Use the table above to determine grade boundaries. Look for natural gaps in the neighbourhood of grade boundaries. Choose the largest gap in the neighbourhood and make this as the grade boundary.

An ‘E’, ‘E+’ and ‘F’ grade may not be a purely relative grade. These may be assigned on the following basis:

- A minimum, say 30/100, may be set as pass marks for the course. A fail grade may then be awarded only if the Total Marks for the course are less than 30. Otherwise, the students may be awarded the Just Pass Grade D.

- A fail grade may be awarded to students whose marks are below the prescribed minimum even if the table above leads to a pass grade.

Similarly, a lower limit may be set for the A grade also, for instance greater than or equal to 86. Students not achieving the prescribed minimum may be awarded a lower letter grade even if the table above indicates otherwise. A pass grade may be made mandatory for both internal as well as external examinations in the case of a separate internal and external assessment,

a. Internal and External marks may be summed up with appropriate weightages to compute a total out of 100 marks. The letter grade may be assigned on this computed total.

b. Internal and external marks may be graded separately and then the assigned grade points may be used, with appropriate weightages, to compute a final grade point and letter grade.

Grading in the case of Re-evaluations, Retests and Remedial Examinations may be based on the following guidelines:

a. The ranges of marks once computed for awarding letter grades the first time, called the First Distribution (FD), will not be modified.

b. If a re-evaluation leads to a change in marks, then FD will be used to award an appropriate letter grade.

c. A retest may be permitted if

i. A student gets a letter grade of E+ or E. In this case, irrespective of the marks obtained, at most D grade may be awarded.

ii. A student is unable to complete course requirements because of certified illness or tragedy. In this case FD will be used to award an appropriate letter grade.

The use of relative grading system may be recommended in autonomous institutions, institutes of national importance and institutions with high ranking. The results of the relative grading system may be shared by such institutions later with other interested institutions to implement the same.

19.2 GPA and CGPA

GPA is the ratio of the sum of the product of the number of credits Ci of course “i “and the grade points Pi earned for that course taken over all courses “i” registered and successfully completed by the student to the sum of Ci for all “i”. That is,

$$GPA = \frac{\sum_i C_i P_i}{\sum_i C_i}$$

CGPA will be calculated in a similar manner, in any semester, considering all the courses enrolled from the first semester onwards.

The Grade card will not include the computation of GPA and CGPA for courses with letter grade CO, RC and U until those grades are converted to the regular grades.
A course successfully completed cannot be repeated.

20. CLASS/DIVISION

Classification is based on CGPA and is as follows:
CGPA ≥ 8.0: First Class with distinction
6.5 ≤ CGPA <8.0: First Class
5.0 ≤ CGPA <6.5: Second Class.

(i) Further, the award of 'First class with distinction' is subject to the candidate becoming eligible for the award of the degree having passed the examination in all the courses in his/her first appearance with effect from II semester, within the minimum duration of the programme.

(ii) The award of 'First Class' is further subject to the candidate becoming eligible for the award of the degree having passed the examination in all the courses within 3 years for M.COM.

(iii) The period of authorized break of the programme (vide clause 11.0) will not be counted for the purpose of the above classification.

21. TRANSFER OF CREDITS /ACADEMIC CREDIT BANK

University Grants Commission initiated the concept of National Academic Credit Bank (NAC-Bank) which will be a digital / virtual / online entity to be established and managed by UGC. The main objective of the NAC-Bank would be to facilitate student mobility across the education system wherein the credits can be accumulated and be used at alter point of time for the requirements of partial fulfilment of a degree program.

a. "Credit-transfer" means the mechanism by which the eligible HEIs registered with ABC are able to receive or provide prescribed 'credits' to individual registered ABC account in adherence to the UGC credit norms for the 'course/s' registered by the desirous students in any eligible higher education institution within India.

b. Within the broad framework of these regulations, the Academic Council, based on the recommendation of the Credit Transfer Committee so constituted may permit students to transfer part of the credit earned in other approved Universities of repute & status in the India or abroad.

c. The Academic Council may also approve admission of students who have completed apportion of course work in another approved Institute of repute under multiple entry& exit system, based on the recommendation of the credit transfer committee on a case-to-case basis.

d. Students who have completed coursework, at least first year, at some university other than the university to which transfer is sought (may request for transfer of admission to this university). A student may be granted admission only through an admission process that will follow the same policy as for fresh admissions. However, a uniform credit system must be followed by all universities to effect transfer of credits.

Credit Transfer request can be submitted only after the student has been admitted in the concerned program and the following conditions are met:

i. The course work has been completed at a UGC approved and accredited University through fulltime formal learning mode.

ii. The university accreditation grade/ ranking is not lower than that of the university to which the transfer is sought.

iii. The courses prescribe to the common minimum syllabus under UGC CBCS system.

iv. The letter grade obtained in the courses is "B" or better.

v. The number of credits to be transferred does not exceed the prescribed limit.

vi. The program in question must have a similar credit system, in particular, modular or semester and the same numeric and letter grading system along with common meaning of the term "credit" in numerical terms.

The aspect of shelf life of courses needs to be considered while accepting credits as obsolescence of knowledge of certain field in terms of its current relevance needs to be investigated. The time lapsed between successful completion of certain courses of the program and the admission to which program transfer is sought needs to be considered. The maximum number of credit points that may be considered under a credit transfer needs to be specified. Contextual variables such as teaching-learning approach adopted, learning facilities offered, use of evaluation modes may also be considered while preparing the credit transfer policy.

21.1 Moderation

Moderation of assessment is an organized procedure which ensures use of valid assessment material and consistent application of criteria, to provide fair academic judgment and reliable outcome in the form of marks or grades. It assures appropriate designing and implementation of assessment activities along with generation of valid and reliable results.

Integration of moderation process with assessment system is imperative for the development of academic quality in higher educational institutions as:

- It addresses any difference in individual judgments of different evaluators.
- It ensures that all achievements in the form of marks and grades across courses reflect achievement of same level of standard.
- It is also carried out to develop a common understanding of the standards and criteria and to recognize performance which demonstrates that standard or fulfils those criteria.

Moderation may be conducted in case there are large number of fail grades or high grades, or when large numbers of students who have received the same grade or clustering of students on letter grades, or when there are discrepancies between grades allocated to individual students in different courses, or to find out the difficulty level of the question paper or whether the assessments modes used cover the entire syllabus or not.

Applicability - Moderation will be made applicable to both external and internal modes of assessment. All programs and courses will indicate, as part of their statements on assessment, arrangements for the moderation of assessed work. This can be done through formulation of a moderation policy and implemented across all programs and courses of instruction and delivery. The time frame for the moderation will be linked with the time frame for assessment.

In the event moderation is triggered, an evaluation will begin with a discussion on the following (though not exhaustive) lines:

a. What are the rubrics used for each of the different types of assessment in the course? Is a standardized/prescribed rubric used or has the instructor developed his/her own rubric. If the instructor is using a personally framed rubric, or if there is no identified rubric, then how does the assessment map to learning outcomes?

b. The difficulty level of the questions included in the assessments, i.e., is the difficulty level on the extremes, very easy or very hard.

c. The manner of awarding marks, i.e., has the correction been at the extremes, liberal or tough.

Each department will establish a committee and designate roles and responsibilities at different levels for smooth working of the moderation process. In order to maintain neutrality, it will be ensured that moderator should not be the assessor. Staff members will be trained professionally in assessment techniques and moderation procedures. All assessment material produced by learner including examination sheets, assignments, project reports, research reports etc. will be examined.

Institutions will be encouraged to make the moderation process online. In this system, assessment plans, moderation plans, assessment tools, samples of which may be submitted online. Moderation reports will be generated online so that progress can be tracked and submitted to the COE after the approval of Dean by Head of the department. The moderation will not be restricted to just assessment but also include moderation of content and assessment design.

22. CHANGE OF DISCIPLINE

"Academic Flexibility" is the provision for innovative and interchangeable curricular structures to enable creative combinations of Courses/Programmes in Disciplines of study leading to Degree/Diploma/PG Diploma/Certificate of Study offering multiple entry and multiple exit facilities in tune with National Education Policy-2020, while removing the rigid curricular boundaries and creating new possibilities of life-long learning.

23. USE OF TECHNOLOGICAL INTERVENTIONS

With the proliferation of different types of access devices, especially mobile access devices, technology has the potential to augment traditional classroom practices and revolutionize learning and evaluation methods. Technology, in fact can be an important driver to enable lifelong learning. Learning and engagement of students is facilitated by use of technology through several modes such as synchronous learning, semi-synchronous learning, blended learning, collaborative learning, flipped classroom etc. MOOC's, especially provided through SWAYAM, are a window of opportunity for lifelong learning and are offered through technology-based platforms. Learning Commerce systems (LMS) may be used by institutions to integrate the entire teaching, learning and evaluation process. The Learning Commerce System may be used by institutions to deliver academic content in blended form and to assess learning through thesis, assignments etc. Open-source learning Commerce systems such as module, Edmodo may be used for posting content in the form of videos, audios, e-learning modules, live class sessions etc. Use of plagiarism detection software will be highly recommended to check originality of content.

In the conduct of examinations, universities face tremendous challenges such as need for trained manpower, distribution of question paper without delays and errors, delays in evaluation of answer scripts, lack of infrastructure to conduct examinations at a large scale, non-availability of faculty members for assessment, security issues faced during paper setting and paper distribution, tampering of certificates and answer scripts etc.

For a typical examination department of an institution will be an autonomous body right from registration of student to convocation through an integrated system. In fact, steps must be taken to implement a complete examination Commerce system that considers the complete life cycle of examination process. The use of technology will reduce dependency on human intervention and be error free. The following functions will be automated:

i. registration of students and generating unique PRN,

ii. Filling up of examination form,

iii. Generation of seat numbers and admit cards/hall tickets,

iv. Preparation of list of paper setter,

v. Use of question bank system to draw question sets, question paper generation,

vi. Online distribution of question papers on the day of examination with system of encryption,

vii. Barcode system for answer books (this will eliminate issues related to errors, avoid malpractices etc.),

viii. Digitization of answer scripts and onscreen evaluation of answer sheets,

ix. Tracking of student's performance,

x. Marks submission through online software,

xi. Viewing of result through online system,

xii. Online verification and revaluation system,

xiii. Digitization of certificates and mark sheets (to avoid tampering and easy retrieval),

xiv. Certificate authentication system,

xv. Submission of various other applications through online system.

The above will lead to conduct of functions of the examination system in an efficient and transparent manner and timely availability of information to students.

24. STUDENT DISCIPLINE

Every student is required to observe utmost discipline and decorum both inside and outside the campus and not to indulge in any activity which may affect adversely the prestige reputation of the University.

25. STUDENT WELFARE

Any act of indiscipline of a student reported to the Dean (Students Welfare) and Head of the Department will be referred to a Discipline Committee constituted for the purpose. The Committee will enquire into the charges and decide on a suitable punishment if the charges are substantiated. The committee will also authorize the Dean (Students Welfare) to recommend to the Vice-Chancellor for the implementation of the decision. The student concerned may appeal to the Vice-Chancellor, whose decision will be the final.

26. RAGGING

Ragging in any form is a criminal and non-bailable offence in our country. The current State and Central legislations provide stringent punishments including imprisonment. Once the involvement of a student(s) is established in ragging, offending fellow students/staff, harassment of any nature to the fellow students/staff etc. the student(s) will be liable to be dismissed from the University, as per the laid down procedures of the UGC / Govt. /Institute. Every senior student of the University, along with their parent, shall give an undertaking every year in this regard and the same should be submitted at the time of Registration.

27. POWER TO MODIFY

Notwithstanding all that has been stated above, the Academic Council is vested with powers to modify any or all the above regulations from time to time, if required, subject to the approval by the Board of Studies and Final approval by Vice-Chancellor.

28. EXIT POINT

As per NEP

29. NC/CREDIT COURSE

For non-credit courses 'Satisfactory' or "Unsatisfactory' shall be indicated instead of the letter grade and this will not be counted for the computation of SGPA/CGPA.

30. ANY OTHER HEADING AS PER YOUR PROGRAM

NA

IIMT UNIVERSITY MEERUT
Transforming Education System, Transforming Lives
UGC Approved
Section 2(f) & 12B
NAAC Accredited with A GRADE

Evaluation Scheme



Year: I / Semester: I

Sl. No.	Sub Code	Subjects Title	Course Category	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
1	MCM-111	Working Capital Management	Core	2	1	0	25	75	100	3
2	MCM-112	Quantitative Techniques for Business decisions	Core	2	1	0	25	75	100	3
3	MCM-113	Business Ethics and Corporate Governance	Core	3	0	0	25	75	100	3
4	MCM-114	Banking & Finance	DSE	3	0	0	25	75	100	3
5	MCM-115	Entrepreneurship Development	Generic	3	0	0	25	75	100	3
6	MCM-116	Artificial Intelligence	VAC	2	0	0	15	35	50	2
7	MCM-117	Environmental Studies and Law	AECC	3	0	0	15	35	50	3
8	SPT-PC-111	SPORTS/YOGA		0	0	2	25		25	1
			TOTAL	**18**	**2**	**2**	**180**	**445**	**625**	**21**

L : Lecture
T : Tutorial
P : Practical
IA: Internal Assessment
EA : External Assessment

Year: I / Semester: II

Sl. No.	Sub Code	Subjects Title	Course Category	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
1	MCM-121	Operations Research	Core	2	1	0	25	75	100	3
2	MCM-122	Multinational Finance	Core	3	0	0	25	75	100	3
3	MCM-123	Industrial Law	Core	3	0	0	25	75	100	3
4	MCM-124	Corporate Tax Planning Management	DSE	2	1	0	25	75	100	3
5	MCM-125	Production Management	GENERIC	4	0	0	25	75	100	3
6	MCM-126	Research and Publication Ethics	AECC	3	0	0	15	35	50	3
7	NESEC-201	MOOCS/SWAYAM	SEC	2	0	0	0	25	25	2
8	SPT-PC-211	SPORTS/YOGA		0	0	2	25		25	NC
			TOTAL	**19**	**2**	**2**	**165**	**435**	**600**	**20**

Year: II / Semester: III

Sl. No.	Sub Code	Subjects Title	Course Category	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
1	MCM-231	Strategic Management	Core	3	0	0	25	75	100	3
2	MCM-232	Corporate Accounting	Core	2	1	0	25	75	100	3
3	MCM-233	Data Mining	VAC	2	0	0	15	35	50	2
4	MEC	Major Elective 1	DSE	3	0	0	25	75	100	3
5	MEC	Major Elective 2	DSE	3	0	0	25	75	100	3
6	MEC	Minor Elective 1	DSE	3	0	0	25	75	100	3
7	MOE	Open elective 1	DSE	3	0	0	25	75	100	3
8	NESEC-301	MOOCS/SWAYAM	SEC	2	0	0	0	25	25	2
9	MREC- 301	Comprehensive-Viva (Audit)	Core	0	0	8	25	50	75	4
			TOTAL	**21**	**1**	**8**	**190**	**560**	**750**	**26**

Major Electives

Human Resource Management Specialization:

Sl. No.	Sub Code	Subjects Title	Credits
1	MEC01	Human Resource Development	3
2	MEC02	Strategic Human Resource Management	3

Finance Specialization:

Sl. No.	Sub Code	Subjects Title	Credits
1	MEC05	Security Analysis and Portfolio Management	3
2	MEC06	Financial Institutions and Markets	3

Marketing Specialization:

Sl. No.	Sub Code	Subjects Title	Credits
1	MEC09	Advertising and Sales Management	3
2	MEC10	International Marketing Management	3

International Business Specialization:

Sl. No.	Sub Code	Subjects Title	Credits
1	MEC13	India's Foreign Trade and Investment	3
2	MEC14	Export Marketing	3

Minor Electives

Human Resource Management Specialization:

Sl. No.	Sub Code	Subjects Title	Credits
1	MEC01	Human Resource Development	3

Finance Specialization:

Sl. No.	Sub Code	Subjects Title	Credits
1	MEC05	Security Analysis and Portfolio Management	3

Marketing Specialization:

Sl. No.	Sub Code	Subjects Title	Credits
1	MEC09	Advertising and Sales Management	3

International Business Specialization:

Sl. No.	Sub Code	Subjects Title	Credits
1	MEC13	India‘s Foreign Trade and Investment	3

Open Electives

Sl. No.	Sub Code	Subjects Title	Credits
1	MOE01	Entrepreneurship and New Venture Planning	3
2	MOE02	Legal Environment of Business	3

Selection of Elective Courses:

Two groups (one Major and one Minor) from the available electives are to be selected at the commencement of M. Com. Part II - Semester III.

1. For a functional area, wherever available a student may opt for Elective Course either as Major Elective group comprising of four courses or as Minor Elective Group comprising of two courses.
2. For a functional area, wherever course is offered as both Major and Minor Elective, it is commonly placed in the semester.
3. The elective groups in the Semester IV will remain the same as the ones selected in Semester III.
4. Once a group has been selected, no change in selected groups will be allowed later.
5. While the first two papers of selected major group and first paper of selected minor group will be taught in Semester III, the next two papers of selected major group and second paper of selected minor group will be taught in Semester IV.

Selection of Open Elective Courses:

1. Options for Open Elective Courses will be floated according to availability of faculty and minimum number of students.
2. Open Elective Courses as placed in Semester III would be announced at the beginning of the Semester III and accordingly students will be asked to select any one option at that time.
3. Courses opted in Semester III will not be offered in Semester IV.

Year: II / Semester: IV

Sl. No.	Sub Code	Subjects Title	Course Category	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
1	MCM-241	Business research	Core	3	0	0	25	75	100	3
2	MCM-242	Forensic Accounting and Fraud Examination	Core	3	0	0	25	75	100	3
3	MEC	Major Elective 1	DSE	3	0	0	25	75	100	3
4	MEC	Major Elective 2	DSE	3	0	0	25	75	100	3
5	MEC	Minor Elective 1	DSE	3	0	0	25	75	100	3
6	MOE	Open elective 1	DSE	3	0	0	25	75	100	3
7	MRP-401	Major Research Project (Audit)	RP	6	0	16	50	100	150	14
			TOTAL	**24**	**0**	**16**	**200**	**550**	**750**	**32**

Major Electives

Human Resource Management Specialization:

Sl. No.	Sub Code	Subjects Title	Credits
1	MEC03	Industrial Relations and Compensation Laws	3
2	MEC04	Human Resource Analytics	3

Finance Specialization:

Sl. No.	Sub Code	Subjects Title	Credits
1	MEC07	International Financial System	3
2	MEC08	International Financial Management	3

Marketing Specialization:

Sl. No.	Sub Code	Subjects Title	Credits
1	MEC11	Consumer Behaviour	3
2	MEC12	Supply Chain Management and Logistics	3

International Business Specialization:

Sl. No.	Sub Code	Subjects Title	Credits
1	MEC15	EXIM Procedures and Documentation	3
2	MEC16	International Trade Logistics	3

Minor Electives

Human Resource Management Specialization:

Sl. No.	Sub Code	Subjects Title	Credits
1	MEC03	Industrial Relations and Compensation Laws	3

Finance Specialization:

Sl. No.	Sub Code	Subjects Title	Credits
1	MEC07	International Financial Management	3

Marketing Specialization:

Sl. No.	Sub Code	Subjects Title	Credits
1	MEC11	Consumer Behaviour	3

International Business Specialization:

Sl. No.	Sub Code	Subjects Title	Credits
1	MEC15	EXIM Procedures and Documentation	3

Open Electives

Sl. No.	Sub Code	Subjects Title	Credits
1	MOE03	Life Skills and Communication	3
2	MOE04	Indian Ethos and Leadership	3

Selection of Elective Courses:

Two groups (one Major and one Minor) from the available electives are to be selected at the commencement of M. Com. Part II - Semester III.

1. For a functional area, wherever available a student may opt for Elective Course either as Major Elective group comprising of four courses or as Minor Elective Group comprising of two courses.
2. For a functional area, wherever course is offered as both Major and Minor Elective, it is commonly placed in the semester.
3. The elective groups in the Semester IV will remain the same as the ones selected in Semester III.
4. Once a group has been selected, no change in selected groups will be allowed later.
5. While the first two papers of selected major group and first paper of selected minor group will be taught in Semester III, the next two papers of selected major group and second paper of selected minor group will be taught in Semester IV.

Selection of Open Elective Courses:

1. Options for Open Elective Courses will be floated according to availability of faculty and minimum number of students.
2. Open Elective Courses as placed in Semester IV would be announced at the beginning of the Semester IV and accordingly students will be asked to select any one option at that time.
3. Courses opted in Semester III will not be offered in Semester IV.

IIMT UNIVERSITY
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Format-1

Format-1

NEP-2020 IMPLEMENTATION (FORMAT-1)
College/School: School of Commerce & Management
Programme: M.COM
Duration: PG 4 Sem

CBCS: Statement of Credits distribution 2025
Credit range: 80 for M.COM
(Suggested by CBCS-NEP Committee)

Programme	Course	Credit	Semester	CORE (Th 4+P 2) Major	DSE (Th 4+P 2) Minor	AECC (Th 3)	SEC **	GE (Th 4) Interdisciplinary	General Elective (2)	Value Added Course (VAC) (2)	Industrial Training/ Survey/ Research Project (4)	Total Credits
	PG		Ist	MCM-111(C=3) Working Capital Management MCM-112(C=3) Quantitative Techniques for Business decisions MCM-113(C=3) Business Ethics and Corporate Governance	MCM-114 (C=3) Banking & Finance	MCM-117 (C=3) Environmental Studies and Law	SPT-PC-111 (C=1) SPORTS/ YOGA	MCM-115 (C=3) Entrepreneurship Development		MCM-116 (C=2) Artificial Intelligence		21
			2nd	MCM-121(C=3) Operations Research MCM-	MCM-124 (C=3) Corporate Tax Planning	MCM-126 (C=3) Research and Publication Ethics	NESEC-201 (C=2) MOOCS/ SWAYAM SPT-PC-211 (C=N) SPORTS/YOGA	MCM-125 (C=3) Production Management				20

				122(C=3) Multinational Finance MCM-123(C=3) Industrial Law	Management							
			3rd	MCM-231(C=3) Strategic Management MCM-232(C=3) Corporate Accounting	MEC01 (C=3) Human Resource Development MEC02 (C=3) Strategic Human Resource Management MEC05 (C=3) Security Analysis and Portfolio Management MEC06 (C=3)	International Marketing Management MEC13 (C=3) India's Foreign Trade and Investment MEC14 (C=3) Export Marketing (3*2=06Cr) Student will choose Any Two Specialization MEC01 (C=3) MEC05 (C=3) MEC09 (C=3) MEC13 (C=3) (3*1=3 Cr) Student will choose	NSEC-301 (C=2) MOOCS/SWAYAM			MCM-233 (C=2) Data Mining	MREC-301 (C=4) Comprehensive -Viva (Audit)	26

					Financial Institutions and Markets MEC09 (C=3) Advertising and Sales Management MEC10 (C=3)	Any One Specialization MOE01 (C=3) Entrepreneurship and New Venture Planning MOE0 2(C=3) Legal Environment of Business (3*1=3 Cr) Student will choose Any One Specialization						
				4th	MCM-241(C=3) Business research MCM-242(C=3) Forensic Accounting and Fraud Examination	MEC03 (C=3) Industrial Relations and Compensation Laws MEC04 (C=3) Human Resource Analytics MEC07 (C=3) International Financial					MRP-401 (C=14) Major Research Project (Audit)	32

						System MEC08 (C=3) International Financial Management MEC11 (C=3) Consumer Behaviour MEC12 (C=3) Supply Chain Management and Logistics MEC15 (C=3) EXIM Procedures and Documentation MEC16 (C=3)International Trade Logistics (3*2= 6 Cr) Student will choose Any Two Specialization MEC03 (C=3) MEC07 (C=3) MEC11 (C=3)						

						MEC15 (C=4) (3*1= 3 Cr) Student will choose Any One Specialization MOE03 (C=3) Life Skillsand Communicati on MOE04 (C=3) Indian Ethos and Leadership (3*1=3 Cr)Student will choose Any One Specialization						

Format-2

Format-2

IMTU-NEP Implementation (2025) : Exit Points

Programme	Year	Semester (15 weeks)	Paper	Credit	Periods per Week	Periods (Hours) per Semester	Paper Title	Unit (Periods per semester)	Prerequisite	Elective (For other faculty)
PG DEGREECOURSE–M.COM	FIRST YEAR	SEMESTER -I	1. MCM-111	3	2L+1 T	45	Working Capital Management	5		
			2.MCM-112	3	2L+1 T	45	Quantitative Techniques for Business decisions	5		
			3. MCM-113	3	3 L	45	Business Ethics and Corporate Governance	5		
			4. MCM-114	3	3 L	45	Banking & Finance	5		
			5. MCM-115	3	3 L	45	Entrepreneurship Development	5		
			6. MCM-116	2	2L	30	Artificial Intelligence	5		
			7. MCM-117	3	3L	45	Environmental Studies and Law	5		
			9.SPT-PC-111	1	1P		SPORTS/YOGA			
		SEMESTER - II	1. MCM-121	3	2L+1 T	45	Operations Research	5		
			2.MCM-122	3	3 L	45	Multinational Finance	5		
			3. MCM-123	3	3 L	45	Industrial Law	5		
			4. MCM-124	3	2L+1 T	45	Corporate Tax Planning Management	5		
			5. MCM-125	3	3L	45	Production Management	5		
			6. MCM-126	3	3L	45	Research and Publication Ethics	5		
			7.NESEC-201	2	2T		MOOCS/SWAYAM.			
			8. SPT-PC-211	NC	1P		SPORTS/YOGA			

Programme	Year	Semester (15 weeks)	Paper	Credit	Periods per Week	Periods (Hours) per Semester	Paper Title	Unit (Periods per semester)	Prerequisite	Elective (For other faculty)
PG DEGREECOURSE–M.COM	SECOND YEAR	SEMESTER -III	1.MCM-231	3	3L	45	Strategic Management	5		
			2.MCM-232	3	2L+1 T	45	Corporate Accounting	5		
			3. MCM-233	2	2L	30	Data Mining	5		
			4. NESEC-301	2	2L		MOOCS/SWAYAM			
			5. MREC-301	4	8P		Comprehensive Viva			
			Choose two papers of any four major electives (Major Elective 1Major Elective 2)							
			A. HRM							
			MEC01	3	3L	45	Human Resource Development	5		
			MEC02	3	3L	45	Strategic Human Resource Management	5		
			B. FINANCE							
			MEC05	3	3L	45	Security Analysis and Portfolio Management	5		
			MEC06	3	3L	45	Financial Institutions and Markets	5		
			C. MARKETING							
			MEC09	3	3L	45	Advertising and Sales Management	5		
			MEC10	3	3L	45	International Marketing Management	5		
			D. INTERNATIONAL BUSINESS							
			MEC13	3	3L	45	India's Foreign Trade and Investment	5		
			MEC14	3	3L	45	Export Marketing	5		
			Choose any one minor elective out of give four minor electives (Major and minor electives cannot be same)Minor Elective 1)							
			A. HRM							
			MEC01	3	3L	45	Human Resource Development	5		
			B. FINANCE							
			MEC05	3	3L	45	Security Analysis and Portfolio Management	5		
			C. MARKETING							
			MEC09	3	3L	45	Advertising and Sales Management	5		
			D. INTERNATIONAL BUSINESS							
			MEC13	3	3L	45	India's Foreign Trade and Investment	5		
			Choose any one Open Elective (Open Elective -I)							
			1. MOE01	3	3L	45	Entrepreneurship and New Venture Planning	5		

			2. MOE02	3	3L	45	Legal Environment of Business	5		
		SEMESTER - IV	1. MCM-241	3	3L	45	Business Research	5		
			2.MCM-242	3	3L	45	Forensic Accounting and Fraud Examination	5		
			3. MRP-401	4	6L+16P		Major Research Project (Audit)			
			Choose two papers of any four major electives (Major Elective 1Major Elective 2)							
			A. HRM							
			MEC03	3	3L	45	Industrial Relations and Compensation Laws	5		
			MEC04	3	3L	45	Human Resource Analytics	5		
			B. FINANCE							
			MEC07	3	3L	45	International Financial System	5		
			MEC08	3	3L	45	International Financial Management	5		
			C. MARKETING							
			MEC11	3	3L	45	Consumer Behavior	5		
			MEC12	3	3L	45	Supply Chain Management and Logistics	5		
			D. INTERNATIONAL BUSINESS							
			MEC15	3	3L	45	EXIM Procedures and Documentation	5		
			MEC16	3	3L	45	International Trade Logistics	5		
			Choose any one minor elective out of give four minor electives (Major and minor electives cannot be same)Minor Elective 1)							
			A. HRM							
			MEC03	3	3L	45	Industrial Relations and Compensation Laws	5		
			B. FINANCE							
			MEC07	3	3L	45	International Financial System	5		
			C. MARKETING							
			MEC11	3	3L	45	Consumer Behavior	5		
			D. INTERNATIONAL BUSINESS							
			MEC15	3	3L	45	EXIM Procedures and Documentation	5		
			Choose any one Open Elective (Open Elective -I)							
			1. MOE03	3	3L	45	Life Skills and Communication	5		
			2. MOE04	3	3L	45	Indian Ethos and Leadership	5		

PROGRAM OUTCOMES (PO'S)

PO1: Communicate with society at large, regarding complex managerial activities confidently and effectively, such as, being able to comprehend and write effective reports and design.

PO2: Recognize the need for, and have the preparation and ability to engage in life-long learning independently, with a high level of enthusiasm and commitment to improve knowledge and competence continuously.

PO3: The students will acquire the knowledge, skill in different areas of communication, decision making, innovations and problem solving in day to day business activities.

PO4: Students can also get the practical skills to work as accountant, audit assistant, tax consultant, and computer operator, as well as other financial supporting services..

PO5: Students will learn relevant Advanced accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.

PO6: By goodness of the preparation they can turn into a Manager, Accountant, Management Accountant, cost Accountant, Bank Manager, Auditor, Company Secretary, Teacher, Professor, Stock Agents, Government employees and so on.

PO7: Display commitment towards professional and intellectual integrity, professional code of conduct, ethics of research and scholarship, consideration of the impact of research outcomes on professional practices and an understanding of responsibility to contribute to the community for sustainable development of society.

PO8: Fostering social awareness and comprehending CSR, ethical, and sustainable business practices Show consideration for social, moral, and environmental issues.

PROGRAM SPECIFIC OUTCOMES: (PSO'S)

PSO1: After completing the course, the graduate will have strong basics in M.Com which will help him/her to pursue either higher studies or seek employment in financial field. The strong foundation knowledge will help the graduate to become, a talented administrator, a brilliant academician, a successful manager or even an entrepreneur.

PSO2: The curriculum and syllabus have been framed in such a way to impart desire to the graduate to acquire knowledge, on continuous basis even after completing the program. This would help the graduate to excel in the line of profession he/she has chosen.

PSO3: Identify a timely opportunity and using business innovation to pursue that opportunity to create value and wealth for the betterment of the individual and society at large

PSO4: Think originally, conceptualize and solve Business problems, evaluate a Varity of solutions for those problems and arrive at feasible, optimal solutions after considering public health and safety, cultural, societal and environmental factors in the core areas of expertise at the national and international levels.

PSO5: Cultivate the broad knowledge of business namely, Financial, taxation, managerial, marketing and legal issues

PSO6: Be knowledgeable and skilful in launching independent enterprises in adherence to sound ethical values of business.

PSO7: Recognize the issues that the business sector is currently facing.

PSO8: Understand the business practices and principles relating to Financial, Cost, Management and Corporate Accounting

PSO9: Know the difference between the micro and macro marketing environments.

PSO10: Familiarise the concepts of accounting and its branches-cost accounting and management accounting, finance, marketing, organizational behavior, managerial economics, quantitative techniques for business decisions and analyse the importance of these areas for placing business entity in right perspective.

PSO11: Acquire knowledge in the field of tax planning and management, personality development, e-commerce, international financial management, e-banking operations and obtain skills in the field of cost and management accounting for arriving at concrete decisions for prosperity of business

PSO12: Analyze the various business research facets in the marketing, human resources, and financial fields.

Format-3

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: PG(R) **Class: M.Com**	**Year: I** **Semester: I**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: WORKING CAPITAL MANAGEMENT**
Course Code:MCM-111	**Title: WORKING CAPITAL MANAGEMENT**

Course Objectives:

1. To make student conversant with the concept of working capital Management.
2. To acquaint students with the importance of working capital and techniques used for effective working capital management
3. To prepare students for opting working capital Management path in professional life.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 30
T: 15
P: 0 (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 of working capital, Importance and kinds of working capital, Principle of working Capital, determinants of working capital, Estimation of working capital needs, Importance of adequate working capital, Disadvantages of inadequate of working capital, Working capital approaches, Objectives of working capital management.	8
II	**Financing** of Working Capital Sources of working capital finance – Long term and short term finances, financing of Working capital.	9
III	**Cash Management** Motives for holding cash, Managing cash collection and disbursement, Cash equivalents, Need and objectives of cash management, Cash forecasting and cash budgets, Cash Float, Cash Cycle, Baumol Model, Miller-Orr model, Stone Model.	10
IV	**Receivables Management and factoring** Concept and nature of receivables, Costs and benefits of receivables, Sound credit policy – Credit standard, credit limit, credit period. Ageing schedule and decision tree analysis. Factors affecting size of receivables. Factoring-meaning, parties involved in factoring, natures, types, and mechanism of factoring	8
V	**Inventory Management** Components of Inventory; Risks and cost of inventory, Managing inventory – EOQ, ABC analysis, Just in Time, minimum order quantity, batch tracking, VED, Reorder point subsystem, Safety stocks, demand for casting.	10

Reference / Text Books: 1. Bhalla, V.K.(2014), Working Capital Management – Text & Cases, S. Chand & Co. 2. Bhattacharya, H (2021), Working Capital Management – Strategies & Techniques, PHI. 3. Rustagi, R.P. (2021), Working Capital Management, Taxmann's. 4. Pandey, I.M. (2015), Financial Management, Vikas Publications.
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	10
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report/Seminar On Research Project Report/Class performance	5
5) ESE	75
Total:	**100**

Prerequisites for the course:
Course Learning Outcomes: CO1: Understand how to evaluate a company's liquidity position. CO2: Analyze factors affecting account receivables and payables. CO3: Identify components of cash and prepare short term cash budgets. CO4: Understand objectives of inventory management and simple inventory control techniques. CO5: Analyze the effects of working capital policies on equity value and default risk CO6: Design an optimal overall working capital management policy for the firm.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: PG(R) **Class: M.Com**	**Year: I** **Semester: I**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS**
Course Code: MCM-112	**Title: QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS**

Course Objectives:

1. To compute and understand the measures of central tendency.
2. To compute and understand the measures of dispersion.
3. To understand the time series analysis and to compute index number.
4. Performing various tests and their practical role of in data analysis.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 30
T: 15
P: 0 (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 Statistics:** Basic concepts, significance, scope, Uses, Statistics in business, Type of data, Data measurement, Application of QT in business Limitations. **Statistical Decision Theory:** Decision Environment, Expected Profit Under Uncertainty, Expected Monetary Value, Risk, Decision Tree, Utility Theory	8
II	**Probability and Hypothesis Testing:** Introduction of probability, Addition and Multiplication Laws, Baye's Theorem. Introduction to hypothesis testing, Testing hypothesis about a population mean Testing hypothesis about a proportion	9
III	**Analysis of variance:** Purpose of ANOVA, different types of ANOVA, Relationship between F-Test Statistic and P-Value One way and Two Way classification, Design of Experiment. **Simulation:** Process of Simulation, Monte Carlo Simulation, Simulation of an Inventory System	10
IV	**Time series analysis:** Meaning, Importance and Component of Time series, Additive model, Multiplication model, Measurement of Trend, **Index number:** Meaning, Importance, Methods of constructing,	10
V	**Tests:** Student's t-test, Z-test, Chi-Square test, Running these tests on statistical software.	8

	Network Analysis: PERT & CPM Networks, Rules of network construction, Earliest and latest times, Determination of critical path, Determination of float.	

Reference / Text Books:

1. Levin and Rubin (2017), Statistics for Management, Pearson
2. Anderson, Sweeney and Williams (2021), Statistics for Business and Economics, Cengage Learning
3. Srivastava and Rego (2017), Statistics for Management, TMH.

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	10
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report	5
5) ESE	75
Total:	**100**

Prerequisites for the course:

Course Learning Outcomes:

CO1: Calculate and interpret measures of central tendency and dispersion
CO2: Estimate the time series analysis and understand the significance and usage of index number.
CO3: Calculate and interpret the results after data analysis.
CO4: Recall the knowledge of hypothesis testing for large and small samples.
CO5: Apply the concepts of probabilistic distributions in solving problems
CO6: Extend the ability to solve linear programming problems by graphical and simple methods.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: PG(R) **Class: M.Com**	**Year: I** **Semester: I**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: BUSINESS ETHICS AND CORPORATE GOVERNANCE**
Course Code: MCM-113	**Title: BUSINESS ETHICS AND CORPORATE GOVERNANCE**

Course Objectives:
1. To understand the role of business ethics in corporate.
2. To understand the role of corporate governance in business.
3. To infuse various concepts necessary for business ethics.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	**Concept** Business Ethics: Concept, characteristics, scope, importance, Indian ethos and values. Approaches to business ethics: Theories of Ethics-Friedman's Economic theory, Kant's Deontological theory, Mill & Bentham's Utilitarianism theory.	10
II	Ethical Practices and Corporate Governance, Ethics in marketing and advertising, Finance and accounting, Human resource management, Information technology, Copyright and patents, Environmental ethics (Carbon trading). Code of ethics, Work ethics.	10
III	**Corporate Social Responsibility** Concept, relevance, models, importance in society, Regulatory framework, SEBI guidelines and Clause 49, Audit committee, Role of independent directors, changing role of board of directors. Corporate Social Reporting.	8
IV	Areas of Corporate Social Responsibility Corporate Social Responsibility towards stakeholders: Shareholders, creditors, financial institutions, government, consumers, employees and workers, community and society. Corporate Philanthropy. Values Impact in Business, Indian Value System Meaning and Nature of values; Holistic view of life and its value, Values impact in Business	10
V	**Corporate Social Responsibility in India** Role of NGOs and international agency, Corporate Social Responsibility in special companies: SMES, Family business, multi-national enterprises. Concept of Secretarial Audit, Corporate Social Responsibility and Sustainability: Role in sustainable development, integrated reporting.	7

Reference / Text Books:

1. Companies Act, (2013)
2. Kumar and Rai (2019), Business Ethics, Cengage Learning India Pvt. Ltd.
3. Murthy (2023), Business Ethics and Corporate Governance, HPH.
4. SEBI (2015), Chapter IV, Listing Obligations and Disclosure Requirements Regulations.
5. Sharma, J.P. (2016), Corporate Governance, Business Ethics and CSR, Ane Books Pvt. Ltd, New Delhi.

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	10
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report/Seminar On Research Project Report/Class performance	5
5) ESE	75
Total:	**100**

Prerequisites for the course:

Course Learning Outcomes:

CO1: Understand the value and necessity of giving back to the society.
CO2: Appreciate accountability of business entities towards stakeholders and society.
CO3: Understand the need for strong internal control in order to prevent corporate frauds.
CO4: Build up traits in value system and become responsible global citizens.
CO5: Comprehend the relationship between ethics, morals and values in the workplace.
CO6: Analyze and understand various ethical philosophies to explain how they contribute to current management practices.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: PG(R) **Class: M.Com**	**Year: I** **Semester: I**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: BANKING & FINANCE**
Course Code: MCM-114	**Title: BANKING & FINANCE**

Course Objectives:

1. To understand the role of banking in economic system
2. To understand the role of in financial services economic system
3. To infuse various concepts necessary for banking and finance.
4. To prepare students for opting the suitable banking and financial services.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	**Banking system:** History of Bank, Importance of Bank, Banking, Types of banks, functioning of banks, Commercial Banks and their changing role, Financial Services and banking system. Structure of RBI, Functions of RBI, Monetary Policy- Instruments of monetary Policy- Bank Rate, CRR, RR, RRR, SLR, OMO, Role of RBI in Monetary Policy. Role of RBI in controlling inflation.	9
II	**Financial intermediaries:** Meaning, functions, advantages of financial intermediaries, examples of intermediaries, Role of financial intermediaries, Characteristics of financial intermediaries issues with financial intermediaries, Financial services, need for financial services various types of financial service: Fund based and Non-Fund based.	10
III	**Non-Depository institutions:** Non-Depository institutions, finance companies and mutual funds and pension funds: a financial services and their role.	9
IV	**Financial Services:** Merchant Banking, Factoring, Forfaiting, Leasing, Securitisation, Custodial services, Credit Rating Mortgages. Performance, evaluation of mutual funds, Depository Services.	10
V	**Insurance:** Insurable and non-insurable risk. Types of insurable risks. Benefit of insurance, Benefits and limitations of –Risk Management Policy.	7

Reference / Text Books:

1. Khan M.Y (2017), Financial Services, 4th ed., McGraw Hill, New Delhi, 2007.
2. Dietrich J.K. (1995) Financial Services and Financial Institutions: Value Creation in Theory and Practice, Prentice Hall, New Jersey.
3. Bhasin, Niti (2014), Indian Financial System: Evolution and Present Structure, New Century Publications.

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	10
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report/Seminar On Research Project Report/Class performance	5
5) ESE	75
Total:	**100**

Prerequisites for the course:

Course Learning Outcomes:

CO1: Develop the skills needed to get best financial and banking services.
CO2: Develop the ability to get understanding of depository and Non-depository institutions.
CO3: Develop the ability to measure insurable and non-insurable risk.
CO4: To carry out financial analysis of banks and insurance companies
CO5: To keep up with developments in financial markets
CO6: To express their opinions about banking and insurance in written and oral form, based on the basic knowledge and skills they acquire

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: PG(R) **Class: M.Com**	**Year: I** **Semester: I**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: ENTREPRENEURSHIP DEVELOPMENT**
Course Code: MCM-115	**Title: ENTREPRENEURSHIP DEVELOPMENT**

Course Objectives:
1. To inculcate entrepreneurial intention among students
2. To infuse various concepts necessary for entrepreneurship development.
3. To prepare students for opting entrepreneurial path in professional life.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	**Laying the Ground work for Small Business** : Why Start a Business, A Brief History OF Entrepreneurship Development in India, Introducing Unicorns, How Does Society Benefit from Entrepreneurship, Evaluating Your Entrepreneurial Orientation, Characteristics of an Entrepreneur. Internal and External factors of Entrepreneur. Triggers for Starting a Business, Generating Business Ideas, Opportunity Identification, Choosing a Business,	10
II	**Due Diligence on the Business Idea:** Defining Your Industry, Defining Your Customers, Developing External Analysis of Competitors, Developing Competitive Map, Additional Issues for External Analysis, Competitive Advantage, Mission Statements, Developing Business Assets and Capabilities,	9
III	**Establishing the Business:** Forms of Business, Contracts, leases, Regulations, Copyrights/Trademarks /Patents, Insurance, Board of Directors, Critical Path Chart, Location, Financial Considerations, Legitimacy, Production Management, Production Charting, Quality, Time Management, Funding, Accounting,	8
IV	**Building the Business:** Human Resource Management, Hiring Employees, Retaining Employees, Probation, Training and Development, Marketing Plan, Pricing, Promotion, Sales Management, Financial Foundation, Ratio Analysis, Deviation Analysis, Sensitivity Analysis, Short Survey, Measurement Focus,	10
V	**Other Issues:** Exit/HARVEST/TURNAROUND, Basics of Franchising, Buying a Franchise, buying an existing business,	8

Reference / Text Books:

1. Charles E. Bamford and Garry D. Bruton (2015), **Entrepreneurship: A Small Business Approach**, McGraw Hill Chennai
2. Abha Mathu (2021), **Entrepreneurship Development**, Taxmann's.
3. Debasish Biswas and Chanchal Dey (2021)**, Entrepreneurship Development in India**, Routledge.

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	10
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report/Seminar On Research Project Report/Class performance	5
5) ESE	75
Total:	**100**

Prerequisites for the course:

Course Learning Outcomes:

CO1: Describe the Impact of Entrepreneurship on Society and Nation.
CO2: Describe How to Examine the Industry that the New Business plans to Enter.
CO3: Explain What Constitutes a Sustainable Competitive Advantage.
CO4: Explore entrepreneurial skills and management function of a company with special reference to SME sector
CO5: Understand various steps involved in starting a venture and to explore marketing methods & new trends in entrepreneurship
CO6: Develop and strengthen the entrepreneurial quality, i.e. motivation or need for achievement.

Format-3

IMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: PG(R) **Class: M.Com**	**Year: I** **Semester: I**
Credits: 2 **Theory: 2** **Practical: 0**	**Subject: Artificial Intelligence**
Course Code: MCM-116	**Title: Artificial Intelligence**

Course Objectives:

1. To make the students aware about the concept of Artificial Intelligence.
2. To enable the student to understand challenges and ethics in AI.
3. To enable the students to understand the uses of AI in Commerce.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 2 Credits

L: 30
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction Artificial Intelligence:** History, meaning, definitions, needs, goals, advantages and disadvantages, Levels of AI, Types-Artifical, naro intelligence, artificial general intelligence, artificial super intelligence, Alan Turing and cracking enigma, Present day AI. Distinction between terms AI, Pattern recognition and Machine Learning.	7
II	**AI problems, foundation of AI and history of AI intelligent agents:** Agents and Environments, the concept of rationality, the nature of environments. Searching- Searching for solutions, uniformed search strategies	8
III	**Expert systems:-** Introduction, basic concepts, structure of expert systems, the human element in expert systems how expert systems works, problem areas addressed by expert systems, expert systems success factors, types of expert systems	8
IV	**AI tools**, Chatgpt, Chatbots, perplexity, Jasper, META- AI, chat-pdf, descript, simplified, Ad Creativeetc, AI in Banking and Commerce, Challenges of AI, Recent trends and development in AI, Cases of AI in Commerce	7

Reference / Text Books:

1. S. Russel and P. Norvig (2010), "Artificial Intelligence– A Modern Approach", Pearson Education
2. David Poole, Alan Mack worth, Randy Goebel (2004), "Computational Intelligence: a logical approach", Oxford University Press.
3. G. Luger (2001), "Artificial Intelligence: Structures and Strategies for complex problem solving", Pearson Education.
4. J. Nilsson (2003), "Artificial Intelligence: A new Synthesis", Elsevier Publishers.

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 2) Presentations /Seminar 3) Assignments 4) Research Project Report/Seminar On Research Project Report/Class performance 5) ESE	10 5 5 5 75
Total:	**100**
Prerequisites for the course:	
Course Learning Outcomes: CO1: Understanding about the history of AI. CO2: Understanding about the human element in expert systems. CO3: Demonstrate an ability to understand the challenges faced by the businesses due to AI. CO4: Acquire knowledge about the usage of AI in Banking and commerce related activities. CO5: Acquire fundamental knowledge about the AI and its search strategies. CO6: Able to adopt the various tools of AI in business problem solving.	

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: PG(R) **Class: M.Com**	**Year: I** **Semester: I**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Environmental Studies and Law**
Course Code: MCM-117	**Title: Environmental Studies and Law**

Course Objectives:

1. To understand Environmental issues in India
2. To gain an understanding of natural resources and processes those sustain life and govern our economy.
3. To gain understanding about sustainable development and environmental equity.
4. To gain an understanding about various laws governing our environment.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	**Idea of Environment**: Meaning and components of environment The definition, scope, and significance of environmental studies, The importance of public awareness, Renewable and non-renewable resources and the problems associated with natural resources, The conservation of natural resources and the role of individuals, The promotion of sustainable lifestyles through the fair use of resources.	8
II	Environmental Law and Environment Policy-Environment policy 2006, objectives, benefits, principles and impact of new environment policy, Introduction to environmental laws in India; General protection law, Air pollution law, Water pollution law, Constitutional Provisions, Stockholm conference; Bhopal gas tragedy; Rio conference. General principles in Environmental law: Precautionary principle; Polluter pays principle; Sustainable development; Public Trust doctrine	8
III	**Environment Protection Act**- ECO-Mark, Environmental Audit-Coastal Regulation Zone, Environment Impact Assessment: Discretionary Model and Mandatory Model, -Regulation on Bio- Medical Waste - Disposal of Solid Waste **Forest, Wildlife and Biodiversity related laws** Evolution and Jurisprudence of Forest and Wildlife laws Statutory framework on Forests, Wildlife and Biodiversity; Biological Diversity Act, 2002; Forest Rights Act, 2006. Strategies for conservation–Project Tiger, Elephant, Rhino, leopard; Air, Water and Marine Laws; National Water Policy and some state policies Laws relating to prevention of pollution, access and management of water and institutional mechanism: Water Act, 1974; Water Cess Act, 1977, EPA, 1986.	12

	Pollution Control Boards Ground water and law Judicial remedies and procedures Marine laws of India; Coastal zone regulations. Legal framework on Air pollution: Air Act,1981;	
IV	Environment protection laws and large Projects Legal framework on environment protection- Environment Protection Act as the framework legislation–strength and weaknesses; EIA; National Green tribunal; Hazardous Substances and Activities Legal framework: EPA 1986 and rules made there under; PLI Act, 199 Principles of strict and absolute liability.	10
V	**International Environmental law:** An introduction to International law; sources of international law; law of treaties; signature, ratification Evolution of international environmental law: Customary principles; Common but differentiated responsibility, Polluter pays.	7

Reference / Text Books:

1. Bharucha Erach (2002), The Biodiversity of India, Mapin Publishing Pvt. Ltd.
2. Gleick, H.P (1993), Water in Crisis, Pacific Institute for Studies in Dev., Environment & Security, Stockholm Env. Institute, Oxford University Press,
3. Brunner, R.C., (1994), Hazardous Waste Incineration, McGraw Hill Inc.
4. Mckinney, M.L. & School, R.M (2017), Environmental Science Systems & Solutions, Web enhanced edition.

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	10
2) Presentations/Seminar	5
3) Assignments	5
4) Research Project Report/Seminar On Research Project Report/Class performance	5
5) ESE	75
Total:	**100**

Prerequisites for the course:

Course Learning Outcomes:

CO1: Discover extensive understanding of the natural processes and resources that support life and regulate the economy.
CO2: To create awareness in students about the importance of environment as an area of study.
CO3. Adopt sustainability as a practice in life, society, and industry.
CO4: Developing values and beliefs related to comprehending intricate environmental, economic, and social issues.
CO5: Developing an understanding of various Environment protection laws
CO6: Develop critical thinking for shaping strategies related to for environmental protection and biodiversity.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: II

Programme: PG(R) **Class: M.Com**	**Year: I** **Semester: II**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Operation Research**
Course Code: MCM-121	**Title: Operation Research**

Course Objectives:

1. To make student conversant with the concept of Operation Research
2. To infuse various concepts necessary for Operation Research.
3. To prepare students for opting Operation Research path in professional life.
4. To make the student a professional taking sound decisions

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 30
T: 15
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	**Operation Research:** Concept, objectives, scope, and significance of operations research; Evolution of operation research; methods of operation research: Stimulation methods, Optimization methods and Data analysis methods, Steps in designing operations research studies; Operations research models, Methodology	6
II	**Programming:** Linear Programming meaning, essentials, properties of linear progarmming and Applications: Graphic method and simplex method. Duality problem; Transpiration problem; Assignment problem, problems in formulating linear programming	10
III	**Introduction to Other Types of Programming:** Goal programming; Integer programming; Dynamic programming Non-linear programming (introductory only).	10
IV	**Inventory Control:** inventory control meaning, objectives and inventory control techniques, Deterministic models and probabilistic models. Game Theory: Zero sum game; Pure and mix strategies; Criteria of sharing strategies.	10
V	**Decision Theory And Trees:** Decision environment, elements of Decision Theory, Market Chains: Characteristics and Applications, State and Transition Probabilities, Multi-period Transition Probabilities.	9

Reference / Text Books:

1. Sharma J.K. (2012), Operations Research – Theory and Applications, Macmillan India Ltd., New Delhi.
2. Aggarwal, J.D. and Sagarika Ghosh (1994) Quantitative Techniques for Financial Analysis, Indian Institute of Finance, New Delhi
3. Sharma SC, Sehenoy GV, Srivastava VK (2011), Quantitative Techniques for Managerial Decision Making; Wiley Western Ltd., New Delhi.

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	10
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report/Seminar On Research Project Report/Class performance	5
5) ESE	75
Total:	**100**

Prerequisites for the course:

Course Learning Outcomes:

CO1: Describe the impact of operation research on managerial decisions.
CO2: Develop the ability to make the student capable of analysing real life situations and giving solutions.
CO3: Develop the skills needed to make sound decisions.
CO4: Gain knowledge of drawing project networks for quantitative analysis of projects.
CO5: Interpret the transportation models' solutions and infer solutions to the real-world problems.
CO6: Recognize the importance and value of Operations Research and linear programming in solving practical problems in industry.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: II

Programme: PG(R) **Class: M.Com**	**Year: I** **Semester: II**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Multinational Finance**
Course Code: MCM-122	**Title: Multinational Finance**

Course Objectives:

1. To understand the concepts of multinational finance.
2. To be familiar with the international monetary system.
3. To understand the international taxation process.
4. To be able to prepare the Balance of Payments of the economy.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45
T: 0
P: 0 (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 of Multinational Financial Environment: Meaning, History, Features, Scope and Rise; MNC's: Meaning, Objectives, Arguments in favour and against MNCs, Risk faced by MNC, Evolution process of overseas expansion; Financial linkages in the MNC's; Foreign Exchange Markets: F.E rate determination, Functions of F.E market,	10
II	**International monetary system:** International monetary system-evolution, features and functions (including Bretton Woods system and Smithsonian Agreement and European monetary system), International Financial Institutions (IMF/WB, WTO and ADB); Balance of Payments and International economic linkages,	8
III	**Financial management of the Multinational Firms:** FDI, Determinants of FDI, Cost of capital and Capital structure. Multinational Capital Budgeting, MNC's cash receivables management, managing the multinational financial system	8
IV	**Financing Foreign Operations**: Short-Term financing, Financing the Foreign Trade; International Banking (including Baker–Plan and Macro Prudential Indicators). Sources of international financing, depository receipt- GDR, ADR, IDR, FCCBs Eurocurrency market (including instruments and interest rates), Commercial Borrowings and Euro-Issues.	10

V	**International Taxation:** MNCs and International Taxation; Various models of Treaties on Taxation; Meaning and computation of Arm's length price, Transfer pricing, International portfolio investment:- Measurement of total returns, Benefits of international equity financing, International bond investing and optional international asset allocation. Double Taxation, double taxation avoidance agreement (DTAA), Types of International taxation	9

Reference / Text Books:

1. Apte, P.G (2020), International Financial Management, Tata McGraw Hill, New Delhi.
2. Backley, Adrian (1996), Multinational Finance, Prentice Hall, New Delhi.
3. Eitman, D.K. and A.I. Stenehill (1997), Multinational Business Cash Finance, Adison Wesley

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	10
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report/Seminar On Research Project Report/Class performance	5
5) ESE	75
Total:	**100**

Prerequisites for the course:

Course Learning Outcomes:

CO1: Ability to calculate tax of MNCs.
CO2: Ability to estimate Multinational Capital Budgeting.
CO3: Ability to calculate cost of capital of MNCs.
CO4: Demonstrate basic understanding of the issues pertaining to multinational financing and investment decisions
CO5: Demonstrate basic understanding of foreign exchange market and exchange rates
CO6: Demonstrate critical and analytical skills wherein they should be able to make sense out of a mass of information to address relevant issues pertaining to international finance theory.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: II

Programme: PG(R) **Class: M.Com**	**Year: I** **Semester: II**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: INDUSTRIAL LAW**
Course Code: MCM-123	**Title: INDUSTRIAL LAW**

Course Objectives:

1. To understand the framework of industrial laws.
2. To understand the salient features of welfare
3. To understand wage Legislations.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	**The Factory Act, 1948** Brief history, objective, applicability, definition, approval, licensing and registration of factories; The inspecting staff, health, safety and welfare provisions relating to hazardous, processes, working hours of adults. Employment of women, employment of young persons, annual leave with wages, penalties and procedure.	10
II	**Workmen's compensation Act 1923** Scope and coverage - definitions - rules-personal injury by accident occupational diseases arising out of and in the course of employment - theory of national extension amount of compensation-distribution of the compensation-notice and claim.	10
III	**The Minimum Wages Act, 1948** Object and scope of the Act, Definition, fixation of minimum rates of wages, Working hours and determination of wages and claims.	8
IV	**Industrial Dispute Act, 1947** Concept, layoff, retrenchment, strike, lockout, closure, authorities for settlement of Industrial disputes in India, procedure, power and duties of authorities, penalties.	8
V	**Reference of the Industrial Dispute** Nature & Scope of the Power of the Appropriate Government under section 10, 10A, Jurisdiction of Adjudicatory Authorities, Settlement: Nature, Duration and Termination, Awards: Nature and Duration, Judicial Review of Industrial Awards.	9

Reference / Text Books:

1. Malik, P.K. (2021), Industrial Laws, Vol. 1 & 2, EBC.
2. Singh, Indrajeet (2021), Industrial and Labour Laws (Hindi), Central Law Publications.
3. Kapoor, N.D. (2018), Industrial Laws, Sultan Chand.
4. S.K. Shukla & K.P. Tewari (2017) – Industrial and Labour Law, (Hindi & English), New Royal Book Co.

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	10
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report/Seminar On Research Project Report/Class performance	5
5) ESE	75
Total:	**100**

Prerequisites for the course:

Course Learning Outcomes:

CO1: Know about the developments and the judicial setup of Labour Laws.
CO2: Learn about the salient features of welfare and wage Legislations.
CO3: Understand the laws related to working conditions of labour.
CO4: Develop understanding of constitutional provisions and industrial relations legislation relating to Labour.
CO5: Develop understanding of Legislations relating to working conditions and social security.
CO6: Impart knowledge and understanding of Labour Market, Wages, Employment and unemployment of labour.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: II

Programme: PG(R) **Class: M.Com**	**Year: I** **Semester: II**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Corporate Tax Structure & Tax Planning**
Course Code: MCM-124	**Title: Corporate Tax Structure & Tax Planning**

Course Objectives:

1. To understand the Residential status of corporate bodies.
2. To compute gross total income of corporate bodies.
3. To understand the basic concepts of wealth tax
4. To make decisions about tax management.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45
T: 0
P: 0 (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 of company; nature and scope of company, Types of companies; Residential status and incidence of tax on companies. Special and general provisions applicable to companies for computation of gross total income, particularly business income (expenses allowable and disallowable)	9
II	**Computation of tax:** Deductions from gross total income as applicable specifically and generally to companies, specific provisions for amalgamations, computation of tax for various types of companies, Provisions of MAT, Dividend policy and tax on dividend.	10
III	**Cooperative societies:** Assessment of cooperative societies, Assessment of discontinued business, Double taxation relief	8
IV	**GST:** An overview of goods and service tax: Introduction to GST, reasons for introducing GST, pros and cons of GST. Registration procedure of trader / service provider under GST. Levy and collection of CGST/SGST under GST. Input tax credit to traders under GST. Applicable rates of tax on various goods and services under GST	8
V	**Tax Planning and Financial Management Decisions**: Tax Planning relating to capital structure decisions, Tax Evasion, Tax Avoidance, Dividend policy, Inter corporate Dividends, Bonus share and Bonus debentures, Tax planning in respect of own or lease.	10

Reference / Text Books:

1. Dr V.K. Singhania and Dr. Kapil Singh ania (2024), Direct Tax Law & Practice, Taxmann Publications.
2. Dr. H.C. Mehrotra & Dr. S.P. Goyal (2023), Income Tax Law & Practice, Sahitya Bhawan Agra.
3. Dr. H.C. Mehrotra & Dr. S.P. Goyal (2023), Corporate Tax Planning & Management, Sahitya Bhawan Agra.
4. Dr. V.K. Singh ania, Dr. Kapil Singh ania, Monica Singh ania (2024), Direct Tax Planning & Management: Taxmann Publications.

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	10
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report/Seminar On Research Project Report/Class performance	5
5) ESE	75
Total:	**100**

Prerequisites for the course:

Course Learning Outcomes:

CO1: Develop the skills needed to get the best tax structure.
CO2: Develop the ability to compute gross total income of companies.
CO3: Develop the ability to plan the best tax structure for the companies.
CO4: Identify the technical terms related to Income Tax.
CO5: Determine the residential status of an individual and scope of total income.
CO6: Compute income from salaries, house property, business/profession, capital gains and income from other sources.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: II

Programme: PG(R) **Class: M.Com**	**Year: I** **Semester: II**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Production Management**
Course Code: MCM-125	**Title: Production Management**

Course Objectives:

1. To make familiar with the students about production management.
2. To familiarise with trends in manufacturing process and material handling.
3. To understand network analysis and manufacturing system.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45
T: 0
P: 0 (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, Scope of Production Management, Benefits of Production Management Research, Development and Design; Factory site and building, plant selection, Layout and Maintenance.	10
II	**Production planning and control:** Characteristics of Production Planning and Control, Objectives of Production Planning, Control Stages of Production Planning, Control Functions/scope of production planning, Control Challenges in Production Planning and Control Factors Affecting Production Planning and Control, Production Planning System Making the Production Plan Process Planning.	10
III	**Human Resources:** Human aspect of production Management, Control of Duality, Control of manufacturing cost, production control Department.	8
IV	**Manufacturing:** Planning for Component Manufacture; work order documents and their use, store organisation and control, Machine loading and program.	9
V	**Analysis:** Data processing, operation research, Network Analysis, Manufacturing system	8

Reference / Text Books:

1. Chaturvedi. M. (2009), New Product Development, Wheeler Publications, New Delhi.
2. Majumdar, Ramanuj (2007), Product Management in India, Prentice Hall, New Delhi.
3. Moise, S (1998) Successful Product Management, Kogan page, New York.
4. Moore, W.I (1992) Product Planning Management, Mc Graw Hill, Boston.
5. Quelch, J.A (1994), Cases in Product Management, Irwin, London.

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 2) Presentations /Seminar 3) Assignments 4) Research Project Report/Seminar On Research Project Report/Class performance 5) ESE	10 5 5 5 75
Total:	**100**
Prerequisites for the course:	
Course Learning Outcomes: CO1: Develop the skills to understand the manufacturing process and its control. CO2: Develop the ability to analyse the manufacturing system. CO3: Develop the ability to analyse the entire production system. CO4: Define the roles and responsibilities of operations managers and the challenges they face CO5: Expand individual knowledge of operations management principles and practices. CO6: Apply operations management concepts and their influence on business decisions.	

Format-3

IIMTU-NEP IMPLEMENTATION -2022
Year: I / Semester: II

Programme: PG(R) **Class: M.Com**	**Year: I** **Semester: II**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Research and Publication Ethics**
Course Code: MCM-126	**Title: Research and Publication Ethics**

Course Objectives:

1. To comprehend publishing ethics, research integrity, and the philosophy of science and ethics.
2. To recognize predatory publications and research misconduct.
3. To comprehend used of plagiarism detection techniques.
4. To comprehend open access articles, citation databases, indexing, and research metrics (such as impact factor, h-index, and citations).

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	**Philosophy and ethics** Introduction to Philosophy: Definition, nature and scope, concept, branches Ethics: definition, moral philosophy, nature of moral judgments and reactions.	8
II	**Scientific Conduct** Ethics with respect to science and research; Scientific Misconducts: Fabrication and Plagiarism (FFP), duplicate and overlapping publications, falsification, salami slicing - Selective reporting and misrepresentation of data.	10
III	**Publication Ethics** Publication ethics: overview, significance, and definition-Guidelines and initiatives for best practices and standards-setting, such as COPE and WAME. Use of Software tools such as plagiarism software like Turnitin, Urkund and other open source software tools	8
IV	**Publication Misconduct** Definition, idea, issues that give rise to unethical behavior and vice versa, sorts of conflicts of interest - Violating contributor ship, authorship, and publication ethics - Recognizing misbehavior in publications, filing complaints, and filing appeals Predatory periodicals and publishers.	10
V	**Databases and research metrics** Databases such as Web of Science, Scopus, and other indexing and citation databases. Research Metrics: Cite Score - Metrics: h-index, g index, i10 Index, altmetrics; Impact Factor of journal according to Journal Citations Report, SNIP, SJR, IPP.	9

Reference / Text Books:

1. Muralidhar. K, Ghosh. A, Singhvi. A (2019), Ethics in Science Education, Research and Governance. Indian National Science Academy.
2. Paul Oliver (2003), The Student's Guide to Research Open University Press.
3. Bordens K.S. and Abbott, B.B. (2008), Research Design and Methods, McGraw Hill.
4. Graziano, A., M., and Raulin, M., L. (2007) Research Methods – A Process of Inquiry, Sixth Edition, Pearson, 2007.

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	10
2) Presentations/Seminar	5
3) Assignments	5
4) Research Project Report/Seminar On Research Project Report/Class performance	5
5) ESE	75
Total:	**100**

Prerequisites for the course:

Course Learning Outcomes:

CO1: Develop the awareness regarding the importance of publication ethics.
CO2: Develop the awareness regarding the importance of scientific conduct to be followed in publication.
CO3: Develop the understanding about various publication software.
CO4: Develop the understanding about plagiarism and its essentiality.
CO5: Identify the technical terms related to Publication.
CO6: Gain an understanding about indexing databases and journal citations

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: M.Com**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Strategic Management**
Course Code: MCM-231	**Title: Strategic Management**

Course Objectives:

1. To explain the concepts of Strategy and identify approaches to Strategic Decision Making.
2. To analyze how Organizations make strategy for different types of market/Industry it belongs to.
3. To demonstrate the importance of analyzing External and Internal environment.
4. To analyse how firms make entry internationalize and evaluate strategy at global level.
5. To identify Corporate Restructuring practices.
6. To understand the strategic choices available for businesses.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory – 1Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit, (4 Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction:** Role and concept of strategy; Strategic management process; Approaches to strategic decision making; Components of business policy; Strategic role of board of directors & top management. Strategic intent.	8
II	**Environmental Analysis:** Analysis of broad environment: Environmental profile; Constructing, Environmental scanning techniques-ETOP, PEST and SWOT (TOWS) Matrix; Michael Porter‘s Diamond framework; Analysis of operating environment-Michael Porters model of industry analysis; Strategic group analysis; Analysis of internal environment–Resource audit.	10
III	**Strategic Choices:** Strategic options at corporate level: Growth, stability and retrenchment strategies; Corporate restructuring; Strategic options at business level- Michael porter’s competitive strategies and cooperative strategies. Evaluation of strategic alternatives – Product portfolio models (BCG Matrix, GE Matrix, etc.)	10
IV	**Situation Specific Strategies:** Strategies for situation like competing in emerging industries, maturing and declining industries, fragmented industries, hyper–competitive industries and turbulent industries; Strategies for industry leaders, runner-up firms and weak businesses.	8

V	**Strategic Issues and Alternatives in Globally Competitive Markets:** Why & how firm s internationalize; International entry options; Outsourcing strategies; Strategy IMPLEMENTATION and control: Interdependence of formulation and IMPLEMENTATION-2022 of strategy; Issues in strategy IMPLEMENTATION-2022 Planning and allocating resources.	9

Reference / Text Books:

- Davidson, W. H. (2013). Global Strategic Management. John Wiley, New York.
- Frynas, J. G. & K., Mellahi (2014). Global Strategic Management. Oxford University Press.
- Ghemawat, P. (2017). Strategy and the Business landscape. Pearson Publishers
- Hill, Charles W. L. & Jones, R. G. (2012). Strategic Management: An Integrated Approach. Cengage Learning, India.
- Hitt, Michael A., Ireland, R. D., Hoskisson, Robert, E. & S., Manikutty (2016). Strategic Management: A.

Evaluation/Assessment Methodology

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

Prerequisites for the course:

Course Learning Outcomes:

CO1: Describe the role of Strategic Management.
CO2: Understand various levels at which Strategy exist namely Corporate, Business and Functional level.
CO3: Help students learn strategic management models.
CO4: Analyze how organizations make decisions in response to rapid changes that occur due to environmental changes.
CO5: Analyze how firms make entry into global markets and implement and evaluate strategy at an International level.
CO6: Devise strategic approaches to managing a business successfully in a global context.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: M.Com**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Corporate Accounting**
Course Code: MCM-232	**Title: Corporate Accounting**

Course Objectives:

1. To understand the process of calculating Goodwill.
2. To evaluate shares adopting different methods.
3. To understand about final account of Indian Companies.
4. To understanding of the advanced issues in accounting for assets, liabilities and owner's equity.
5. To understand the treatment regarding issue of bonus shares and treatment of prior period profits.
6. To summarize the consolidated financial statement and balance sheet for holding companies.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 30,
T: 15,
P: 0 (In Hours/Week),
Theory – 1Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit, (4 Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Shares & Debentures** Accounting for shares & debentures–buy-back of shares, Bonus share. Internal reconstructions and external reconstruction	8
II	**Accounting of Change in Formation of Company** Accounting problems relating to acquisitions, Amalgamation, Absorption and liquidation of companies.	9
III	**Financial statements Analysis** Meaning, objectives, tools and types. Common size statement, Comparative financial statement, Profit prior to incorporation, Computation of managerial remuneration.	8
IV	**Accounts of Holding Companies** Concept, consolidated financial statements, needs for consolidation, document to be filed along with consolidated of financial statements, minority interest, cost of control, pre-acquisition & post acquisition, elimination of unrealized profit.	10
V	**Valuation of Shares and Goodwill** Valuation of Shares: Intrinsic value method, Yield method and Fair value method, Valuation of goodwill: Average profit method, Super profit method, Capitalisation method, annuity method.	10

Reference / Text Books:

- Bhattacharya and Dearden – Accounting for Management
- Anthony, Robert – Management Accounting – Text and Cases
- Gupta, R.L. – Advanced Accountancy
- Grewal, T.S. – Double Entry Book Keeping
- Hingorani, Ramanathan and Grewal – Management Accountancy

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	10
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report /Seminar On Research Project Report/Class performance	5
5) ESE	75
Total:	**100**

Prerequisites for the course:

Course Learning Outcomes:

CO1: Calculate Goodwill and evaluating shares in adopting different methods and preparation of final account of Indian Companies.

CO2: Have a comprehensive understanding of the advanced issues in accounting for assets, liabilities and owner's equity.

CO3: Understand the treatment regarding issue of bonus shares and treatment of prior period profits.

CO4: Account for mergers and amalgamations and analyse the internal or external reconstructions of companies.

CO5: Summarize the consolidated financial statement and balance sheet for holding companies.

CO6: Understand the provisions relating to issue of shares at a discount, utilisation of securities premium account, right issue of shares, sweat equity shares.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: M.Com**	**Year: II** **Semester: III**
Credits: 2 **Theory: 2** **Practical: 0**	**Subject: Data Mining**
Course Code: MCM-233	**Title: Data Mining**

Course Objectives:

1. To comprehend the core principles and concepts of data mining.
2. To understand the importance of data mining for organizations
3. To understand the data preprocessing methods.
4. To gain knowledge about methods for data classification and prediction.
5. To be familiar with the data mining process.
6. To understand the usage of various data mining tools.

Nature of Paper: VAC

Minimum Passing Marks/Credits: 40% Marks / 2 Credits

L: 30,
T: 0,
P: 0 (In Hours/Week),
Theory – 1Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit, (4 Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction: concept of data mining, Importance of Data Mining, Types of Data, Data mining process, Data mining applications in business	6
II	Data Preprocessing: Data cleaning, Data Integration and Transformation, Data Reduction, Data Mining Systems	6
III	Data Mining Techniques: Supervised learning- Classification and regression, Unsupervised learning-clustering and association analysis Data Mining Tools and Software: Overview of data mining software (Python, R, Weka etc.), selection of appropriate tools	6
IV	Cluster analysis: Types of Data in Cluster Analysis, clustering methods Data Visualization Tools: Data visualization tools (Tableau, Power BI etc.), Interactive visualizations, Business Data Mining, Data mining and visualization techniques	6
V	Advanced concepts: Mining Time series data, Mining sequence patterns in Transactional database, Mining Object, Spatial Data mining, Multimedia Data mining, Text Mining, Mining the World Wide Web, Issues related to data mining	6

Reference / Text Books:

- Introduction to Data Mining, Tan, Steinbach and Vipin Kumar, Pearson Education
- Data Mining: Concepts and Techniques, Pei, Han and Kamber, Elsevier
- Data Mining – Concepts and Techniques – Jiawei Han & Micheline Kamber, 3rd Edition Elsevier.
- Data Mining Introductory and Advanced topics – Margaret H Dunham, PEA.

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	10
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report /Seminar On Research Project Report/Class performance	5
5) ESE	75
Total:	**100**

Prerequisites for the course:

Course Learning Outcomes:

CO1: Grasp the fundamental ideas behind data mining.
CO2: Utilize data preprocessing methods to ready data for analysis.
CO3: Apply data mining algorithms to identify patterns and trends in business data.
CO4: Develop impactful data visualizations for business insights.
CO5: Use data mining and visualization tools to address practical business challenges.
CO6: Understand the various Data mining tools.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: M.Com**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: HUMAN RESOURCE DEVELOPMENT**
Course Code: MEC01	**Title: HUMAN RESOURCE DEVELOPMENT**

Course Objectives:

1. To analyze the understanding, perspective and appreciation for HRD as discipline, process and activity.
2. To explain the exiting theoretical edifice of HRD in order to draw a sketch of HRD relevant in present times.
3. To explain the need for HRD intervention, design learning and development programs and evaluation of HRD programs.
4. To analyze organizational dynamics and learning challenges possessed by organizational and social complexities.
5. To analyze the Integration of human with technology in order to understand how theory unfolds itself in present world of practice.
6. To understand the Human resource development process.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory – 1Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit, (4 Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Human Resource Development:** Historical perspective, emergence of HRD, conceptualizing critical HRD; Contemporary realities and future of HRD; And pedagogy and life-long learning.	10
II	**Theoretical approaches to Human Resource Development:** Social capital theory, learning network theory, relevance of systems theory to HRD, human capital theory and screening theory of HRD.	8
III	**Human Resource Development Process:** Identifying HRD needs; Designing and developing effective HRD programs; Evaluating effectiveness of HRD Programs; HRD interventions.	8
IV	**Integrating learning with work**: Theories of learning, trends in workplace learning, learning interventions; Transfer of learning; Strategic learning and leadership; Learning organizations and organizational learning.	10
V	**Human Resource Development Trends:** New ways of working and employability; Coaching, mentoring and management of performance; Virtual HRD; Workforce diversity and HRD.	9

Reference / Text Books:

- Mankin, D., Human resource development, Oxford University Press India.
- Haldar, U. K., Human resource development, Oxford University Press India.
- Rao, T.V., Future of HRD, Macmillan Publishers India.
- Rao, T.V., and HRD Score Card 2500: Based on HRD audit, Response Books, SAGE Publications.
- Rao, T.V., and Hurconomics for talent management: Making the HRD missionary business-driven, Pearson Education.
- Srinivas Kandula, Strategic Human Resource Development, 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	10
2) Presentations/Seminar	5
3) Assignments	5
4) Research Project Report/Seminar On Research Project Report/Class performance	5
5) ESE	75
Total:	**100**

Prerequisites for the course:

Course Learning Outcomes:

CO1: Build an understanding, perspective and appreciation for HRD as discipline, process and activity.

CO2: Critically evaluate the exiting theoretical edifice of HRD in order to draw a sketch of HRD relevant in present times.

CO3: Develop skills to assess need for HRD intervention, design learning and development programs and evaluation of HRD programs.

CO4: Develop a perspective to understand organizational dynamics and learning challenges possessed by organizational and social complexities.

CO5: Integrate human with technology and other emerging realities in order to understand how theory unfolds itself in present world of practice.

CO6: Examine current issues, trends, practices, and processes in HRM.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: M.Com**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: STRATEGIC HUMAN RESOURCE MANAGEMENT**
Course Code: MEC02	**Title: STRATEGIC HUMAN RESOURCE MANAGEMENT**

Course Objectives:

1. Explain the perspective of SHRM and distinguish between the strategic approaches to human resources from the traditional functional approach.
2. Evaluate the relationship of HR strategy with overall corporate strategy and craft effective functional strategies.
3. Demonstrate the existing SHRM practices as followed in different organizations.
4. Evaluate HR efforts and link HR with firm performance.
5. Explain an overview of contemporary issues related to SHRM and its unfolding areas in future.
6. Understand the trends in SHRM.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory – 1Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit, (4 Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction:** Evolution of Strategic Human Resource Management (SHRM); HR, SHRM & Corporate Strategy; Challenges in SHRM; Resource based view of a firm; Investment perspective of SHRM; HR architecture; HR competencies.	8
II	**HR Strategies:** Importance of HR in strategy formulation, Strategic approach to HR functions (planning, acquisition, training, development, reward and compensation); Managing workforce diversity.	8
III	**SHRM in Practice:** Identifying strategic positions; Managing employee relations-Unions and strategic collective bargaining; Strategic change, Restructuring and SHRM; Employee engagement and well-being; Matching culture with strategy; Behavioural issues in strategy IMPLEMENTATION-2022.	10
IV	**SHRM and Business Performance:** SHRM for competitive advantage; High performance work systems and SHRM, HRM and firm performance, Evaluating SHRM effectiveness, HRM and customer outcomes, HR metrics; HC bridge Framework model.	9

V	**Trends and Issues in SHRM:** HR implications of mergers and acquisitions; Outsourcing and its HR implications; Human resource strategy in international context; HRM in developing countries; Technology and HRM, Corporate Ethics, Values and SHRM; Future of SHRM.	10

Reference / Text Books:

- Agarwala, T., Strategic Human Resource Management. OUP (Unit II)
- Baron, James N. & David, M. Kreps (1999). Strategic Human Resources – Frameworks For General Managers. Wiley
- Greer, C.R., Strategic Human Resource Management: A general managerial approach, Pearson Education.
- Mello, J. A. (2006) Strategic Management of Human Resources. South Western.

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	10
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report/Seminar On Research Project Report/Class performance	5
5) ESE	75
Total:	**100**

Prerequisites for the course:

Course Learning Outcomes:

CO1: To develop a perspective of Strategic Human Resource Management and be able to distinguish the strategic approach to human resources from the traditional functional approach.

CO2: To align the HR strategy with overall corporate strategy and to apply functional strategies of HR.

CO3: To develop a theoretical base through existing research in the domain of SHRM and its practice.

CO4: To link HR with firm performance and evaluate HR effort.

CO5: To provide an overview of contemporary issues related to SHRM and its unfolding areas in future.

CO6: To Manage and motivate employees using the basic principles of strategic human resource management.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: M.Com**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Security Analysis and Portfolio Management**
Course Code: MEC05	**Title: Security Analysis and Portfolio Management**

Course Objectives:

1. Explain investment decision process, various types of investors as well as calculate various types of risks and returns.
2. Calculate value and yields of bonds and analyse them in terms of valuation, yield sand risks.
3. Determine value of equity shares using different approaches and models as well as explaining various behavioural biases.
4. Calculate portfolio risk and return, construct portfolios and explain capital market theory.
5. Explain financial derivatives, analyse various options trading strategies and critically examine various innovations in derivatives market.
6. Understand the concept of Portfolio analysis.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week), Theory – 1Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit, (4 Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction:** The Investment environment, various investment alternatives and risk return trade off; Investment decision process; Risk aversion; Types of investors; Risk-Return analysis and impact of taxes and inflation; Types and sources of returns and risks and their measurement; Diversification and Hedging; Socially responsible investing; Ethical investing and other contemporary issues in investment management.	10
II	**Analysis of Fixed Income Securities:** Bond fundamentals; Types of bonds; innovations in bond market; Valuation of bonds; Bond yields (Yield to Maturity, Yield to Call, and Realized Annual Yield); Bond price- yield relationship; Bond convexity; Malkiel Bond Theorems; Risks in bonds- interest rate risk, price risk, reinvestment rate risk, inflation risk, default risk; Analysis of risks in bonds- Bond.	10
III	**Equity Analysis:** Approaches to security valuation; Fundamental Analysis- Economy, Industry, Company Analysis (EIC framework); Equity Valuation Models (DDM, P/E Ratio model and Free Cash Flow Valuation approach); Forecasting P/E ratio. Technical Analysis – basic premise and Dow theory; types of charts and Chart patterns; Moving average analysis; Market indicators and sock specific indicators; Odd lot theory; Efficient market hypothesis .	8

IV	**Portfolio Analysis, Selection and Management**: The concept and significance of portfolio; Calculation of portfolio return and risk; Risk aversion and capital allocation to risky assets and risk free asset; Optimal risky portfolio; Optimal complete portfolio; Markowitz portfolio selection model; Sharpe‘ s single Index Model and optimal portfolio construction; Capital market theory- Capital market line (CML)and concept of market portfolio.	9
V	**Financial Derivatives:** Futures-features, types and payoffs; Pricing of financial futures (Cost of carry model); Options- features, types, styles, payoffs and valuation using Black and Scholes Model; Put call parity principle; Options trading strategies-bull spread, bear spread, straddle and butterfly spread.	8

Reference / Text Books:

- Bodie, et al. (2009). Investments. McGraw Hill.
- Chandra, P. (2017). Investment Analysis and Portfolio Management. Tata McGraw Hill.
- Elton, E. and Gruber (2010). Modern Portfolio Theory and Investment Analysis. John Wiley and Sons.
- Fischer, Donald E. and Ronald, J. Jordan (2007). Security Analysis and Portfolio Management. PHI
- Hull, J. C. and Basu (2016). Options, Futures and Other Derivatives. 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	10
2) Presentations/Seminar	5
3) Assignments	5
4) Research Project Report/Seminar On Research Project Report/Class performance	5
5) ESE	75
Total:	**100**

Prerequisites for the course:

Course Learning Outcomes:

CO1: Understand the environment of investment and risk return framework.
CO2: Analyse bonds in terms of valuation, yields and risks as well as build up immunized bond portfolio.
CO3: Analyse equity shares using different approaches and models.
CO4: Construct, analyze, select and evaluate portfolios along with a deep understanding of Capital Market theory and associated models.
CO5: Understand and analyse futures and options, use various options trading strategies and critically examine various innovations in derivatives market.
CO6: To Evaluate the growth and Development of Securities Market.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: M.Com**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Financial Institutions and Markets**
Course Code: MEC06	**Title: Financial Institutions and Markets**

Course Objectives:

1. Understand the role of different depository institutions.
2. Understand the role of non-depository financial institutions and the inter linkages with depository institutions.
3. Understand the determination of interest rates and its relevance for all financial institutions, markets and instruments.
4. Understand the relevance and working of different types of financial markets.
5. Understand the reasons for regulating the financial markets.
6. Understand the challenges associated with the financial markets.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory – 1Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit, (4 Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction: Overview of financial markets and financial instruments; Role of financial institutions, depository and non-depository institutions; Consolidation & competition among financial institutions; Financial conglomerates. Overview of the Indian financial system including financial sector reforms; Other contemporary issues in finance.	10
II	Interest Rate: Loanable Funds Theory, economic forces affecting interest rates, factors affecting yield differentials of debt instruments; Term structure of interest rates: Pure Expectations Theory, Liquidity Premium Theory, Segmented Markets Theory & Preferred Habitat Theory, Yield Curve.	8
III	Financial Markets: Money markets-organization, economic role, instruments & regulation; Capital Markets-Primary & secondary markets and their organization; Different types of market structures, short selling and its implications, buying on margin; Stock market indicators, their methods of computation and implications of the same; Security market regulation and stability.	9
IV	Non Depository Institutions: Mutual Funds-Types of mutual funds schemes, ETFs, Expenses associated with mutual funds; An overview of Indian Mutual Funds Industry; Hedge funds, venture capital funds, private equity funds and regulation.	8

V	Banking: An overview of the banking industry; Balance sheet of a bank; Sources & uses of funds of banks, fee based &off balance sheet activities; Securitization; Bank earnings & bank performance, investment banking; Bank failure & regulation; Reasons for banks being heavily regulated, bank run, deposit insurance, capital adequacy regulation and a critique of the Basel norms.	10

Reference / Text Books:

- Adams, D. & Vogel, R. (2014). Microfinance approaching middle age. Enterprise Development and Micro finance.
- Annual Report. Insurance Regulatory and Development Authority.
- Annual Report. Pension Fund Regulatory and Development Authority.
- Annual Report. Securities and Exchange Board of India.
- Demirguc-Kunt, A. (2014). Presidential Address: Financial Inclusion. Atlantic Economic Journal.
- Fabozzi, F., Modigliani, F. & Jones, F. (2013). Foundations of Financial Markets and Institutions. 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	10
2) Presentations/Seminar	5
3) Assignments	5
4) Research Project Report/Seminar On Research Project Report/Class performance	5
5) ESE	75
Total:	**100**

Prerequisites for the course:

Course Learning Outcomes:

CO1: Understand the working of financial institutions and markets both individually and as an interlinked system.

CO2: Understand the factors affecting interest rates and yield curve and the importance of change in interest rates for all constituents of the financial system

CO3: Understand the organization, role, functioning and need for regulation of different types of financial markets and the implications of the same on society.

CO4: Understand the organization, role, functioning and need for regulation of different types of non-depository institutions like mutual funds, pension funds, insurance, venture capital, private equity and hedge funds and the implications of the same on society.

CO5: Critically analyze the pivotal role of banking in a financial system and the reasons for it being among the most tightly regulated industries in the world

CO6: Evaluate empirical evidence of the market performance and accordingly the role of regulatory authorities to develop the financial market.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: M.Com**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Advertising and Sales Management**
Course Code: MEC09	**Title: Advertising and Sales Management**

Course Objectives:

1. Students are able to develop an understanding about the basic concepts of advertising.
2. Understanding of advertising message, its creation and media decisions.
3. Evaluating advertising efforts.
4. Understanding the significance of ethical issues and social issues of advertising strategies.
5. To understand the significance of effective personal selling process.
6. Understand the recent developments and issues in advertising.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory – 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit, (4 Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	Communication Basics: Communication and marketing; Communication process; Communication response hierarchy models; Cognitive processing of communication; Marketing communication mix; Integrated marketing communication–An introduction; Advertising–Its importance and nature; Advertising and publicity; Advertising management process.	10
II	Advertising Message and Media Decisions: Creativity and advertising; Creative process; Creative strategy, creative appeals and execution styles; Copywriting for print, radio, television and web ad. Media Decisions–Types of media; Advertising through internet and interactive media; Developing media plan; Media selection and scheduling.	10
III	Organization and Evaluation of Advertising Efforts: Centralized and decentralized systems; In- house agency arrangements; Advertising agencies – selection, compensation and appraisal of advertising agency; Managing advertising agency relations; IMC services; Reasons for evaluating advertising effectiveness; Advertising testing process-Before and after advertising tests and techniques.	9
IV	Advertising and Society: Ethical and social aspects of advertising; Regulation of advertising in India; Recent developments and issues in advertising.	8

V	Fundamentals of Personal Selling: Nature and importance of selling; Types of selling; Personal selling, salesmanship and sales management; Process of effective selling; Sales management process; Environmental factors impacting selling; Managing ethics in selling environment; Role of personnel selling in customer relationship management.	8

Reference / Text Books:

- Aakar, D. A., Batra, R. & Mayers, J. G. (1992). Advertising Management. Prentice-Hall International.
- Anderson, R. E., Dubinsky, A. J. & Mehta, R. (2007). Personal Selling: Building Customer Relationships. New York: Houghton Mifflin Company.
- Belch, G. & Blech, M. (2003). Advertising and Promotion: An Integrated Marketing Communication Perspective. http://lib.dtc.ac.th/ebook/BusinessAdmistration/5183.pdf: The Mc Graw−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	10
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report/Seminar On Research Project Report/Class performance	5
5) ESE	75
Total:	**100**

Prerequisites for the course:

Course Learning Outcomes:

CO1: To know the basics of marketing communication and the processes.
CO2: To develop an understanding of strategic and tactical level decisions involved in development of an advertisement and their application.
CO3: To know about possible arrangements for organizing and evaluating advertising efforts
CO4: To comprehend the ethical issues and social aspects of advertising.
CO5: To understand the process involved in personnel selling, its management and its implications for relationship development.
CO6: To understand and analyze the relevant research in advertising and marketing communication.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: M.Com**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: INTERNATIONAL MARKETING MANAGEMENT**
Course Code: MEC10	**Title: INTERNATIONAL MARKETING MANAGEMENT**

Course Objectives:

1. To explain concept of international marketing, differentiate it from export, multinational and global marketing, analyse international marketing environment.
2. To be able to make decisions related to international product planning and pricing.
3. To be able to decide appropriate method(s) of promoting product in foreign market and design international promotion campaign.
4. To be able to develop international channel and physical distribution strategies.
5. To describe emerging trends and issues in international marketing.
6. To understand the Emerging Trends in International Marketing.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory – 1Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit, (4 Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction: Importance and scope of international marketing; International market- orientation and involvement; International marketing management process-An overview, International marketing information system. International Marketing Environment: Typology of international marketing environment; Influence of foreign market‘s physical, economic, socio-cultural, political and legal environments on international marketing decisions.	8
II	International Product Planning and Pricing Decisions: Major product decisions-product quality, design, labeling, packaging, branding and product support services; Issue of product standardization vs. adaptation; International trade product life cycle; New product development. Pricing Decisions for International Markets.	8
III	International promotion strategies: Communications across countries-Complexities and issues; Country-of-origin effects and strategies for dealing with adverse country-of-origin effects; International promotion mix: Concept, tools and their key features; Developing international promotion campaign; Standardization vs. adaptation issue; Planning for direct mail, sales literature.	9

IV	International Distribution Decisions: Distribution channel strategy; Different types of international distribution channels, their roles and functions; Selection and management of overseas middlemen; International distribution logistics-inventory management, transportation, warehousing, and insurance.	8
V	Emerging Trends in International Marketing: International marketing through Internet; Ecological concerns in international marketing, International marketing ethics.	7

Reference / Text Books:

- Cateora, Phillip R., Grahm, John L. & Gilly, Mary (2016). International Marketing. Tata Mc Graw Hill.
- Czinkota, Michael R. & Ronkainon, Illka A. (2013). International Marketing. Cengage Learning.
- Joshi, Rakesh M. (2014). International Marketing. Oxford University Press.
- Keegan, Warran J. & Green, Mark C. (2015). Global Marketing. Pearson.
- Onkvist, Sak & Shaw, John J. (2009). International Marketing; Analysis and Strategy. Psychology Press.
- Terpstra, Vern Foley, James & Sarathy, Ravi (2012). International Marketing. Naper Press.

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	10
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report/Seminar On Research Project Report/Class performance	5
5) ESE	75
Total:	**100**

Prerequisites for the course:

Course Learning Outcomes:

CO1: Describe concept, components and nature of international marketing, international marketing environment and the process of international market segmentation.
CO2: Understand decisions related to international product planning and pricing.
CO3: Explain methods for promoting a product in foreign markets and understand issues involved with designing of international promotion strategy.
CO4: Describe decisions related to international channel and physical distribution strategies.
CO5: Identify and describe emerging trends and issues in international marketing.
CO6: Understand the key characteristics of important country markets in different regions of the world and learn how to develop marketing plans for these diverse country markets

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: M.Com**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: INDIA'S FOREIGN TRADE AND INVESTMENT**
Course Code: MEC13	**Title: INDIA'S FOREIGN TRADE AND INVESTMENT**

Course Objectives:

1. Developing an understanding of India's position in the international paradigm of business and trade.
2. Appreciating the importance and concept of India's foreign trade policy and it's economic relations.
3. Understanding the meaning importance of role of Indian government in promoting India's foreign trade.
4. Appreciating the role of various regulatory and legal aspects related to India's foreign trade.
5. Understand the Indian ports and shipping system.
6. Develop understanding of FEMA and its objectives.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory – 1Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit, (4 Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction to India's Foreign Trade and Investment: History and introduction to foreign trade, pattern and structure of India's foreign trade; Promotional measures in foreign trade by Indian Government, India's trade in service; Terms of trade; India on the world trading map; Analysis of thrust export products and markets; Regulatory bodies in India dealing with foreign trade.	8
II	Foreign Trade Policy and Economic Relations: Policy making body and regulatory framework; Bilateralism and multilateralism in India's trade relations; India's trade and economic relations with EU and other regional groupings; India and regional economic cooperation in South Asia.	8
III	Export Promotion Measures and Institutional Arrangements: Export promotion measures and schemes; Export incentives; EXIM bank of India; EXIM policy; Export and trading houses, Import facilities for exports; Export Processing/Special Economic Zones (EPZs/SEZs) and 100% EOUs – Policy framework and operational aspect.	9

IV	Foreign Exchange Facilities and Regulations: Foreign exchange facilities and exchange rate mechanism; Regulatory framework-FEMA and its objectives and provisions; other acts and regulations.	7
V	Transportation and warehousing infrastructure, Indian ports and shipping system; Foreign trade finance and insurance; Sources and schemes of foreign trade finance; Export development authorities- Agricultural and Processed food products Export Development Authority (APEDA); Marine Products Export Development Authority (MPEDA).	8

Reference / Text Books:

- Ministry of Commerce, Export Import Policy, Government of India, New Delhi.
- Ministry of Commerce, Handbook of Procedures, Vols. I and II, Government of India, New Delhi.
- Economic Survey– Compiled by the Government of India, Ministry of Finance, Department of Economic Affairs – Latest Edition.

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	10
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report/Seminar On Research Project Report/Class performance	5
5) ESE	75
Total:	**100**

Prerequisites for the course:

Course Learning Outcomes:

CO1. To make the students understand India‘s position in the international paradigm of business and trade.

CO2. To equip the students to critically evaluate the India‘s foreign trade policy and it‘s economic relations.

CO3. To make students realize the role of Indian government in promoting India‘s foreign trade.

CO4. To develop the skills among students to anticipate various regulatory and legal aspects related to India‘s foreign trade.

CO5: To Understand the premise of Foreign Trade issues and challenges and identify the Foreign Trade goals.

CO6: To Understand various dimensions of Economic Regionalism and Foreign Trade.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: M.Com**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Export Marketing**
Course Code: MEC14	**Title: Export Marketing**

Course Objectives:

1. Explain nature and scope of export marketing and measure export market performance.
2. Analyse export market competition and develop export marketing plan.
3. Explain product and pricing decisions in export market and foster strategies for export pricing.
4. Explore export markets to locate foreign customers and explain export regulations and incentives of foreign markets.
5. Describe export marketing operations and explain international shipping and cargo insurance.
6. Understand the export and import restrictions.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory – 1Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit, (4 Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	Basics of Export Marketing: Nature and role of export marketing; India's Export marketing challenges and opportunities; Domestic vs. export marketing, exporting through internet, prospects and challenges by Indian exporters; Determination of export performance, export marketing and export performance, development of export marketing strategy.	8
II	Developing Export Market Plan: Nature and role of export marketing plan, analysis of export marketing competition, export marketing research and understanding of foreign customer buying behavior, preparing products for export and service exports, export promotion and advertising; Overseas market research- Factors influencing selection of foreign market; Product planning, development; distribution channels; Warehouse; Promotion of product.	8
III	Product and Pricing Decision in Export Marketing: Product-related decisions: Panning, branding, packaging, labeling and marking; Price-related decisions- Factors determining export price; Strategies of pricing; Methods of export pricing.	7

IV	Exploring Export Markets and Locating Customers: Making contacts and business travel abroad, obtaining export licenses and collecting export documents, export packaging and marking, shipping abroad and receiving payments; Barter trading- Counter purchase, switch trading, clearing agreement and buyback barter, export regulations and tax incentives.	9
V	Managing Export Operations: International shipping, export packing and marking, export documents, export and import restrictions, cargo insurance, customs brokers and freight forwarders.	8

Reference / Text Books:

- Albaum, G. & Duerr, Edwin (2011). International Marketing and Export Management. Pearson Education. India.
- Jain, S.C. (2008). International Marketing Management, CBS Publishers & Distributers Pvt. Ltd.
- Ministry of Commerce, Handbook of Procedures, Vols. I and II, Government of India, New Delhi.
- Zou, S., Kim D. & Cavusgil, T. (2009). Export Marketing Strategy: Tactics and Skills that work. Business expert Press.

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	10
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report/Seminar On Research Project Report/Class performance	5
5) ESE	75
Total:	**100**

Prerequisites for the course:

Course Learning Outcomes:

CO1: Envisage export marketing challenges and opportunities and developing an export marketing strategy.
CO2: Understand foreign consumer behavior and prepare export market plan.
CO3: Understand the product and pricing decisions for export marketing and describe methods of export pricing.
CO4: Explore the foreign markets and locate foreign customers.
CO5: Describe export documentation, cargo insurance and manage export operations
CO6: Enhance knowledge based decision making in international marketing arena.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: M.Com**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Entrepreneurship and New Venture Planning**
Course Code: MOE01	**Title: Entrepreneurship and New Venture Planning**

Course Objectives:

1. Explain entrepreneurship fundamentals and its role in economic development.
2. Demonstrate the traits of entrepreneurial leadership and stimulate them to think innovative as entrepreneurs. Explain critical and important
3. Environmental factors to be analyzed while writing an effective business plan for a new business.
4. Demonstrate various sources of funding for the business and skills to generate funds.
5. Explain how to form a business entity in the light of the legal and regulatory framework in India.
6. Understand the Issues faced by Entrepreneurs.

Nature of Paper: OPEN ELECTIVE-01

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory – 1Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit, (4 Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction: Concept of Entrepreneurship; Role of entrepreneurship in economic development; Factors impacting emergence of entrepreneurship; Managerial vs. entrepreneurial approach; Types of entrepreneurs; Characteristic of successful entrepreneurs; Entrepreneurship process; Women entrepreneurs; Social entrepreneurship; Entrepreneurial challenges.	8
II	Entrepreneurship Development and Leadership: Types of startups; Entrepreneurial class theories; Entrepreneurial training; EDP programmes; Characteristics of entrepreneurial leadership, Components of entrepreneurial leadership; International Entrepreneurship-Opportunities and challenges; Entrepreneurial challenges; Source of innovative ideas.	8
III	New Venture Planning: Methods to initiate ventures; Acquisition-Advantages of acquiring an ongoing venture and examination of key issues; Franchising-how a franchise works, franchising law, evaluating of franchising opportunities; Developing a marketing plan-customer analysis, sales analysis and competition analysis, steps in marketing research; Marketing mix; Business plan-benefits of drivers.	8
IV	Financing Venture: Financing stages; Sources of finance; Venture capital; Criteria for evaluating new venture proposals; Evaluating Venture Capital-process; Sources of financing for Indian entrepreneurs.	7

V	Special Issues for Entrepreneurs: Legal issues – Forming business entity, considerations and criteria, requirements for formation of a Private/Public Limited Company, intellectual property protection- patents, trademarks and copyrights – importance for startups, legal acts governing business in India; Opportunities and challenges; Entrepreneurship.	8

Reference / Text Books:

- Arya, K. (2016). Entrepreneurship: Creating and Leading an Entrepreneurial Organization. Pearson Education
- Hisrich, R. D., Shepherd, D. A. & Peters, M. P. (2016). Entrepreneurship. McGraw-Hill Education.

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	10
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report /Seminar On Research Project Report/Class performance	5
5) ESE	75
Total:	**100**

Prerequisites for the course:

Course Learning Outcomes:

CO1: To be familiarised with the fundamentals of entrepreneurship and its role in economic development and to motivate them towards entrepreneurial activities.
CO2: To understand the concept of entrepreneurial leadership and stimulate them to think innovative as entrepreneurs.
CO3: To write effective business plans for establishing and managing any business venture.
CO4: To know how to skills among students to raise the funding for the business from different sources for a startup venture.
CO5: To form a business entity in the light of the legal and regulatory framework in India.
CO6: Lists the types of new venture establishment methods.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: M.Com**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: LEGAL ENVIRONMENT OF BUSINESS**
Course Code: MOE02	**Title: LEGAL ENVIRONMENT OF BUSINESS**

Course Objectives:

1. Ability to understand premise for legal aspects of transfer of property.
2. Ability to develop a comprehensive perspective relating to Societies and Trusts for start-ups and entrepreneurial ventures, independently.
3. Ability to enable to comprehend and utilize laws relating to Intellectual Property Laws like Patents, Copyright, Trademark etc.
4. Ability to equip the students about the legitimate rights and obligations under The Right to Information Act.
5. Ability to comprehend about environmental laws.
6. Ability to apply Law Relating to Information.

Nature of Paper: OPEN ELECTIVE-02

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory – 1Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit, (4 Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Law relating to Transfer of Property**: Important definitions; Types of properties; Movable and immovable property; Properties which cannot be transferred; Rule against perpetuities; Lispendens; provisions relating to sale; Mortgage, charge, lease, gift and actionable claim.	8
II	**Law relating to Societies and Trusts:** General concept relating to registration of societies; Property of societies; suits by and against societies; Enforcement of judgment against societies; Dissolution of societies; General concept relating to trusts; Creation of a trust; Duties and liabilities of trustees; Rights and powers of trustees, disabilities of trustees; Rights and liabilities of the beneficiary.	8
III	**Law relating to Intellectual Property:** Concept and development of intellectual property law in India; Protecting the property of Business and procedure relating to patents, trademarks and copyrights; Geographical indications; Design act; overview of laws relating to other intellectual property rights; Intellectual property appellate board.	8

IV	**Law relating to Competition and Consumer Protection:** Concept of competition; Competition Act, 2002 - Anti competitive agreements, abuse of dominant position, combination, regulation of combinations, competition commission of India; Compliance of competition law; Consumer protection in India-Consumer Protection Act, 1986; Rights of consumers; Consumer disputes redressal agencies.	9
V	**Law Relating to Information:** Right to Information Act, 2005-Definitions, right to information, obligations of public authorities, request for obtaining information, disposal of request, exemption from disclosure of information, grounds for rejection to access in certain cases, severability; Central information commission.	7

Reference / Text Books:

- Albuquerque, D. (2016). Legal Aspects of Business Text, Jurisprudence and Cases. New Delhi: Oxford University Press.
- Bare Acts on Laws Relating to Societies and Trusts.
- Pathak, A. (2014). Legal Aspects of Business. New Delhi: McGraw Hill Education.

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	10
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report/Seminar On Research Project Report/Class performance	5
5) ESE	75
Total:	**100**

Prerequisites for the course:

Course Learning Outcomes:

CO1: Create premise and clear understanding for legal aspects of transfer of property.
CO2: Comprehend and utilize laws relating to Societies and Trusts for start-ups and entrepreneurial ventures, independently.
CO3: Comprehend and utilize laws relating to Intellectual Property, Patents, Copyright, Trademark etc.
CO4: Provide comprehensive knowledge about competition and consumer protection, establishment and functioning of trusts and society form of business.
CO5: Learn about the legitimate rights and obligations under The Right to Information Act.
CO6: Toanalyse and integrate decisions as a Legal Manager in the field of Infrastructure Management.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: M.Com**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: BUSINESS RESEARCH**
Course Code: MCM-241	**Title: BUSINESS RESEARCH**

Course Objectives:

1. Understanding of terminology and process of research.
2. Identification of research problems and approaches of research design.
3. Exploring sources of data and designing of instruments for data collection.
4. Demonstrate the sampling techniques and sample size calculations.
5. Application of statistical test on data.
6. Understanding of Data analysis and interpretation techniques.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45
T:
P: (In Hours/Week)
Theory – 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Business Research:** Meaning and role of business research; Business research philosophies; Scope of business research; Terminology of business research; Organization of business research: Outsourcing and in-house research.	8
II	**Problem Specification:** Management problem specification; Formulating research problem; Developing research proposal–research objectives, research hypotheses, information needs; Determining research design: Explorative research–major techniques and their evaluation; Descriptive researches–case study, survey method and observation method; Causal research–major experimental designs.	10
III	**Determining Data Sources:** Secondary data sources and their usefulness; Primary data collection–Observation and questioning methods; Questionnaire preparation; Scaling techniques Reliability and Validity assessment, Panel data.	10
IV	**Survey Design:** Census and survey methods; Designing sample survey – Defining universe; Determining sampling frame, sampling unit, sampling method and sample size for cross sectional and longitudinal data.	8

V	**Data analysis and interpretation:** Data editing and coding; Data cleaning for Survey and Panel Data; Univariate analysis; Bivariate analysis; Multivariate data analysis–Interdependence and dependence analyses and their basic assumptions; Time series analysis; Major multivariate data analysis techniques.	9

Reference / Text Books:

- Donald R. Cooper & Pamela S. Schindler, Business Research Methods, McGraw- Hill Education, India.
- Naresh Malhotra, Marketing Research, Pearson India.
- Deepak Chawla and Neena Sondhi, Research Methodology: Concepts and Cases, Vikas Publishing House, India.
- Cooper, Schindler & Sharma, Business Research Methods, Tata Mc Graw Hill.
- Bryman & Bell, Business Research Methods, Oxford University Press India.

Evaluation/Assessment Methodology

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

Prerequisites for the course: NA

Course Learning Outcomes:

CO1: To describe the meaning and role of Business Research.
CO2: To formulate the research problem and understanding the major research designs.
CO3: To determine data sources and learn the art of designing a questionnaire.
CO4: To understand various sampling techniques and develop understanding of data collection and fieldwork.
CO5: To enable students to analyse data using various techniques and to learn how to communicate the results and follow up.
CO6: To Develop necessary critical thinking skills in order to evaluate different research approaches utilised in the service industries

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: M.Com**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Forensic Accounting and Fraud Examination**
Course Code: MCM-242	**Title: Forensic Accounting and Fraud Examination**

Course Objectives:

1. To Describe various kinds of corporate frauds.
2. To Develop the strategies to prevent corporate fraud, use fraud investigation techniques, inquiry methods generate fraud reports and discuss the policy implications at top management level.
3. To Discuss about Banking, Insurance and Capital Markets Frauds.
4. To Do Legal follow-up, including evidence gathering.
5. To understand about Fraud Management and Fraud Detection.
6. To understand about Types of Corporate Frauds.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L:45
T:
P: (In Hours/Week)
Theory – 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	Forensic Accounting & Fraud Fundamentals Meaning, nature and scope, auditors liability for undetected frauds, fraud auditing (forensic audit) phases: Recognition and planning, Evidence collection and evaluation, Communication of results.	9
II	Fraud Definition & Taxonomy Ingredients of fraud, why is a fraud committed and who commits a fraud? Meaning and nature of corporate fraud, concept of fraud under Companies Act 2013, frauds for and against a company, victims of fraud.	10
III	Types of Corporate Frauds Bribery and corruption, Misappropriation of assets, Manipulation of financial statements, Procedure related frauds, Corporate espionage, Fraud in e-commerce, Fraud Prevention–Strategies, Fraud prevention for consumers and businesses.	10
IV	Banking Frauds: Overview–Case study/examples; Insurance Frauds–Overview, Case Study/examples; Capital Market Frauds–Overview, Case study/examples.	8
V	Fraud Management Fraud Detection–Symptoms of fraud; Fraud Investigation–Inquiry methods, Fraud reports; Management of Fraud–Culmination, consequences and policy implication of corporate frauds; Resolution of Fraud–Legal follow up.	8

Reference / Text Books:

- Albrecht, Chad O., Albrecht, Conan C., Albrecht, W. Steve & Zimelman, Mark F. (2015) – Forensic Accounting & Fraud Examination.
- Banerjee, Robin (2015) – Who Cheats and How?
- Bologna, Jack and Lindquist, Robert J. (1995) – Fraud Auditing and Forensic Accounting
- Bremser, Wayne G. (1995) – Forensic Accounting and Financial Fraud.
- Dalal, Chetan (2015) – Novel & Conventional Methods of Audit, Investigation and Fraud Detection.

Evaluation/Assessment Methodology

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

Prerequisites for the course:

Course Learning Outcomes:

CO1: Describe various kinds of corporate frauds.

CO2: Develop the strategies to prevent corporate fraud, use fraud investigation techniques, inquiry methods generate fraud reports and discuss the policy implications at top management level.

CO3: Discuss about Banking, Insurance and Capital Markets Frauds.

CO4: Do Legal follow-up, including evidence gathering.

CO5: To demonstrate the application of knowledge and skills that forensic accountants and fraud examiners are expected to possess.

CO6: To Identify indicators of fraud and recognize the factors that increase the likelihood for fraud/criminal activity.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: M.Com**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Industrial Relations and Compensation Laws**
Course Code: MEC03	**Title: Industrial Relations and Compensation Laws**

Course Objectives:

1. To make students understand the industrial relations
2. To make students understand the Compensation Laws
3. To understand facets of interactions between the employer and the employees.
4. To understand facets of disputes and their solutions.
5. To make them understand about Compensation management process.
6. To make them aware about The Workmen's Compensation Act, 1923.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45
T:
P: (In Hours/Week)
Theory – 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	Structure and Evolution of Industrial Relations: Concept, nature and models of IR-Unitarist, Pluralist, Dunlop's and Marxist perspectives of IR; Industrial relations system in India- Structure and its evolution; Major contemporary developments in global economy and polity and their impact on industrial relations scenario in India.	10
II	Industrial Disputes Resolution and Grievance Redressal: Nature, causes and types of industrial disputes; Industrial Disputes Act, 1947-authorities, reference of disputes to boards, courts/ tribunals, procedures and powers of authorities, strikes and lockouts, unfair labour practices, penalties; Methods of industrial disputes resolution; Nature of grievances and grievance procedures.	10
III	Trade Unionism and Collective bargaining: Provisions of Trade Union Act, 1926, Definitions, Legislations of trade unions, rights and liabilities of registered trade union, regulations, penalties and procedure; Collective bargaining-Nature and functions; Types of bargaining; Collective bargaining in the Indian context.	10
IV	Compensation Management: Compensation management process, forms of pay, financial and non-financial compensation; Compensation strategies; Assessing job values & relativities; Pay structures; Designing pay levels, mix and pay structures, construction of optimal pay structure; Paying for performance, skills and competence.	8

V	The Workmen's Compensation Act, 1923: Objectives; Employer's liability for compensation; Amount of compensation; Distribution of compensation; Notice and claims.	7

Reference / Text Books:

- Bhattacharya (2014).Compensation Management, Oxford University Press.
- Dwivedi, R. S. (2002). Managing Human Resources: Industrial Relations in Indian Enterprises, New Delhi, Galgotia Publishing Company.
- Srivastava, S. C. (Rev.) (2012). Labour Law and Labour Relations: Cases and Materials.
- Venkataratnam, C. S. (2006).**Industrial Relations,** Oxford University Press.

Evaluation/Assessment Methodology

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

Prerequisites for the course:

Course Learning Outcomes:

CO1: To understand facets of interactions between the employer and the employees and the resultant disputes.

CO2: To imbibe how to interact, negotiate and transact with Trade Unions balancing and improving the relations between the employer and the employees.

CO3: To acquaint with the basic legal framework envisaged under the statutes for compensation and welfare of employees in different modes.

CO4: To design and understand the Tax structure by the principals involved and premise of the grant of bonus, wages, and minimum wages to workers.

CO5: To provide the insights about reforms in industrial relations in India and also providing knowledge about the latest amendments in compensation laws in India.

CO6: To learn the laws relating to Industrial Relations, Social Security and Working conditions.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: M.Com**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Human Resource Analytics**
Course Code: MEC04	**Title: Human Resource Analytics**

Course Objectives:

1. Understand the importance of analytics in managing HR effectively.
2. Explain different dimensions of analytics in HR and its measurement.
3. Analyse the impact of HR analytics on employee life cycle & experience.
4. Apply analytics in HR to drive insights and make decisions.
5. Usefulness of predictive modelling to fulfill strategic objectives.
6. Understand about Dynamics of HR Matric.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45
T:
P: (In Hours/Week)
Theory – 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	Unit 1: Introduction to HR Analytics: Evolution of HR Analytics, challenges with HR analytics, strategic focus on HR analytics; Common pitfalls of HR analytics; HR analytics process and skill set needed in HR analytics team.	10
II	Unit 2: Approaches to Data Analytics: Current approaches to measuring HR; Strategic HR metrics versus bench marking; HR scorecards & workforce scorecards; Types of analytics in HR- descriptive, predictive and prescriptive; HR analytics framework	10
III	Unit 3: Dynamics of HR Matric: People analytics cycle, employee lifecycles and employee experiences, performance and succession management; Agile framework; HR value chain; Metrics to measure HR effectiveness; Factors driving employee turnover; Link between engagement and performance; Competitive edge and HR analytics.	10
IV	Unit 4: Data Mining Techniques: Data analysis, data visualisation techniques and effective utilization using tools; Common pitfalls associated with data visualization; Driving insights out of HR analytics	8
V	Unit 5: Decision Making Based on Analytics: Data driven culture in an organization; Implementation of predictive modeling; Importance of predictability in fulfilling strategic objectives; Effective HR dashboards.	7

Reference / Text Books:

- Edwards, M. & Kirsten, Edwards K. (2016). Predictive HR Analytics: Mastering the HR Metric. Kogan Page.
- Isson, J. P. Harriott, J. S. (2016). People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent. John Wiley & Sons.
- James, E. R. (2017). Business Analytics. Pearson Education Limited, UK.
- Van, Wieren S. (2017). Quantifiably Better: Delivering Human Resource (HR) Analytics from Start to Finish. Technics Publications LLC.

Evaluation/Assessment Methodology

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

Prerequisites for the course:

Course Learning Outcomes:

CO1: To understand role of analytics in Human Resource Management.
CO2: To develop knowledge about HR Metrics and types of analytics in HR.
CO3: To critically analyze the HR effectiveness and its impact on employee life cycle & experience.
CO4: To enable students to analyze data driven insights out of HR analytics.
CO5: To help in implementation of predictive modelling and dashboards in HR.
CO6: To Compensate the employees better leading to employee satisfaction and increased morale.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: M.Com**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: International Financial System**
Course Code: MEC07	**Title: International Financial System**

Course Objectives:

1. Understand the financial interactions between nations and their implications on the world at large.
2. Understand determination of exchange rates and government's influence on the same.
3. Critically evaluate the factors which have contributed to the evolution of the international monetary system in its current form and their relevance for the future.
4. Understand the reasons behind the phenomenal growth of international financial markets, and global finance and the implications of the same.
5. Understand the growth of international banking, the regulatory challenges it poses & implications for the host country, home country and international financial system.
6. Understand the reasons of Bank failure & safety nets.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45
T:
P: (In Hours/Week)
Theory – 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction:** Growing importance of international finance, costs of international investment, crisis & contagion; Balance of Payments-current account, capital account, official reserve account, the curve, foreign exchange reserves-costs and benefits; trends in major countries.	10
II	**Exchange Rate Determination & Forecasting:** Measuring exchange rate movements & volatility, factors influencing exchange rates, Government intervention-direct & indirect intervention and sterilized & non-sterilized intervention; Interest rate parity, covered and uncovered interest arbitrage; Purchasing Power Parity-absolute & relative; Fisher effect & international fisher effect; Forecasting exchange rates.	10
III	**International Monetary System:** Evolution of the international monetary system, bimetallism, Gresham's Law, classical gold standard, its strengths and weaknesses, inter war period, Bretton woods system, Triffin's Paradox, special drawing rights, flexible exchange rate regime, present arrangements including dollarization.	10

IV	**International Financial Markets:** Foreign exchange markets, international money markets, international credit markets, international bond markets & international stock markets; Regulatory asymmetry & its implications; Recycling of petrodollars.	8
V	**International Banking:** Offshore banking & offshore currency trading; Factors contributing to the growth of international banking & Eurocurrency trading, regulatory asymmetry, shadow banks; Bank failure & safety nets.	7

Reference / Text Books:

1. Eun, C. & Resnick, B. (2017). International Financial Management. Mc Graw Hill/Irwin Series in Finance Insurance and Real Estate.
2. Krugman, P., Obstfeld, M., Melitz, M. (2017). International Economics-Theory and Policy. Pearson.
3. Madura, J. (2017). International Financial Management. Cengage.
4. Mishkin, F.S. (2015). The Economics of Money Banking and Financial Markets. Pearson.

Evaluation/Assessment Methodology

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

Prerequisites for the course:

Course Learning Outcomes:

CO1: Understand the relevance and implications of global imbalances.
CO2: Understand the factors affecting exchange rates and the inter linkages among them.
CO3: Critically analyze the evolution of the international monetary system both in terms of historical construct and its implications for the contemporary system.
CO4: Understand the evolution and spread of international financial markets and the implications of globalized finance.
CO5: Understand international banking and its consequences for the international financial system.
CO6: To explain the exchange rate fluctuations in the market and recognize opportunity of managing exchange risk using the forward markets

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: M.Com**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: International Financial Management**
Course Code: MEC08	**Title: International Financial Management**

Course Objectives:

1. Explain the basic concepts related to the Multinational firms and environment of international financial management.
2. Demonstrate the procedure for examining financial viability of capital expenditure plan s undertaken by Multinational companies and the triplications on the parent and subsidiary companies along with risk in financial decision making.
3. Analyse the issues related to various finance functions of MNCs and international transfer pricing.
4. Explain the translation, transaction, economic exposure to exchange rate changes.
5. Understand about various kind of foreign exchange risks along with techniques of hedging these risk.
6. Evaluate the portfolio management techniques and risk management in international investment.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L:45
T:
P: (In Hours/Week)
Theory – 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction: Globalization and the multinational enterprise (MNE); Environment of International Financial Management; Complexities and issues in financial decision making of MNEs; Decisions in a global setting; Foreign Exchange Market.	10
II	Industrial Disputes Resolution and Grievance Redressal: Nature, causes and types of industrial disputes; Industrial Disputes Act, 1947-authorities, reference of disputes to boards, courts/ tribunals, procedures and powers of authorities, strikes and lockouts, unfair labour practices, penalties; Methods of industrial disputes resolution; Nature of grievances and grievance procedures.	10
III	Trade Unionism and Collective bargaining: Provisions of Trade Union Act, 1926, Definitions, Legislations of trade unions, rights and liabilities of registered trade union, regulations, penalties and procedure; Collective bargaining-Nature and functions; Types of bargaining; Collective bargaining in the Indian context.	10

IV	Compensation Management: Compensation management process, forms of pay, financial and non-financial compensation; Compensation strategies; Assessing job values & relativities; Pay structures; Designing pay levels, mix and pay structures, construction of optimal pay structure; Paying for performance, skills and competence.	8
V	The Workmen's Compensation Act, 1923: Objectives; Employer's liability for compensation; Amount of compensation; Distribution of compensation; Notice and claims.	7

Reference / Text Books:

- Bhattacharya (2014).Compensation Management, Oxford University Press.
- Dwivedi, R. S. (2002). Managing Human Resources: Industrial Relations in Indian Enterprises, New Delhi, Galgotia Publishing Company.
- Srivastava, S. C. (Rev.) (2012). Labour Law and Labour Relations: Cases and Materials

Evaluation/Assessment Methodology

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

Prerequisites for the course:

Course Learning Outcomes:

CO1: To understand the basic concepts of Multinational firms, environment of international financial management and foreign exchange market;
CO2: To understand financial viability of capital expenditure plans and risk in financial decision making;
CO3: To analyse issues related to various finance functions of MNCs;
CO4: To understand translation, transaction, and economic exposure to exchange rate changes;
CO5: To understand portfolio management techniques and its risk.
CO6: To recognize the operations in the currency market and solve the exchange rate determination in spot and forward markets. To examine the Parity relationship in exchange rate determination

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: M.Com**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: CONSUMER BEHAVIOUR**
Course Code: MEC11	**Title: CONSUMER BEHAVIOUR**

Course Objectives:

1. Explain consumer behaviour as a field of study and identify the trends in consumer behavior affecting marketer's strategic decision making.
2. Demonstrate the process of consumer decision making under various situations and its implication for marketing strategies.
3. Analyse the underlying variables resulting into differences in consumer decision making.
4. Apply the models of attitude-behaviour relationship to explain the problems related to consumer behavior.
5. Evaluate the socio-cultural differences in consumer decision making.
6. Understand the Models of Consumer Behaviour and Business Buying Behaviour.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L:45
T:
P: (In Hours/Week)
Theory – 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	Consumer Behaviour: Importance and nature of consumer behaviour; Types of consumers and their role; Consumer behaviour and marketing concept; Changing profile of Indian consumers and new consumption patterns; Conducting consumer research – overview of process, complexities and issues.	10
II	Consumer Decision Making Process: Buying motives; Buying roles; Consumer buying process; Stages and levels of consumer decision making; Business buying behaviour-an overview; Theories of motivation and its application.	8
III	Personal Factors Affecting Consumer Behaviour: Demographic characteristics; Family, Family life cycle and consumer decision making; Household influence on consumer buying behaviour; Needs and motivation; Perception; Perceptual mapping and positioning; Value perceptions; Attitude and attitude change; Attitude models; Learning and learning theories; Consumer involvement- antecedents and consequences; Personality- Concept and personality theories; Psychographics; Life style and applications.	10

IV	Socio-Cultural Determinants of Consumer Behaviour: Reference group influences-Theories of reference group and applications; WOM communication and opinion leaders; Social class and social class stratification in India; Understanding cultural and sub-cultural influences on individual, norms and their role, customs, traditions and value system.	10
V	Models of Consumer Behaviour and Business Buying Behaviour: An overview of contemporary models; Deterministic and probabilistic approaches; Contemporary Models of consumer behaviour.	7

Reference / Text Books:

- Blackwell, R. D., Miniard, P. W., & Engel, J. F. (2009). Consumer Behavior. New Delhi: Cengage Learning.
- Hawkins, D. I., Motherbaugh, D. L., & Mookerjee, A. (2016). Consumer Behavior: Busilding Marketing Strategies. Chennai: McGraw Hill Education (India).
- Schiffman, L. G., &Kanuk, L. L. (2008).Consumer Behaviour. Prentice Hall.

Evaluation/Assessment Methodology

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

Prerequisites for the course:

Course Learning Outcomes:

CO1: To understand consumer behaviour and its relationship with marketing concepts.
CO2: To understand the process of consumer decision making and its application.
CO3: To describe the underlying variables resulting into differences in consumer decision making.
CO4: To understand the attitude-behaviour relationship and its related models.
CO5: To know the socio-cultural factors affecting consumer decision making.
CO6: To Implement appropriate combinations of theories and concepts.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: M.Com**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: SUPPLY CHAIN MANAGEMENT AND LOGISTICS**
Course Code: MEC12	**Title: SUPPLY CHAIN MANAGEMENT AND LOGISTICS**

Course Objectives:

1. Develop an understanding of logistic activities in detail, demand management and functional applications.
2. Understanding the role of Customer and Supplier Relationship Marketing.
3. Understand the foundational role of logistics as it relates to transportation and warehousing.
4. Develop an understanding of supply chain metrics (KPIs) and performance measurement.
5. Develop an understanding of the Technology in logistics.
6. Understand the Trends and Challenges in Logistics and Supply Chain Management.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L:45
T:
P: (In Hours/Week)
Theory – 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction:** Evolution, importance, scope, concept of Supply Chain Management (SCM) and trade logistics; Supply chain management as a Management Philosophy; Function of SCM, Value chain for supply chain management; Design of SCM; Logistic activities – An overview, contribution of logistics at macro and micro levels; SCM and trade logistics.	10
II	**Behavioural Issues in Supply Chain Management:** Role of relationship marketing in SCM; Managing relationships with suppliers and customers; Captive buyers and suppliers; Strategic partnerships; Supplier-retailer collaboration and alliances.	8
III	**Focus Areas of Logistics and Supply Chain Management**: Product development process and SCM, purchasing cycle, types of purchases, JIT purchasing, strategic role of purchasing in the supply chain and total customer satisfaction; Purchasing vs. procurement, procurement strategies; Transportation: Introduction, objectives, different modes of transportation, importance of effective transportation system.	10
IV	**Performance Measurement**: Framework of performance indicators, methods of performance measurement, and the balanced score card approach, benchmarking, supply chain metrics (KPIs), performance measurement and continuous improvement.	10

V	**Trends and Challenges in Logistics and Supply Chain Management:** Third party and fourth party logistic outsourcing-Challenges and future directions; Reverse logistics; Bullwhip effect; Push based and pull based systems; Green supply chain management.	7

Reference / Text Books:

- Chopra, S. & Meindl, P. (2007). Supply Chain Management: Strategy, Planning and Operation, Pearson Education.
- Hult, M. G., Closs, D., Frayer, D. Global (2014). Supply Chain Management: Leveraging Processes, Measurements, and Tools for Strategic Corporate Advantage. Mc Graw Hill Ltd
- Shapiro, J.F. (2007). Modelling the Supply Chain, Cengage Learning.
- Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E. & Ravi, Shankar (2008). Designing and Managing the Supply Chain. Tata McGraw Hill Education Private Limited.

Evaluation/Assessment Methodology

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

Prerequisites for the course:

Course Learning Outcomes:

CO1: Describing fundamental concept of supply chain management and logistics at macro and micro levels.

CO2: Understanding the role of Relationship Marketing in SCM.

CO3: Understand the foundational role of logistics as it relates to procurement, transportation, and warehousing and inventory.

CO4: Develop an understanding of Performance Measurement, Supply Chain Metrics (KPIs), Balanced Score Card Approach and Benchmarking.

CO5: Analyzing the importance of the third party and fourth party logistic outsourcing. Develop an understanding of the Technology in logistics and Green Supply Chain Management.

CO6: To evaluate supply chain management models and the place of it in the companies.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: M.Com**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: EXIM PROCEDURES AND DOCUMENTATION**
Course Code: MEC15	**Title: EXIM PROCEDURES AND DOCUMENTATION**

Course Objectives:

1. Students will understand how to prepare documents and their importance in international trade.
2. Students will be able to understand the conditions of contract & will be able to draft international contract independently.
3. Students should understand risk/obligation associated with the international trade.
4. Students should be able to understand risks/obligations associated with international payment & will be advised the methodology to follow for securing trade.
5. Students will be able to understand the role & Importance of Letter of Credit. and Risk associated with L/C.
6. Students will understand about the Risk associated with Letters of Credit.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45
T:
P: (In Hours/Week)
Theory – 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction**: Role of documentation in international trade; by reference to FTP and International Trade bodies like ICC etc.	10
II	**Terms of Contract:** Understanding the terms of contract; their importance with international prospective.	8
III	**Terms of Delivery–Inco terms**: Practical application and impact on the international trade pricing, risk and obligation to the different parties in the contract.	10
IV	**Methods of Payment:** Different methods of payment used in international trade; Conditions, advantages and risk associated with them; Open account, Advance payment, Documentary collection, consignment, Exports and Documentary credit.	10
V	**Letters of Credit:** Definition; Types; Uses in trade; Risk associated with them and fraud prevention; UCP-600.	7

Reference / Text Books:

- Exports – Do it Yourself, Mahajan M.I., Snow White Publications, New Delhi.
- Import – Do it Yourself, M. I. Mahajan, Snow White Publications, New Delhi.
- Export Marketing, TAS Balagopal, Himalaya Publishing House.
- International Marketing Management, R.L. Varshney, Sultan Chand.
- Export Management, D.C. Kapoor, Vikas Publishing House.

Evaluation/Assessment Methodology

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

Prerequisites for the course:

Course Learning Outcomes:

CO1: Appreciate the role of documentation in international trade.
CO2: Assess the importance of terms of contract from an international perspective.
CO3: Apply the concepts learned in terms of delivery and international trade pricing to actual transactions.
CO4: Evaluate the different methods of payments used in international trade.
CO5: Identify the frauds prevalent during international trade exchanges.
CO6: Prepare the documents as per standards of the authorities across national boundaries.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: M.Com**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: INTERNATIONAL TRADE LOGISTICS**
Course Code: MEC16	**Title: INTERNATIONAL TRADE LOGISTICS**

Course Objectives:

1. Students will be able to understand the logistics system and importance of logistics in international trade.
2. Students will understand the concept of marketing logistics.
3. Give exposure to the students regarding the modes of transportation and its benefits.
4. Students should be able to understand the multimodal transport system.
5. Students should be able to understand duties/obligation/responsibilities associated with the multimodal transport system.
6. Students will be able to understand Rights/Duties & Responsibilities of Carrier/Shipper.

Nature of Paper: Discipline Specific Elective

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45
T:
P: (In Hours/Week)
Theory – 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit(4Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction:** Logistics'-Origin of the term and its relevance to the international trade; Interchangeability in marketing logistics; Materials management; Objective of logistics and supply chain management.	10
II	Marketing Logistics: Economic Order Quantity; Just in Time Concept; Warehousing; Packing; Transportation.	8
III	**Organization of Overseas Transportation Services:** Choice of modes, Importance of ocean transport, general view of shipping, chartering, linear shipping	10
IV	**Containerization & Multimodal Transportation:** Types of containers, dimensions, uni modal, intermodal, combined transport, development of containerization in India, ports in India and Foreign port, container traffic, ports constraints, definition of foreign port.	10
V	**Rights/Duties & Responsibilities of Carrier/Shipper:** Rights & obligation of consignee, Multimodal Transport Operator (MTO).	7

Reference / Text Books:

- Khurana, P. K. (2003). Export Management. Galgotia Publishing Co.
- Singh, R. (2015). International Trade Logistics. Oxford University Press.

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

Prerequisites for the course:

Course Learning Outcomes:

CO1: Appreciate the importance of logistics in international trade.
CO2: Understand the concept of marketing logistics.
CO3: Assess the modes of transportation and their benefits, and the importance of ocean transport.
CO4: Understand the multimodal transport system.
CO5: Be apprised of the duties/obligation/responsibilities associated with the multimodal transport system.
CO6: Develop knowledge of regional and international trading blocs in solving problems of International logistics

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: M.Com**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: LIFE SKILLS AND COMMUNICATION**
Course Code: MOE03	**Title: LIFE SKILLS AND COMMUNICATION**

Course Objectives:

1. To understand the meaning and grand narrative of life.
2. To learn to leverage psychological capital.
3. To understand the role of society and technology in life.
4. To understanding nuances of communication.
5. To understand about Effective Communication Skills.
6. To understand the role of life skills for increasing employability.

Nature of Paper: OPEN ELECTIVE-03

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45
T:
P: (In Hours/Week)
Theory – 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction:** Ontological perspective of life; Meaningfulness and mindfulness; Understanding personal and organizational outcomes of meaningfulness and mindfulness; Notion of time.	10
II	**Cognitive Approaches and Strategies:** Understanding Psychological Capital-Hope, efficacy, resilience and optimism; Developing strengths and living well; Happiness and pleasure dialogue.	8
III	**Society Technology Interface:** Role of technology in shaping present day society; Social interaction and changing paradigm of physical, digital and biological world.	10
IV	**Effective Communication Skills:** Principles of effective communication; Verbal, non-verbal and listening skills; Creating persuasive communication and avoiding common mistakes in communication at personal, interpersonal and organizational level	10
V	**Gainful Employment and Life Skills:** Understanding role of life skills for increasing employability and entrepreneurship, meaning and significance of good work.	7

Reference / Text Books:

- Cappelli, Peter (2012), **Why Good People Can't Get Jobs, Wharton School Press.**
- Maithry Shinde et.al (2022), Life Skills & Personality Development, Cambridge University Press.
- Daniel Goleman (2020), Emotional Intelligence: Why it can matter more than IQ, Bloomsbury, Publishing PLC.
- Matt Abrahams (2022), Think Faster, Talk Smarter: How to speak successfully when you are put on the spot, Macmillan Business.
- Ashraf Rizvi(2017), Effective Technical Communication, McGraw Hill Education.

Evaluation/Assessment Methodology

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

Prerequisites for the course:

Course Learning Outcomes:

CO1: To understand the meaning and grand narrative of life.
CO2: To learn to leverage psychological capital.
CO3: To understand the role of society and technology in life.
CO4: To understanding nuances of communication.
CO5: To learn the meaning of work.
CO6: To Practice Emotional Competency.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: Certificate/Diploma/Degree/ UG(R)/PG/Ph.D. **Class: M.Com**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: INDIAN ETHOS AND LEADERSHIP**
Course Code: MOE04	**Title: INDIAN ETHOS AND LEADERSHIP**

Course Objectives:

1. To get acquainted with the relevance of Indian Ethos and management lessons from scriptures.
2. To understand ethical codes and value system in the work culture.
3. To get knowledge of the approaches to leadership through Indian Traditions.
4. To understand different approaches of leadership from India
5. To understand about Great Indian Thought on Leadership.
6. To understand about Contemporary Leadership Practices from India.

Nature of Paper: OPEN ELECTIVE-04

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L:45
T:
P: (In Hours/Week)
Theory – 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Indian Ethos:** History, relevance of Indian tradition of understanding physical and metaphysical world; Appreciating scriptures and their role in shaping cognition and social interactions; Brief introduction to Indian philosophy.	9
II	**Perspectives on Ethics:** Ethos and ethics; Morality, ethics and values; Indian values, ethical dilemmas shaping business and society interface-Cues from Indian narrative tradition including	8
III	**Ethos** – Leadership Interface: Perspectives on leadership through ancient values and Indian traditions; leadership-in relevance to time, space, narratives and eternity; Moral principles for leadership based on Indian ethos; Target (goal) vis-à-vis process orientation; Leadership through storytelling,	10
IV	**Great Indian Thought on Leadership**: Leadership lessons from sacred Indian texts as well as non-text sources; Gandhian thoughts on leadership; Vivekananda's thinking on leadership; Personal character of a leader; Leader as seer, leader as servant, leader as agent.	10
V	**Contemporary Leadership Practices from India:** Understanding relevance of leadership in contemporary times, role of Indian leadership model and its relevance in bringing world order; Appreciating diversity of Indian leadership model; Cases on Indian leadership practices .	8

Reference / Text Books:

- Chakraborty, Thought, Himalayan S. K. Publishing Foundations House, New Delhi. Work - Contributions from Indian
- Chakraborty, S. K. Managerial Effectiveness and Quality of Work Life - Indian Insights, Tata Mc Graw Hill Publishing Company.
- Chakraborty, Press, S. K. New Management Delhi. by Values-Towards Cultural Congruence, Oxford University
- Nandagopal, Ajith Shankar, Indian Ethos and Value in Management, Tata McGraw Hill

Evaluation/Assessment Methodology

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

Prerequisites for the course:

Course Learning Outcomes:

CO1: Know the relevance of Indian Ethos and management lessons from scriptures.
CO2: Understand ethical codes and value system in the work culture.
CO3: Know the approaches to leadership through Indian Traditions.
CO4: Understand different approaches of leadership from India.
CO5: Know contemporary Indian leadership practices as followed by leaders in modern organizations.
CO6: To Exhibit ethical behaviour towards employees.

IIMT UNIVERSITY MEERUT
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SCHOOL OF COMMERCE & MANAGEMENT

ACADEMIC HAND BOOK



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ORDINANCE & ACADEMIC REGULATION
MASTER OF BUSINESS ADMINISTRATION (MBA)
(Academic Session 2025-26)

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1. PREAMBLE

As per the recommendations of UGC/Higher Education Institutions in India/ UP Higher Education Department, the IIMT-University has introduced Choice Based Credit System (CBCS) from the academic year 2024-25. Choice Based Credit System (CBCS) is a proven, flexible mode of learning in higher education which facilitates a student to have guided freedom in selecting his/her own choices of courses in the curriculum for completing a degree program.

CBCS offers a flexible system of learning.
The system permits a student to

(i) Learn at their own pace through flexible registration process.
(ii) Choose electives from a wide range of courses offered by parent and other departments.
(iii) Undergo additional courses to acquire the required number of credits for obtaining MBA.
(iv) Undergo additional courses in their specific areas of interest and earn additional credits to obtain MBA with Specialization.
(v) Adopt an interdisciplinary approach in learning.
(vi) Avail transfer of Credits.
(vii) Gain Non – CGPA credits to enhance skill/employability by taking up project work, entrepreneurship, co-curricular and vocational training.
(viii) Make the best use of the expertise of available faculty.
(ix) Learn and earn credits through MOOC, and Project Based Learning.
(x) Enhance their Knowledge, Skill and Attitude through participation in innovative Curriculum Design, Delivery and Assessments.

The Curriculum is designed to take into the factors listed in the Choice Based Credit System (CBCS) with focus on Project Based Learning and Industrial Training to enable the students to become eligible and fully equipped for employment in industries choose higher studies or entrepreneurship.

2. DEFINITIONS AND NOMENCLATURE

In these Regulations, unless the context otherwise requires:

1. "Programme" means Degree Programme like MBA Degree Programme.
2. "Discipline" means specialization or branch of MBA.
3. "Course" means a theory or practical subject that is normally studied in a semester.
4. "Vice – Chancellor of IIMT-University" means the Head of the University.
5. "Registrar" is the Head of all General Administration of the University.
6. "Dean" means the authority of the School who is responsible for all academic activities of various programmes and implementation of relevant rules of these Regulations pertaining to the Academic Programmes.
7. "Controller of Examinations" means the authority of the University who is responsible for all activities related to the University Examinations, publication of results, award of grade sheets and degrees.
8. "Dean – Student Welfare" is responsible for all student related activities including student discipline, extra and co–curricular activities, attendance and meetings with class representatives, Student Council and parent – teacher meet.
9. "HoD" means the Head of the Department concerned.
10. "University" means IIMT-University, Meerut.
11. "TCH" means Total Contact Hours – refers to the teaching – learning periods.

12. "BoS" means Board of Studies.
13. "Class Co-ordinator" is a faculty of the class who takes care of the attendance, academic performance, and the general conduct of the students of that class.
14. "IA" is Internal Assessment which is assessed for every student for every course during the semester.
15. "ESE" is End Semester Examination conducted by the University at the End of the Semester for all the courses of that semester.
16. "UGC" means University Grants Commission.
17. "MoE" means Ministry of Education, Govt. of India.
18. "HEI" means Higher Education Institutions.

3. VISION AND MISSIONOF THE SCHOOL

Vision of School of Commerce and Management

To evolve into center of excellence imparting management education, consultancy & research promoting corporate excellence, entrepreneurship & global leadership.

Mission of School of Commerce and Management

M1 The essence of School of Commerce & Management is to constantly strive to provide an in-depth knowledge to its students so that they add value to the existing treasures of business and managerial concepts.

M2 To promote critical thinking and spirit of enquiry among our students so that they develop creative approach by which they are able to provide workable solutions to complex business problems.

M3 Todeliver multidisciplinary knowledge through modern pedagogy in a way where ethics and social commitments will be the corner stone for our students.

4. PROGRAMME EDUCATIONAL OBJECTIVES (PEO)

The Programme Educational Objectives (PEOs) of MBA:

PEO1:	Students will receive adequate academic input to establish themselves as effective professionals and capable to solve real problems through the use of management science
PEO2:	Students will proficient enough in professional skills that endeavor immediate employment and advanced life-long learning in various domains of management and related field.
PEO3:	Program will develop the art of idea generation, management skills, administration and fulfill updated needs of business industry.
PEO4:	The program will lead to the ability to adapt to a rapidly evolving environment through learning and applying new skills and competencies.
PEO5:	Students will receive an educational base which prepares them for excellence, leadership roles along various career paths with encouragement.
PEO6:	Program will encourage towards research, innovation advancement and dissemination of knowledge.

5. PROGRAM OUTCOMES (PO)

PO1:	Student will able to apply knowledge of management theories and practices to solve business problems.
PO2:	Student will demonstrate the ability to interpret data for data-based decision making.

PO3:	Student will acquire the capability to identify, formulate and solve complex administrative and management problems of business area.
PO4:	Student will become familiar with modern administrative tools and analyze the problems within the domains of corporate world.
PO5:	Student will demonstrate an understanding of professional and ethical responsibility, value-based leadership ability with reference to their career in the field of corporate world.
PO6:	Student will be trained to function in multi-disciplinary teams, administration, management and understanding toward business world.
PO7:	Student will be capable of developing cost-effective solutions for development and maintenance of corporate.
PO8:	Student will be able to identify business opportunities, develop inventive and entrepreneurial mindset.
PO9:	Student will be capable of understanding the value for life-long learning and will be capable of doing higher studies and research.

6. PROGRAM SPECIFIC OUTCOMES: (PSO)

Graduates of the department will attain:

PSO1:	A comprehensive understanding of business, including the ability to analyze the dynamic and challenging business environment.
PSO2:	Practical application of theoretical knowledge through real-time approaches, such as case studies, work placements, and on-the-job training, fostering effective decision-making skills.
PSO3:	Proficiency in understanding and analyzing the financial market and the influence of PEST factors (Political, Economic, Social, and Technological) on business environment changes.
PSO4:	Equipped with the knowledge, skills, and global mindset to become effective leaders in diverse contexts.

7. ADMISSION

The admission policy and procedure shall be decided from time to time by the University based on the guidelines issued by the UGC/ Ministry of Education (MoE), Government of India. Seats are also made available for Non-Resident Indians and foreign nationals, who satisfy the admission eligibility norms of the University as per the UGC Norms.

8. ELIGIBILITY IN ALL YEAR AS NEP (ENTRY & EXIT) AS PER NHEQF AND NSQF (IF APPLICABLE)

(i) Regular Entry

The Candidate should have qualified in 10 + 2 + 3 examination and should have obtained at least 45% marks in the qualifying examination. UGC/GOI/Sate govt. norms are applicable in case of candidate belonging to reserved category.

9. CURRICULUM

The curriculum for Master of Business Administration is designed to have minimum and maximum credits as per the evaluation scheme. Credits that are distributed across four semesters of study for the award of degree.

10. MEDIUM OF INSTRUCTION

The medium of instruction is English for all courses, examinations, seminar presentations and project reports.

11. CHOICE BASED CREDIT SYSTEM (CBCS)/LOCF/OBE

Structure of the MBA Degree Programme

MBA Degree Programmes will have the curriculum and syllabus (for 2 years) as approved by the respective Board of Studies and Academic Council of the University.

Credits are the weightages, assigned to the courses based on the following general pattern:
The curriculum for MBA programme is designed to have minimum and maximum credits as per the scheme of 111 credits that are distributed across four semesters of study for the award of degree.

Under CBCS, the degree programme will consist of the following categories of courses:

1. Core Course-CC
2. Core Course (Practical)-CC(P)
3. Discipline Specific Elective-DSE
4. Ability Enhancement Compulsory Courses-AECC
5. Research Project-RP
6. Value Added Course (VAC)
7. Internship (Industrial/Research)
8. MOOCS
9. Comprehensive Viva

Table 2. Distribution of Credits (Evaluation Scheme)

S. No.	Category	
1.	Core Course (Theory)-CC	**As per Format 1 & 2 of CBCS**
2.	Core Course (Practical)-CC(P)	
3.	Discipline Specific Elective (Practical)-DSE(P)	
4.	Ability Enhancement Compulsory Courses-AECC	
5.	Research Project (RP)	
6.	Value Added Course (VAC)	
7.	Internship (Industrial/Research)	
8.	MOOCS	
9.	Comprehensive Viva	

12. REGISTRATION FOR COURSES IN A SEMESTER

A student will be eligible for registration of courses only if he/she satisfies the regulation and has cleared all dues to the University, Hostel and Library up to the end of the previous semester if student is not debarred from enrolment on disciplinary grounds.

The university follows a flexible Choice Based Credit System and Slot based table. Accordingly, the students shall be given the option for selecting their courses and credits. The student is given the option of selecting the number of credits to undergo in a semester, subject to the curriculum requirements of minimum and maximum.

Except for the first-year courses, registration for a semester will be done during a specified week before the start of the semester as per the Academic Calendar.

Late registration /enrolment will be permitted by the Dean of the School for genuine cases, on recommendation by the Head of the respective department, with a late fee as decided from time to time.

The student shall make the choice of course in consultation with the Class Coordinator and as stipulated from time to time.

13. ATTENDANCE

The faculty handling a course must finalise the attendance, 3 calendar days before the last instructional day of the course and submit to the HoD through the class teacher.

a. A student with less than 75% attendance (Total Contact Hours -"TCH") in any course, will not be permitted to appear for the end-semester examination in that course, irrespective of the reason for the shortfall of the attendance. The student is however permitted to avail Academic Leave up to 10% for attending academic related activities like, Industrial Visits, Seminars, Conferences, Competitions etc., with the prior approval of the HoD. After the event, the student should submit the relevant documents for proof to the HoD for approval of the Academic Leave.

b. The remaining 25% allowance in attendance is given to account for activities under NCC / NSS / Cultural / Sports/Medical exigencies etc.

13.1. Condonation of medical cases

For medical cases, submission of complete medical history and records with prior information from the parent/guardian to Dean (Students Welfare) DSW is mandatory. And put-up recommendation's to the Vice–Chancellor. Such condo nation is permitted only twice for a student in the entire duration of the programme.

13.2. Additional Condonation

Additional condonation may be considered in rare and genuine cases which includes, approved leave for attending selected NCC / Sports Camps, and cases requiring prolonged medical treatment and critical illness involving hospitalization. For such selected NCC / Sports Camps prior permission for leave shall be obtained by the respective Dean / Director of sports from the designated authority, before deputing the students.

The Vice-Chancellor, based on the recommendation may then give condonation of attendance, only if the Vice-Chancellor deems it fit and deserving. But in any case, the condonation cannot exceed 10%.

14. ASSESSMENT PROCEDURE

14.1 Internal Assessment – 25 Marks (IA) & External Assessment (EA) 75 Marks.

14.2 Practical Assessment (as per format 1 and 2).

15. RESEARCH PROJECT/ SEMESTER PROJECT – ASSESSMENT CRITERIA

The general guidelines for assessment of Project are given in Table 5.

Table 5: Assessment pattern for Research Project / Semester Project

S.No.	Review/Examination scheme	Broad Guidelines	Weightage
1	First Review	Concept	10%
2	Second Review	Design	10%
3	Third Review	Experiment/Analysis	20%
4	Final Review/ESM	Project report and Viva – Voce, Results and Conclusion	60%

16. INTERNSHIP – RESEARCH / INDUSTRIAL INTERNSHIP

A student has to compulsorily attend Summer / at the end of 2nd semester internship during 2nd year for a period of4 to 6 weeks. In lieu of Summer / Winter internship, the student is permitted to register for under taking project work under a faculty of the University and carry out the project for period of 4 to 6 weeks. In both the cases, the internship report in the prescribed format duly certified by the faculty in-charge shall be submitted to the HoD. The evaluation will be done through presentation and viva. The course will have a weightage as defined in the respective curriculum.

For the final year project and Viva – Voce end semester examination, the student shall submit a Project Report in the prescribed format issued by the University. The reviews will be conducted by a committee constituted by the Head of the Department. The end – semester assessment will be based on the project report and a viva on the project conducted by a committee constituted by Controller of examination. This may include an external expert.

17. FOR NON – CGPA COURSES/ AUDIT COURSES

The Assessment will be done based on the respective assessment as per rubrics issued by the Head of the Department (BOS).

A student securing less than the minimum specified internal assessment marks in any course will not be permitted to appear for the end-semester examination in that course and will be graded under "CO (Carry Over)" category for that course. This will be denoted in the grade sheet as "CO (Carry Over)", till the course is successfully completed in the subsequent semester(s).

18. CREDIT WEIGHTAGE

Credit are the weightage, assigned to the courses based on the following general pattern:

One Hour	1 credit.
Two Hour Practical	1 credit.

19. MAXIMUM DURATION OF THE PROGRAMME/PROMOTION POLICY

A student may complete the programme at a slower pace than the regular pace, but in any case, in not more than N+2 years.

A student completing the degree programmes in the extended period will not be eligible for university ranking.

20. MAXIMUM GAPS BETWEEN SEMESTER/YEAR

As per UGC Guidance

21. CREDIT SYSTEM AND GRADING CGPA/SGPA

Introduction

IIMT-University implemented the UGC guidelines to all Universities in 2015 for implementation of the choice-based credit system with a view to offer students' choice of courses within a programme with a flexibility to complete the programme by earning credits at a pace decided by the students themselves. The system allowed students to choose inter-disciplinary, intra-disciplinary courses according to their learning needs, interest and aptitude. It was considered as a cafeteria approach and was expected to provide mobility to students.

As per the current credit system practiced in institutions needs comprehensive reforms as they offer very little flexibility, choice and are less learner centric. Degrees offered today are more self-contained focusing on a specialization area and depend a lot on knowledge available with the faculty from the department only. Though the most requisite credit system does exist, wherein students are given a wide choice and flexibility, these exist as small islands in the vast ocean of thousands of educational institutes in India. In such institutions, the curriculum is frequently designed which is learner centric and offering a wide specialization area for students to pick and choose courses from.

The institutions shall make attempts wherein the design of the credit system and the teaching and evaluation modes shall be the responsibility of individual course teachers. The students should have the freedom to opt for courses from other specializations and not just from their core specialization. For this there has to be stronger collaborations between departments of the University and outside.

21.1 Grading system

Most institutions follow the absolute grading system which is a simple procedure wherein the marks obtained by students correspond to a specific grade and grade point. It reflects the individual performance in a particular subject without any reference to the group/class. The absolute grading system has limitations and may be susceptible to some inconsistencies.

The relative grading system on the other hand provides relative performance of a student to a group/class wherein the student is ranked in a group/class on basis of relative level of achievement. In this system decisions are made in advance by the faculty members as to what proportion of students would be awarded a particular grade on the basis of their relative performance and which is done by assigning grades on basis of a normal curve. This facilitates comparative performance and eliminates negative effect of pass or fail.

Relative grading system may be used if the number of students registered for the course is at least 30. For a class of smaller size, an absolute grading scheme may be used. The statistical method may be used with adjustments to calculate the mean (M), median (Md) and standard deviation (SD) of the total marks (TM) obtained by the students registered for the course. If the

mean and median coincide, the mean may be used for further computations, otherwise the median may be used. If suppose the mean is used, then the letter grades may be awarded based on the ranges specified in table below:

A grading system as shown in Table 8 will be followed.

Table 8: Grading System

Letter Grade	Range
A+	TM>M+1.75SD
A	M+1.25 SD ≤TM<M+1.75SD
B+	M+0.75 SD ≤TM<M+1.25SD
B	M+0.25 SD ≤ TM < M+0.75 SD
C+	M-0.25 SD ≤ TM < M-0.25 SD
C	M-0.75 SD ≤ TM < M-0.25 SD
D+	M-1.25 SD ≤ TM < M-0.75 SD
D	M-1.75 SD ≤ TM < M-1.25 SD
E+	M-2.0 SD ≤ TM < M-1.75 SD
E	M-2.25 SD ≤ TM < M-2.0 SD
F	M-2.25 SD > TM
CO	Carry Over (Summer / Winter) due to Attendance deficiency (between 40% and 75%)and/orI. Lack of minimum IA marks as specified in clause 10.0 Table 3.
RA	Repeat the course due to (i) Lack of minimum attendance (below 40%) in regular course.
--	DETAINED "RC" or "RA" or both in all registered theory courses of a semester. The student is detained and has to repeat the entire semester. Clause 12.3

Letter grades may be improved based on the following scheme: Use the table above to determine grade boundaries. Look for natural gaps in the neighbourhood of grade boundaries. Choose the largest gap in the neighbourhood and make this as the grade boundary.

An 'E', 'E+' and 'F' grade may not be a purely relative grade. These may be assigned on the following basis:

- A minimum, say 30/100, may be set as pass marks for the course. A fail grade may then be awarded only if the Total Marks for the course are less than 30. Otherwise, the students may be awarded the Just Pass Grade D.

- A fail grade may be awarded to students whose marks are below the prescribed minimum even if the table above leads to a pass grade.

Similarly, a lower limit may be set for the A grade also, for instance greater than or equal to 86. Students not achieving the prescribed minimum may be awarded a lower letter grade even if the table above indicates otherwise. A pass grade may be made mandatory for both internal as well as external examinations in the case of a separate internal and external assessment,

a. Internal and External marks may be summed up with appropriate weightages to compute a total out of 100 marks. The letter grade may be assigned on this computed total.

b. Internal and external marks may be graded separately and then the assigned grade points may be used, with appropriate weightages, to compute a final grade point and letter grade.

Grading in the case of Re-evaluations, Retests and Remedial Examinations may be based on the following guidelines:

a. The ranges of marks once computed for awarding letter grades the first time, called the First Distribution (FD), will not be modified.

b. If a re-evaluation leads to a change in marks, then FD will be used to award an appropriate letter grade.

c. A retest may be permitted if:

i. A student gets a letter grade of E+ or E. In this case, irrespective of the marks obtained, at most D grade may be awarded.

ii. A student is unable to complete course requirements because of certified illness or tragedy. In this case FD will be used to award an appropriate letter grade.

The use of relative grading system may be recommended in autonomous institutions, institutes of national importance and institutions with high ranking. The results of the relative grading system may be shared by such institutions later with other interested institutions to implement the same.

21.2 GPA and CGPA

GPA is the ratio of the sum of the product of the number of credits Ci of course "i" and the grade points Pi earned for that course taken over all courses "i" registered and successfully completed by the student to the sum of Ci for all "i". That is,

$$GPA = \frac{\sum_i C_i P_i}{\sum_i C_i}$$

CGPA will be calculated in a similar manner, in any semester, considering all the courses enrolled from the first semester onwards.

The Grade card will not include the computation of GPA and CGPA for courses with letter grade CO, RC and U until those grades are converted to the regular grades.

A course successfully completed cannot be repeated.

22. CLASS/DIVISION

Classification is based on CGPA and is as follows:
CGPA ≥ 8.0: First Class with distinction
6.5 ≤ CGPA <8.0: First Class
5.0 ≤ CGPA <6.5: Second Class.

(i) Further, the award of 'First class with distinction' is subject to the candidate becoming eligible for the award of the degree having passed the examination in all the courses in his/her first appearance with effect from II semester, within the minimum duration of the programme.

(ii) The award of 'First Class' is further subject to the candidate becoming eligible for the award of the degree having passed the examination in all the courses within 3 years for MBA-MBA (Hons.).

(iii) The period of authorized break of the programme (vide clause 11.0) will not be counted for the purpose of the above classification.

23. TRANSFER OF CREDITS / ACADEMIC CREDIT BANK

University Grants Commission initiated the concept of National Academic Credit Bank (NAC-Bank) which will be a digital / virtual / online entity to be established and managed by UGC. The main objective of the NAC-Bank would be to facilitate student mobility across the education system wherein the credits can be accumulated and be used at alter point of time for the requirements of partial fulfilment of a degree program.

a. "Credit-transfer" means the mechanism by which the eligible HEIs registered with ABC are able to receive or provide prescribed 'credits' to individual registered ABC account in adherence to the UGC credit norms for the 'course/s' registered by the desirous students in any eligible higher education institution within India

b. Within the broad framework of these regulations, the Academic Council, based on the recommendation of the Credit Transfer Committee so constituted may permit students to transfer part of the credit earned in other approved Universities of repute & status in the India or abroad.

c. The Academic Council may also approve admission of students who have completed apportion of course work in another approved Institute of repute under Multiple entry& Exit system, based on the recommendation of the credit transfer committee on a case-to-case basis.

d. Students who have completed coursework, at least first year, at some university other than the university to which transfer is sought (may request for transfer of admission to this university. A student may be granted admission only through an admission process that will follow the same policy as for fresh admissions. However, a uniform credit system must be followed by all universities to effect transfer of credits.

Credit Transfer request can be submitted only after the student has been admitted in the concerned program and the following conditions are met:

i. The course work has been completed at a UGC approved and accredited University through fulltime formal learning mode.

ii. The university accreditation grade/ ranking is not lower than that of the university to which the transfer is sought.

iii. The courses prescribe to the common minimum syllabus under UGC CBCS system.

iv. The letter grade obtained in the courses is "B" or better.

v. The number of credits to be transferred does not exceed the prescribed limit.

vi. The program in question must have a similar credit system, in particular, modular or semester and the same numeric and letter grading system along with common meaning of the term "credit" in numerical terms.

The aspect of shelf life of courses needs to be considered while accepting credits as obsolescence of knowledge of certain field in terms of its current relevance needs to be investigated. The time lapsed between successful completion of certain courses of the program and the admission to which program transfer is sought needs to be considered. The maximum number of credit points that may be considered under a credit transfer needs to be specified. Contextual variables such as teaching-learning approach adopted, learning facilities offered, use of evaluation modes may also be considered while preparing the credit transfer policy.

23.1 Moderation

Moderation of assessment is an organized procedure which ensures use of valid assessment material and consistent application of criteria, to provide fair academic judgment and reliable outcome in the form of marks or grades. It assures appropriate designing and implementation of assessment activities along with generation of valid and reliable results.

Integration of moderation process with assessment system is imperative for the development of academic quality in higher educational institutions as:

- It addresses any difference in individual judgments of different evaluators.
- It ensures that all achievements in the form of marks and grades across courses reflect achievement of same level of standard.
- It is also carried out to develop a common understanding of the standards and criteria and to recognize performance which demonstrates that standard or fulfills those criteria.

Moderation may be conducted in case there are large number of fail grades or high grades, or when large numbers of students who have received the same grade or clustering of students on letter grades, or when there are discrepancies between grades allocated to individual students in different courses, or to find out the difficulty level of the question paper or whether the assessments modes used cover the entire syllabus or not.

Applicability - Moderation will be made applicable to both external and internal modes of assessment. All programs and courses will indicate, as part of their statements on assessment, arrangements for the moderation of assessed work. This can be done through formulation of a moderation policy and implemented across all programs and courses of instruction and delivery. The time frame for the moderation will be linked with the time frame for assessment.

In the event a moderation is triggered, an evaluation will begin with a discussion on the following (though not exhaustive) lines:

a. What are the rubrics used for each of the different types of assessment in the course? Is a standardized/ prescribed rubric used or has the instructor developed his/ her own rubric. If the instructor is using a personally framed rubric, or if there is no identified rubric, then how does the assessment map to learning outcomes?

b. The difficulty level of the questions included in the assessments, i.e., is the difficulty level on the extremes, very easy or very hard.

c. The manner of awarding marks, i.e., has the correction been at the extremes, liberal or tough.

Each department will establish a committee and designate roles and responsibilities at different levels for smooth working of the moderation process. In order to maintain neutrality, it will be ensured that moderator should not be the assessor. Staff members will be trained professionally in assessment techniques and moderation procedures. All assessment material produced by learner including examination sheets, assignments, project reports, research reports etc. will be examined.

Institutions will be encouraged to make the moderation process online. In this system, assessment plans, moderation plans, assessment tools, samples of which may be submitted online. Moderation reports will be generated online so that progress can be tracked and submitted to the COE after the approval of dean by Head of the department. The moderation will not be restricted to just assessment but also include moderation of content and assessment design.

24. CHANGE OF DISCIPLINE

"Academic Flexibility" is the provision for innovative and interchangeable curricular structures to enable creative combinations of Courses/Programmes in Disciplines of study leading to Degree/Diploma/PG Diploma/Certificate of Study offering multiple entry and multiple exit facilities in tune with National Education Policy-2020, while removing the rigid curricular boundaries and creating new possibilities of life-long learning.

25. USE OF TECHNOLOGICAL INTERVENTIONS

With the proliferation of different types of access devices, especially mobile access devices, technology has the potential to augment traditional classroom practices and revolutionize learning and evaluation methods. Technology, in fact can be an important driver to enable lifelong learning. Learning and engagement of students is facilitated by use of technology through several modes such as synchronous learning, semi-synchronous learning, blended

learning, collaborative learning, flipped classroom etc. MOOC's, especially provided through SWAYAM, are a window of opportunity for lifelong learning and are offered through technology-based platforms. Learning management systems (LMS) may be used by institutions to integrate the entire teaching, learning and evaluation process. The Learning Management System may be used by institutions to deliver academic content in blended form and to assess learning through thesis, assignments etc. Open-source learning management systems such as Moodle, Edmodo may be used for posting content in the form of videos, audios, e-learning modules, live class sessions etc. Use of plagiarism detection software will be highly recommended to check originality of content.

In the conduct of examinations, universities face tremendous challenges such as need for trained manpower, distribution of question paper without delays and errors, delays in evaluation of answer scripts, lack of infrastructure to conduct examinations at a large scale, non-availability of faculty members for assessment, security issues faced during paper setting and paper distribution, tampering of certificates and answer scripts etc.

For a typical examination department of an institution will be an autonomous body right from registration of student to convocation through an integrated system. In fact, steps must be taken to implement a complete examination management system that considers the complete life cycle of examination process. The use of technology will reduce dependency on human intervention and be error free. The following functions will be automated:

i. Registration of students and generating unique PRN,

ii. Filling up of examination form,

iii. Generation of seat numbers and admit cards/hall tickets,

iv. Preparation of list of paper setter,

v. Use of question bank system to draw question sets, question paper generation,

vi. Online distribution of question papers on the day of examination with system of encryption,

vii. Barcode system for answer books (this will eliminate issues related to errors, avoid malpractices etc.),

viii. Digitization of answer scripts and onscreen evaluation of answer sheets,

ix. Tracking of student's performance,

x. Marks submission through online software,

xi. Viewing of result through online system,

xii. Online verification and revaluation system,

xiii. Digitization of certificates and mark sheets (to avoid tampering and easy retrieval),

xiv. Certificate authentication system,

xv. Submission of various other applications through online system.

The above will lead to conduct of functions of the examination system in an efficient and transparent manner and timely availability of information to students.

26. STUDENT DISCIPLINE

Every student is required to observe utmost discipline and decorum both inside and outside the campus and not to indulge in any activity which may affect adversely the prestige reputation of the University.

27. STUDENT WELFARE

Any act of indiscipline of a student reported to the Dean (Students Welfare) and Head of the Department will be referred to a Discipline Committee constituted for the purpose. The Committee will enquire into the charges and decide on a suitable punishment if the charges are substantiated. The committee will also authorize the Dean (Students Welfare) to recommend to the Vice-Chancellor for the implementation of the decision. The student concerned may appeal to the Vice-Chancellor, whose decision will be the final.

28. RAGGING

Ragging in any form is a criminal and non-bail able offence in our country. The current State and Central legislations provide stringent punishments including imprisonment. Once the involvement of a student(s) is established in ragging, offending fellow students/staff, harassment of any nature to the fellow students/staff etc. the student(s) will be liable to be dismissed from the University, as per the laid down procedures of the UGC / Govt. /Institute. Every senior student of the University, along with their parent, shall give an undertaking every year in this regard and the same should be submitted at the time of Registration.

29. POWER TO MODIFY

Notwithstanding all that has been stated above, the Academic Council is vested with powers to modify any or all the above regulations from time to time, if required, subject to the approval by the Board of Studies and Final approval by Vice-Chancellor.

30. EXIT POINT

As per NEP

33. NC/CREDIT COURSE

For non-credit courses 'Satisfactory' or "Unsatisfactory' shall be indicated instead of the letter grade and this will not be counted for the computation of SGPA/CGPA.

32. ANY OTHER HEADING AS PER YOUR PROGRAM-

NA

Evaluation Scheme

MASTERS IN BUSINESS ADMINISTRATION
Effective from Batch (2025-27)



MBA Evaluation Scheme
(Year: I / Semester: I)

Sl. No.	Subject Code	Subject Title	Course Category	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
1	MBA-R101	Principles & Practices of Management	Core	4	0	0	25	75	100	3
2	MBA-R102a	Data Analysis & Decision Tools	Core	4	0	0	25	75	100	3
3	MBA-R103a	Economics for Managers	Core	4	0	0	25	75	100	3
4	MBA-R104a	Accounting for Managers	Core	4	0	0	25	75	100	3
5	MBA-R105a	Marketing Management	Core	4	0	0	25	75	100	3
6	MBA-R106a	Organizational Behavior	Core	4	0	0	25	75	100	3
7	MBA-R109	Computer & I.T. Skills	AECC	4	0	0	25	75	100	3
8	MBA-R110a	Business Communication & Professional Etiquette-I	SEC	2	0	0	25	0	25	2
9	MBA-R111	Social Media and Web Analytics	VAC	2	0	0	15	35	50	2
10	NECC-111	Industrial Visit	SEC	0	0	2	25	0	25	0
11	NECC-112	University Social Responsibility	SEC	0	0	2	25	0	25	0
12	SPT-PC-111(as per annexure)	SPORTS	SEC	0	0	2	25	0	25	1
Total				**32**	**0**	**06**	**290**	**560**	**850**	**26**

MBA Evaluation Scheme
(Year: I / Semester: II)

Sl. No.	Subject Code	Subject Title	Course Category	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
1	MBA-R210a	Corporate Environment & Legislation	Core	4	0	0	25	75	100	3
2	MBA-R202a	Human Resource Management	Core	4	0	0	25	75	100	3
3	MBA-R204a	Corporate Finance	Core	4	0	0	25	75	100	3
4	MBA-R205a	Management Accounting	Core	4	0	0	25	75	100	3
5	MBA-R206a	Production & Operation Management	Core	4	0	0	25	75	100	3
6	MBA-R209a	Research Methodology	Core	4	0	0	25	75	100	3
7	MBA-R213	Innovation Management	Core	4	0	0	25	75	100	3
8	MBA-R212	B. Communication & Professional Etiquette-II	SEC	3	0	0	25	0	25	2
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	3	0	0	50	0	50	2
12	SPT-PC-211(as per annexure)	SPORTS	SEC	0	0	2	25	0	25	0
TOTAL				**34**	**0**	**06**	**335**	**525**	**850**	**25**

MBA EVALUATION SCHEME
(Year: II / Semester: III)

Sl. No.	Subject Code	Subject Title	Course Category	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
1	MBA-R301	Strategic Management	Core	4	0	0	25	75	100	3
2	MBA-R303	Summer Training	RP	0	0	8	50	100	150	4
3	UVE-301	Universal Human Values & Professional Ethics	AECC	3	0	0	15	35	50	3
4	MBA-RMK01	Consumer Behaviour& Marketing Communication	DSE 1	4	0	0	25	75	100	3
5	MBA-RMK02	Sales & Distribution Management	DSE 2	4	0	0	25	75	100	3
6	MBA-RFM01	Security Analysis & Investment Management	DSE 1	4	0	0	25	75	100	3
7	MBA-RFM02	Tax Planning & management	DSE 2	4	0	0	25	75	100	3
8	MBA-RHR01	Performance, Reward & Talent Management	DSE 1	4	0	0	25	75	100	3
9	MBA-RHR02	Industrial Relation & Labour Laws	DSE 2	4	0	0	25	75	100	3
10	MBA-RSL01	Supply Chain Management	DSE 1	4	0	0	25	75	100	3
11	MBA-RSL02	Materials Management	DSE 2	4	0	0	25	75	100	3
12	MBA- RIB01	International Marketing	DSE 1	4	0	0	25	75	100	3
13	MBA-RIB02	Export Import Documentation	DSE 2	4	0	0	25	75	100	3
14	MBA- RIT01	Cloud Computing	DSE 1	4	0	0	25	75	100	3
15	MBA-RIT02	ERP	DSE 2	4	0	0	25	75	100	3
16	MBA-R304	Indian Knowledge System	VAC	3	0	0	15	35	50	2
17	NECC-223	MOOCS	DSE	3	0	0	50	0	50	2
TOTAL				**29**	**0**	**8**	**255**	**545**	**800**	**26**

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)

MBA EVALUATION SCHEME
(Year: II / Semester: IV)

Sl. No.	Subject Code	Subject Title	Course Type	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
1	MBA-R401	Corporate Governance & Ethics	Core	4	0	0	25	75	100	3
2	MBA-R403	Project Study	RP	6	0	16	50	100	150	14
3	MBA-RMK03	Digital Marketing	DSE 3	4	0	0	25	75	100	3
4	MBA-RMK04	Marketing of Services	DSE 4	4	0	0	25	75	100	3
5	MBA-RFM03	Financial Derivatives	DSE 3	4	0	0	25	75	100	3
6	MBA-RFM04	Micro Finance & Rural Credit	DSE 4	4	0	0	25	75	100	3
7	MBA-RHR03	Negotiation & Conflict Management	DSE 3	4	0	0	25	75	100	3
8	MBA-RHR04	Leadership and Personality Development	DSE 4	4	0	0	25	75	100	3
9	MBA-RSL03	Production Planning & Control	DSE 3	4	0	0	25	75	100	3
10	MBA-RSL04	Contract and Project Management	DSE 4	4	0	0	25	75	100	3
11	MBA-RIB03	Cross Cultural Management	DSE 3	4	0	0	25	75	100	3
12	MBA-RIB04	International Banking & Forex	DSE 4	4	0	0	25	75	100	3
13	MBA-RIT03	System Analysis & Design	DSE 3	4	0	0	25	75	100	3
14	MBA-RIT 04	DBMS	DSE 4	4	0	0	25	75	100	3
TOTAL				**26**	**0**	**16**	**175**	**475**	**650**	**29**

Specialization – Marketing (Papers MBA-RMK 03& MBA-RMK 04),
Finance (Papers MBA-RFM 03& MBA-RFM 04)
HRM (Papers MBA-RHR 03& MBA-RHR 04)
IB (Papers MBA-RIB 03& MBA-RIB 04)
IT (Papers MBA-RIT 03& MBA-RIT 04)
Supply chain & Logistics Management (Papers MBA-RSL 03& MBA-RSL 04)

Format-1

NEP-2020 IMPLEMENTATION 3 STEPS PLAN (FORMAT-1, 2 & 3) **Format -1**

CBCS: Statement of Credits distribution

College/School: School of Commerce & Management **Programme: Master in Business Administration (MBA)** **Duration: PG (4 Sem.)**	**Credit range: 107**

COURSE	CREDIT	SEMESTER	CORE (Th 4+P 2) Major	DSE (Th 4+P 2) Minor	AECC (Th 3)	SEC **	GE (Th 4) Inter disciplinary	General Elective (2)	Value Added Course (VAC) (2)	Industrial Training/ Survey / Research Project (4)	Total Credits
Master of Business Administration	**1ST Year**	**I**	Principles & Practices of Management MBA-R101 (C=3) Data Analysis & Decision Tools MBA-R102a (C=3) Economics for Managers MBA-R103a(C=3) Accounting for managers MBA-R104a(C=3) Marketing Management MBA-R105a(C=3) Organization Behaviour MBA-R106a(C=3)		Computer & I.T. Skills MBA-R109 (C=3)	Business Communication & Professional Etiquettee-I MBA-R110a (C=2) Industrial Visit NECC 111 (C=0) University Social Responsibility NECC 112 (C=0) Sports SPT-PC-111(C=1			Social Media and Web Analytics MBA-R111(C=2)		26

		II	Corporate Environment & Legislation MBA-N201a (C=3) Human Resource Management MBA-R202a(C=3) Corporate Finance MBA-R204a(C=3) Management Accounting MBA-R205a(C=3) Production & Operation Management MBA-R206a(C=3) Research Methodology MBA-R209a(C=3) Innovation Management MBA-R213 (C=3)	MOOCS NECC-123 (C=2)		Business Communication & Professional Etiquette-2 MBA-R212 (C=2) Industrial Visit NECC 121 (C=0) University Social Responsibility NECC 122 (C=0) Sports SPT-PC-211(C=0)					25

	2nd Year	**III**	Strategic Management MBA-R301(C=3)	MOOCS NECC-223 (C=2) Consumer Behaviour & Marketing Communication MBA-RMK 01 (C=3) Sales & Distribution Management MBA-RMK 02 (C=3) Security Analysis & Investment Management MBA-RFM 01 (C=3) Tax Planning & Management MBA-RFM 02 (C=3) Performance, Reward & Talent Management MBA-RHR 01 (C=3) Industrial Relation & Labour Laws MBA-RHR 02 (C=3)	Universal Human Values & Professional Ethics UVE-301 (C=3)				Indian Knowledge System MBA-R304 (C=2)	Summer Training MBA-R303 (C=04)	26

				Supply Chain Management MBA-RSL 01 (C=3) Material Management MBA-RSL 02 (C=3) International Marketing MBA-NIB 01 (C=3) Export Import Documentation MBA-NIB 02 (C=3) (4*3= 12 Cr) **Student will choose Any Two Specialization**							
		IV Sem	Corporate Governance & Ethics MBA-R401(C=3)	**choose Any Two Specialization** Digital Marketing MBA-NMK 03 (C=3) Marketing of Services MBA-RMK04(C=3) MBA-Financial Derivatives RFM03(C=3)						Project Study MBA-N403 (C=14)	29

				Micro Finance & Rural Credit MBA-RFM04(C=3) Negotiation & Conflict Management MBA-RHR03(C=3) MBA-Leadership and Personality Development RHR04(C=3) Production Planning & Control MBA-RSL03(C=3) Contract and Project Management MBA-RSL04(C=3) Cross Cultural Management MBA-RIB03(C=3) International Banking & Forex MBA-RIB04(C=3) System Analysis & Design							

				MBA-RIT03(C=3) DBMS MBA-RIT04(C=3) (4*3= 12 Cr) **Student will choose Any Two Specialization**							

Format-2

Format-2

Programme	Year	Semester (15 weeks)	Paper	Credit	Periods per Week	Periods (Hours) per Semester	Paper Title	Unit (Periods per semester)	Prerequisite	Elective (For other faculty)
Master of Business Administration	FIRST YEAR	SEMESTER -I	i) MBA-R101	3	4 Th	45	i) Principles & Practices of Management	5	NA	NA
			ii)MBA-R102a	3	4 Th	45	ii) Data Analysis & Decision Tools	5		
			iii) MBA-R103a	3	4 Th	45	iii) Economics for Managers	5		
			iv) MBA-R104a	3	4Th	45	iv) Accounting for Managers	5		
			v) MBA-R105a	3	4Th	45	v) Marketing Management	5		
			vi) MBA-R106a	3	4Th	45	vi) Organizational Behavior	5		
			vii) MBA-R109	3	4 Th	45	vii) Computer & I.T. Skills	5		
			viii) MBA-R110a	2	3Th	30	viii) Business Communication & Professional Etiqutte-I	5		
			ix) MBA-111	2	3Th	30	ix) Social Media & Web Analytics	5		
			x) NECC-111	0	2P	20	x) Industrial Visit	5		
			xi) NECC-112	0	2P	20	xi) University Social Responsibility			
			xii) SPY-111	1	2P	20	xii) SPORTS			
		SEMESTER - II	i) MBA-N210a	3	4 Th	45	i) Corporate Environment & Legislation	5	NA	NA
			ii) MBA-R202a	3	4 Th	45	ii) Human Resource Management	5		
			iii) MBA-N204a	3	4 Th	45	iii) Corporate Finance	5		
			iv) MBA-R205a	3	4 Th	45	iv) Management Accounting	5		
			v) MBA-R206a	3	4 Th	45	v) Production & operation Management	5		
			vi) MBA-R209a	3	4 Th	45	vi) Research Methodology	5		
			vii) MBA-R213	3	4 Th	45	vii) Innovation Management	5		
			viii)MBA-N212	2	3 Th	30	viii) Business Communication & Professional Etiqutte-II	5		
			ix) NECC-121	0	2P	30	ix) Industrial Visit			
			x) NECC-122	0	2P	30	x) University Social Responsibility			
			xi) NECC-123	2	2P	30	xi) MOOCS			
			xii) SPT-PC-211	0	2P	30	xii) SPORTS			
***Dissertation report will be evaluated by external & internal examiners & Research topic may be selected from the main core paper**										

Programme	Year	Semester (15 weeks)	Paper	Credit	Periods per Week	Periods (Hours) per Semester	Paper Title	Unit (Periods per semester)	Prerequisite	Elective (For other faculty
Universal Human Values & Professional Ethics		**SEMESTER -III**	i) MBA-R301	3	4Th	45	i) Strategic Management	5		
			ii) MBA-R304	2	3 RD	30	ii) Indian Knowledge System	5		
			iii) UVE-301	3	3RD	45	iii) Universal Human Values & Professional Ethics	5		
			iv) MBA-RMK01	3	4^{Th}	45	iv) Consumer Behaviour & marketing Communication	5		
			v) MBA-RMK02	3	4Th	45	v) Sales & Distribution Management	5		
			vi) MBA-RFM01	3	4Th	45	vi) Security Analysis & Investment Management	5		
			vii) MBA-RFM02	3	4Th	45	vii) Tax planning & management	5		
			viii) MBA-RHR01	3	4Th	45	viii) Performance, Rewards & Talent Management	5		
			ix) MBA-RHR02		4Th	45	ix) Industrial Relation & Labour Laws	5		
			x) MBA-RSL01	3	4Th	45	x) Supply Chain Management	5		
			xi) MBA-RSL02	3	4Th	45	xi) Material Management	5		
			xii)MBA-RIB01	3	4Th	45	xii) International Marketing	5		
			xiii) MBA-RIB02	3	4Th	45	xiii) Export Import Documentation	5		
			xiv) MBA-RIT01	3	4Th	45	xiv) Cloud Computing	5		
			xv) MBA-RIT02	3	4Th	45	xv) ERP	5		
			Student will choose Any Two Specialization with two paper each	3						
			NECC-223	2	3Th	30	xvii) MOOCS			
	SECOND		*Research project/ Industry Training/ Internship Survey MBA-R303	04	8P		xviii)Summer Training			

		SEMESTER - IV	i) MBA-R401 ii) MBA-RMK03 iii) MBA-RMK04 iv) MBA-RFM03 v) MBA-RFM04 vi) MBA-RHR03 vii)MBA-RHR04 viii) MBA-RSL03 ix)MBA-RSL04 x) MBA-RIB03 xi) MBA-RIB04 xii) MBA-RIT03 xiii) MBA-RIT04 **Student will choose Any Two Specialization with two paper each**	3 3 3 3 3 3 3 3 3 3 3 3 3	4Th 4Th 4Th 4Th 4Th 4Th 4Th 4Th 4Th 4Th 4Th 4Th 4Th	45 45 45 45 45 45 45 45 45 45 45 45 45	i) Corporate Governance & Ethics ii) Digital marketing iii) Marketing of Services iv) Financial Derivatives v) Micro Finance & Rural Credit vi) Negotiation & Conflict Management vii)Leadership and Personality Development viii) Production Planning & Control ix) Contract & Project Management x) Cross Cultural Management xi) International Banking & Forex xii) System Analysis & Design xiii) DMBS	5 5 5 5 5 5 5 5 5 5 5 5 5 5		
			*Research project/ Industry Training/ Internship Survey xv) MBA-R403	14	6^{Th}+16P		xv) Project Study			
***Research topic is to be selected from main core paper.**										

Format-3

MBA Evaluation Scheme
MBA (Year: I / Semester: I) (w.e.f. Session 2025).

Sl. No.	Subject Code	Subject Title	Course Category	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
1	MBA-R101	Principles & Practices of Management	Core	4	0	0	25	75	100	3
2	MBA-R102a	Data Analysis & Decision Tools	Core	4	0	0	25	75	100	3
3	MBA-R103a	Economics for Managers	Core	4	0	0	25	75	100	3
4	MBA-R104a	Accounting for Managers	Core	4	0	0	25	75	100	3
5	MBA-R105a	Marketing Management	Core	4	0	0	25	75	100	3
6	MBA-R106a	Organizational Behavior	Core	4	0	0	25	75	100	3
7	MBA-R109	Computer & I.T. Skills	AECC	4	0	0	25	75	100	3
8	MBA-R110a	Business Communication & Professional Etiquette-I	SEC	2	0	0	25	0	25	2
9	MBA-R111	Social Media and Web Analytics	VAC	2	0	0	15	35	50	2
10	NECC-111	Industrial Visit	SEC	0	0	2	25	0	25	0
11	NECC-112	University Social Responsibility	SEC	0	0	2	25	0	25	0
12	SPT-PC-111(as per annexure)	SPORTS	SEC	0	0	2	25	0	25	1
Total				**32**	**0**	**06**	**290**	**560**	**850**	**26**

MBA Evaluation Scheme
(Year: I / Semester: II)

Sl. No.	Subject Code	Subject Title	Course Category	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
1	MBA-R210a	Corporate Environment & Legislation	Core	4	0	0	25	75	100	3
2	MBA-R202a	Human Resource Management	Core	4	0	0	25	75	100	3
3	MBA-R204a	Corporate Finance	Core	4	0	0	25	75	100	3
4	MBA-R205a	Management Accounting	Core	4	0	0	25	75	100	3
5	MBA-R206a	Production & Operation Management	Core	4	0	0	25	75	100	3
6	MBA-R209a	Research Methodology	Core	4	0	0	25	75	100	3
7	MBA-R213	Innovation Management	Core	4	0	0	25	75	100	3
8	MBA-R212	B. Communication & Professional Etiquette-II	SEC	3	0	0	25	0	25	2
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	3	0	0	50	0	50	2
12	SPT-PC-211(as per annexure)	SPORTS	SEC	0	0	2	25	0	25	0
TOTAL				**34**	**0**	**06**	**335**	**525**	**850**	**25**

Foramt-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: PG(R) **Class: MBA**	**Year: I** **Semester: I**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: PRINCIPLES AND PRACTICES OF MANAGEMENT**
Course Code: MBA-R101	**Title: PRINCIPLES AND PRACTICES OF MANAGEMENT**

Course Objectives:

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 / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1
Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3Credits)

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.	9
II	Introduction to Management Functions; Planning: Nature, Scope, Objectives and Significance of Planning, Types of Planning, Level 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.	9
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	9
IV	Controlling: Concept, Types of Control, Methods of control – (Pre-control, Concurrent Control, Post control), The Quality Concept, Factors	9

	affecting Quality, Developing a Quality Control System, Total Quality Control.	
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	9

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: Mc. Graw Hill.
3. Robbins. (2016). *Fundamentals of Management*. New Delhi, India: Pearson.
4. Koontz, H & Weihrich, H. (2015). *Essentials of Management*. New Delhi, India: Mc. Graw 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: Graduation

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 approach stores solve 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.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: PG(R) **Class: MBA**	**Year: I** **Semester: I**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: DATA ANALYSIS AND DECISION TOOLS**
Course Code: MBA-R102a	**Title: DATA ANALYSIS AND DECISION TOOLS**

Course Objectives:

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 / 3 Credits

L: 45,
T: 0,
P: (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week= 3 Credits)

Unit	Contents	No. of Lectures Allotted
I	Statistics and its importance for managers, Descriptive statistics: Tools & Techniques Applications of inferential statistics in managerial decision making, Measures of central tendency: Mean, Median and Mode and their managerial applications.	9
II	Measures of Dispersion: Concept and Significance Range, Mean deviation, Standard deviation, Coefficient of Variation & its application in organization, Skewness and Kurtosis, Percentiles & Quartiles.	9
III	Introduction to correlation: Concept, Significance, and Types Karl Pearson coefficient of correlation: Calculation and Interpretation Spearman Rank correlation, Regression equations: Estimation & Interpretation and their application: Concept and Managerial Applications method of least squares, line of best fit.	9
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;	9
V	Introduction to Hypothesis Testing, Errors in hypothesis testing: Type I and Type II Errors, Parametric test: t-test, f-test, z-test, Non parametric test chi-square (χ^2) test.	9

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: Graduation

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.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: PG(R) **Class: MBA**	**Year: I** **Semester: I**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: ECONOMICS FOR MANAGERS**
Course Code:MBA-R103a	**Title: ECONOMICS FOR MANAGERS**

Course Objectives:

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 / 3 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week= 3 Credits)

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.	9
II	**Demand Analysis and Estimation** - Types of Demand, Determinants of demand, Demand Function, Demand Schedule, Demand curve, Law of Demand: Assumptions and Significance Exceptions to the law of Demand, Movements 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.	9
III	Production and Cost: The Production Function, Returns to Scale, Profit Maximization, Relationships, Input Demand Function, Derivation of Cost Curves, Short Run, Long-Run.	9
IV	Market Structure: Profit Maximization under Different Market Structures, Perfect Competition, Monopoly: Features, Price and Output Determination Barriers to entry, Price Discrimination: Types, conditions, Other Pricing Strategies of Firms, Monopolistic Competition: Product Differentiation and	9

	Price Determination, Oligopoly	
V	Introduction to National Income; National Income Concepts–Determination; Inflation-Types & Causes; Macro-Economic Environment-Economic Transition in India-A quick Review-Liberalization, Privatization and Globalization-Business and Government - Public-Private Participation (PPP), Role of Central bank-Monetary policy, Industrial policy, NPA, Foreign Investment (FDI & FII)	9

Reference / Text Books:

1. Geetika, Ghosh P., & Roy Chowdhury, P. (2017). Managerial Economics (3rd ed.). Mc. Graw 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

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: Graduation

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.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: PG(R) **Class: MBA**	**Year: I** **Semester: I**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: ACCOUNTING FOR MANAGERS**
Course Code: MBA-R104a	**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 / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week= 3 Credits)

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.	9
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, Opening Entry, Compound Entry, Trial balance-Concept, need and Preparation of Trial Balance, Cash Book–Meaning, Importance, Types of Cash Book-Simple Cash Book, Two Column Cash Book, Three Column Cash Book and Petty Cash Book, Subsidiaries book: meaning, types & importance 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 Need for Charging Depreciation, Methods employed including numerical problems–Straight Line Method, Diminishing Balance Method and Annuity Method	9
IV	Cash Flow Statement-Concept, Need and Preparing a statement of Cash Flows. Fund Flow statement- Concept, Need, Preparing a statement of Fund	9

	Flow, Difference between cash flow statement and fund flow statement.	
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 Statement; Comparative Statements- Comparative Balance Sheet & Comparative Income Statement.	8

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.). Mc. Graw-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 Mc. Graw 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: Graduation

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.
CO3. 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.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: PG(R) **Class: MBA**	**Year: I** **Semester: I**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: MARKETING MANAGEMENT**
Course Code: MBA-R105a	**Title: MARKETING MANAGEMENT**

Course Objectives:

1. To assess market opportunities by analyzing customers, competitors, collaborators context and the strengths 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 there commendations of your class mates 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 / 3 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3Credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction to Marketing: Nature and Scope of Marketing, Marketing Concepts, Customer Value: Functional value, Psychological value, Social value, Holistic Marketing. Marketing Environment: Understanding the impact of Macro and Micro environment on Marketing, International Marketing.	9
II	Identifying and Selecting Markets: Consumer Buying Behavior, Institutional Buying Behavior, Market Segmentation, Targeting and Positioning, Marketing Mix, Marketing Research and Market Information system, Marketing Planning Process: Competitor analysis, strategies for market	9
III	Product Mix Strategies: Product, Planning and Development, Product Life Cycle, New Product development, NPD process, Branding, Packaging and Labeling, Designing Pricing Strategies: Setting Price, Factors affecting Price Price Discrimination, Channels of Distribution: Designing Distribution Channels, Channel function & types	9
IV	Marketing Communication: Role of Promotion in Marketing, Integrated Marketing Communication, Determining Promotional Mix, Advertising, Sales Promotion, Public Relations, Personal Selling and Sales Management, Digital promotion, User generated content promotion	9
V	Trends in Marketing: Service Marketing, Social Media Marketing, Green	9

	Marketing, Customer Relationship Management, Rural marketing, Retailing, Wholesaling, Public selling and current & emerging trends in marketing: Role of AI in marketing, Marketing Analytics	

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 Mc. Graw-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 Mc. Graw 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: Graduation

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.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: PG(R) **Class: MBA**	**Year: I** **Semester: I**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: ORGANIZATIONAL BEHAVIOUR**
Course Code: MBA-R106a	**Title: ORGANIZATIONAL BEHAVIOUR**

Course Objectives:

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 / 3 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3Credits)

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.	9
II	Perception and Attribution: Concept, Process and Management Applications of Perception; Personality: Concept, Nature, Types and Theories of Personality, Application of personality theory in organization Attitudes: Types, Components, Attitude change. Learning: introduction and theories & their application in organization	9
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 behavior: Meaning of Interpersonal Behavior & Interpersonal skills, Transactional Analysis, Johari Window, Leadership style in Indian organization, Emotional Intelligence	9
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, Strategies for developing high performance team Effectiveness Leadership Model;	9

	Work life balance: Strategies for Individuals and Organizations	
V	Organizational Change: Kurt Lewin Model of change, Role of a Change Agent: Driving, Facilitating, and Sustaining Change Knowledge Management: Harnessing Organizational Intelligence for Competitive Advantage Emotional Intelligence.	9

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: Graduation

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 behavioral approach to Managerial decision-making

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: PG(R) **Class: MBA**	**Year: I** **Semester: I**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: COMPUTER & I.T. SKILLS**
Course Code: MBA-R109	**Title: COMPUTER & I.T. SKILLS**

Course Objectives:

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 / 3 Credits

L: 45
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3Credits)

Unit	Contents	No. of Lectures Allotted
I	Features and capabilities of computers, Components of a computer system, Classification of computers, Concept of Hardware and Software (Input and Output units, Central Processing Unit (CPU), Types of Monitors, Printers, Plotters, Scanners), Computer Languages (Basic features, Classification, Applications in business), Operating Systems (Basic features, Types and components, System software vs. Application software, Operations of Windows OS such as Creating and naming files and folders, Copying, renaming, and deleting files and folders, Searching for files and folders, Installing applications, Creating shortcuts on the desktop, Overview of Control Panel, Taskbar functionalities.	9
II	Overview of CMIE and its role in economic monitoring, Types of databases offered by CMIE (Prowess, Cap Ex, Consumer Pyramids, Industry Outlook, etc.), Company Financials Analysis (Prowess): Accessing company financial statements and reports, Analyzing key financial ratios and performance metrics, Comparative analysis of companies within the same industry.	9
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.	9

IV	Presentations using MS Power Point: 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.	9
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.	9

Reference / Text Books:

- Rajaraman, V. (2018*). Introduction of Information Technology*, New Delhi, India: PHI.
- ITL ESL .(2012). *Introduction to Information Technology*. New Delhi, India: Pearson.
- Lalit, M. (2017*). Introduction to Computers*. New Delhi, India: Notion Press.
- Brian, O. (2017*). Management Information System*. New Delhi, India: Mc. Graw 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: Graduation

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.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: PG(R) **Class: MBA**	**Year: I** **Semester: I**
Credits: 2 **Theory: 2** **Practical: 0**	**Subject:BUSINESS COMMUNICATION & PROFESSIONAL ETIQUETTE-I**
Course Code: MBA-R110a	**Title: BUSINESS COMMUNICATION & PROFESSIONAL ETIQUETTE-I**

Course Objectives:

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: SEC

Minimum Passing Marks/Credits: 40% Marks / 2 Credits

L: 30,
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit

Unit	Contents	No. of Lectures Allotted
I	Introduction to Communication: Communication process, Basics of Communication (7Cs), Listening Skills, Models in communication, Strategies for Effective Listening Verbal and Non-Verbal communication, Communication channels. Barriers of communication, Interpersonal Communication	6
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.	6
III	Nonverbal communication: Body Language, Gestures, Postures, Facial Expressions, Dress codes in professional setting, The Cross Cultural Dimensions of Business Communication: High-context vs. Low-context cultures (e.g., Japan vs. USA), Misinterpretation of messages due to translation or cultural nuances.Business and social etiquettes: Greetings, gift-giving, dining etiquette, and dress codes across cultures. Forms of non-verbal communication, Interpreting body-language cues, Kinesics, Proxemics,	6

	Chronemics, Effective use of body language	
IV	Presentation Skills : Skills and Strategies for effective Presentations, Creating an effective PPT and delivering it, Public Speaking, Extempore, Group discussion: Types of group discussion	6
V	Time Management: the Concept and importance of Time Management, Managing Yourself and Identifying your priorities, Linking time to tour objectives: short and long term, Using planning and scheduling techniques, Tools of time management	6

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	-
Total:	**25**

Prerequisites for the course: Graduation

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. Understanding the nuances of presentation and speech delivery
CO5. Exposure and training of technical writing, responsibilities of a communicator, Ethical Issues and Legal Issues
CO6. Student will be equipped with necessary Time Management Skills.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: PG(R) **Class: MBA**	**Year: I** **Semester: I**
Credits: 2 **Theory: 2** **Practical: 0**	**Subject: SOCIAL MEDIA AND WEB ANALYTICS**
Course Code: MBA-R111	**Title: SOCIAL MEDIA AND WEB ANALYTICS**

Course Objectives:

1. To make students understand the role of social media data and analytics in helping organizations achieve their goals
2. To enable students to provide actionable and strategic recommendations based on thorough social media data analysis
3. To make students decode data and arrive at an effective social media strategy

Nature of Paper: VAC

Minimum Passing Marks/Credits: 40% Marks / 2 Credits

L:30
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit

Unit	Contents	No. of Lectures Allotted
I	Introduction to Social Media & Web Analytics Web sites, web apps, mobile apps and social media - Usability, user experience, customer experience, customer sentiments, web marketing, conversion rates, ROI, brand reputation, competitive advantages Web analytics and Web analytics 2.0 framework (click stream, multiple outcomes analysis, experimentation and testing, voice of customer, competitive intelligence, Insights)	6
II	Social media analytics Social media KPIs (reach and engagement) - Performing social media analytics (business goal, KPIs, data gathering, analysis, measure and feedback),	6
III	Web metrics and web analytics Pulse Metrics - Page views, Uptime, Latency, Seven-day active users) on business and technical issues Heart Metrics - Happiness, Engagement, Adoption, Retention, and Task success) on user behaviour issues; On-site web analytics, off-site web analytics, the goal-signal-metric process	6
IV	Data analysis language and tools Ready-made tools for Web and social media analytics - Key Google Analytics metrics, dashboard, social reports Statistical programming language (R), its graphical development environment (Deducer) for data exploration and analysis, and its social media analysis packages (R Google Trends, twitteR)	6
V	Case analysis User experience measurement cases and Web analytics cases	6

Reference / Text Books:

1. Marxhall Sponder. (2011): Social Media analytics: Effective Tools for building interpreting. McGraw Hills.
2. Ganis and Kohirker (2016). Social Media Analytics.). Pearson.
3. Vishnuprasad Nagadevare (2019): Social Media & we Analytics. Springer.

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	5
2) Presentations /Seminar	5
3)Assignments	5
4) Research Project Report Seminar On Research Project Report	-
5) ESE	35
Total:	**50**

Prerequisites for the course: Graduation

Course Learning Outcomes:

CO1. Provide an overview of the importance of analytics in the context of social media and websites, emphasizing the role of data - driven decision – making.
CO2. Familiarize participants with fundamental metrics used in web analytics and social media analytics, such as traffic sources, page views, engagement rates, click-through rates, and conversions.
CO3. Define and understand key performance indicators (KPIs) for social media and web analytics.
CO4. Learn how to set up and track conversions on websites and social media platforms and understand the customer journey and optimize for conversion goals.
CO5. Understand the concepts of social listening and monitoring and use tools to monitor brand mentions, track sentiment, and stay informed about industry trends
CO6. Analysis impact of social media on the various business function and growth.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: II

Programme: PG(R) **Class: MBA**	**Year: I** **Semester: II**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: CORPORATE ENVIRONMENT & LEGISLATION**
Course Code: MBA-R210a	**Title: CORPORATE ENVIRONMENT & LEGISLATION**

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 / 3 Credits

L:45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3Credits)

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 **Indian Legal System:** Introduction to Law, Legal Terminology, Sources of law, Salient Features of Constitution of India.	9
II	**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. **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.	9
III	**Companies Act, 2013:** Introduction, Definition and Characteristics, Classification of Companies, Incorporation of a Company, Share Capital,	9

	Company management, Meetings, Resolution, CSR policy	
IV	**Information Technology Act, 2000:** Background, Salient Features, Digital Signature, Electronic Governance, Cyber Laws, Penalties for Offences, Data Protection and Privacy Laws (Digital Personal Data Protection Act, 2023), Cyber security Policies in India (National Cyber Security Policy updates) **Societal Environment:** Social Responsibility of Business; Business Ethics; Labour Welfare and Social Security; Consumer Rights & Consumer Protection; Corporate Governance.	9
V	**Intellectual Property Rights:** Meaning and Scope of Patent Act and Amendments of WTO Agreements, Rights of Patentee, Infringement, Remedies, Trademarks, Copyright, IPR in Digital and AI Era**:** Ownership of AI-generated content, copyright challenges in AI art. **Competition Act, 2002:** Meaning & Scope of Competition Act, Salient Features of Competition Act, Offences and Penalties under the Act, Digital Economy & Competition Law: E-commerce and anti-competitive practices (e.g., predatory pricing, deep discounting), Latest CCI orders against tech giants and online platforms.	9

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: Graduation

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: 3 **Theory: 3** **Practical: 0**	**Subject: HUMAN RESOURCE MANAGEMENT**
Course Code: MBA-R202a	**Title: HUMAN RESOURCE MANAGEMENT**

Course Objectives:

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 / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit, (4Hrs./Week= 3 Credits)

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.	9
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.	9
III	**Job Analysis:** Meaning, Process, Job Description, Job Specification, and Competency Mapping, Recruitment: Policy, Methods, E-Recruitment, and Social Media Hiring, Selection Process: Application Design, Interviews, Tests, and Assessment Centres, Modern Selection Techniques: Psychometric Tests, Gamified Assessments, and AI-based Screening, Offer of Employment, Onboarding, and Induction Programs , Training and Development: Purpose, Process, and Strategic Importance, Training Design and Methods: On-the-Job, Off-the-Job, ADDIE Model, E-Learning, and LMS	9

IV	Performance Appraisal: Definition, Purpose of appraisal, Procedures and traditional as well as modern techniques of performance appraisal, Performance management system (PMS), Compensation Administration: Nature and Objectives of compensation, 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.	9
V	Employee Welfare: Concept, Measures, Intra-mural Facilities, Extra-mural Facilities,. Green HRM. Separation: Promotion, Transfer, lay-off, retrenchment, resignation, dismissal, Strategic HRM, HR Analytics, HR in ESG (Environmental, Social, Governance	9

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	-
5) ESE	75
Total:	**100**
Prerequisites for the course: Graduation	

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: 3 **Theory: 3** **Practical: 0**	**Subject: CORPORATE FINANCE**
Course Code: MBA-R204a	**Title: CORPORATE FINANCE**

Course Objectives:

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 / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week= 3 Credits)

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 Manager, Objectives of Financial Management-Profit Maximization vs. Wealth Maximization, Business Ethics and Social Responsibility, Time Value of Money concept.	9
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	9
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.	9
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.	9

V	Working Capital Management – Meaning, Types, Factors affecting need for working capital requirement, Operating Cycle, Working Capital Policies, Inventory management- Tools & Techniques of inventory management; Cash management, Cash management model; Receivables management.	9

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 Mc. Graw 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.). Mc. Graw 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: Graduation

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) **Class: MBA**	**Year: I** **Semester: II**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: MANAGEMENT ACCOUNTING**
Course Code: MBA-R205a	**Title: MANAGEMENT ACCOUNTING**

Course Objectives:

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 / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3Credits)

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. .	9
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, Assumptions & limitations, Cost-Volume-Profit Analysis, Determination of breakeven point, margin of safety, Various decision-making problems,	9
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.	9
IV	Standard Costing: Introduction, Definition of standard costing, Meaning, Advantages of standard costing, Developing or setting standards, calculation of	9

	Material Variance, Labour Variance, and Overhead Variance, and its applications and implication.	
V	Cost Management: Activity-based approaches to management and cost analysis, Advantages & steps in activity based costing, Analysis of common costs in manufacturing and service industry, Techniques for profit improvement, cost reduction, tools & techniques of cost reduction and value analysis, Target costing: Process, Responsibility accounting	9

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: Graduation

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: 3 **Theory: 3** **Practical: 0**	**Subject: PRODUCTION & OPERATION MANAGEMENT**
Course Code MBA-R206a	**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 / 3 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3Credits)

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.	9
II	Facilities location: Introduction, Location Planning Process, Globalization of operations & location strategies factors affecting location decisions: economic, Political, Environmental, and Technological Factors, location planning methods. Facility or Layout Planning and Analysis: Introduction, Objectives and importance of Layout, Types of Layouts, Layout Planning, Modern Trends in Layout Planning, Lean Manufacturing and Just-in-Time (JIT) Layouts Evaluating Plant Layouts, Emerging Trends in Facility Location, E-commerce and Last-Mile Delivery Considerations	9
III	Introduction and Meaning of Quality Management, Dimensions of Quality of Quality Control Tools, Statistical Process Control (SPC), Process and Six	9

	Sigma., Total Quality Management (TQM), TQM – ISO 9000 as a Platform, Total Productive Maintenance (TPM), PDCA, KAIZEN.	
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 Considered while Scheduling, Scheduling in Services, Routing, Loading and Dispatching.	9
V	Just-In-Time: Introduction, Characteristics of JIT, Key Processes to Eliminate Waste, Implementation of JIT, Introduction to SCM: digital supply chains SCM Infrastructure, Technology in SCM – Use of AI, Block chain, and Big Data in Supply Chain Optimization Inventory; Inventory control Techniques. Value Engineering/Value Analysis: Concept and Importance of Value Engineering/Value Analysis, Steps, Tools, and Cost Reduction Strategies Lean operations and Toyota Production System, JIT in Modern Context – Integration with Digital Tools, IoT, and Industry 4.0, Sustainable Lean Manufacturing – Green Lean, Circular Economy Practices, global supply chain challenges and risk management (post-COVID, geopolitical risks).	9

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: Graduation

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: 3 **Theory: 3** **Practical: 0**	**Subject: RESEARCH METHODOLOGY**
Course Code: MBA-R209a	**Title: RESEARCH METHODOLOGY**

Course Objectives:

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 / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3Credits)

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	9
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	9
III	Sample Design and Field Work: Meaning, importance, and process of designing an appropriate sample Probability Sampling: Simple random, stratified, cluster, and systematic sampling and Non-Probability Sampling: Convenience, judgmental, quota, and snowball sampling, Sample Size determination, use of software Data collection: ethical considerations in data collection coding and data preparation, tabulation, Graphical presentation, sampling and non-sampling errors Hypothesis Testing and Data Analysis: Concepts, Parametric and Non-parametric Testing: t-test, z-test, ANOVA, chi-square, Mann-Whitney U test, Kruskal-Wallis test. Use of statistical Software; Univariate: Frequency distribution, measures of central tendency and dispersion Bivariate: Correlation,	9

	cross-tabulations, chi-square and Multivariate data analyses: Regression, factor analysis	
IV	Report Writing: Types of report, Format of writing the report , Ethical issues in Research, Ensuring ethical use of AI tools in data collection, analysis, and decision-making, data security in online surveys Plagiarism, plagiarism tools, Using APA style, Use of Artificial Intelligence in Research. 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.	9
V	Descriptive statistics: Frequency, mean, median, mode, choosing the right statistics. Statistical techniques: One sample and two sample t test, paired sample t test, one way analysis of variance.	9

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: Graduation

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.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: II

Programme: PG(R) **Class: MBA**	**Year: I** **Semester: II**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: INNOVATION MANAGEMENT**
Course Code: MBA-R213	**Title: INNOVATION MANAGEMENT**

Course Objectives:

1. To provide a basic understanding of innovation & its taxonomy.
2. To provide the understanding on other key concepts play in the new innovation management.
3. To solve problems and build innovations and ensure technology adoption and diffusion.
4. To successfully manage role of AI, block chain & digital technology in innovation.
5. To equip students with role of innovation in different industries.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3 Credits)

Unit	Contents	No. of Lectures Allotted
I	Definition of Innovation - Types of innovation (Product, Process, business model innovation, technical innovation, organization innovation), 4P's of innovation – barriers to innovation. Diffusion of innovation.	9
II	Innovation Management: Examines strategies for fostering innovation within organizations, open innovation, design thinking, and the management of technology and product development.	9
III	Business Models of Innovation – Blue ocean strategy, Disruptive innovation, Business model canvas, Digital models	9
IV	AI & innovation, Blockchain & innovation, Digital technology & innovation, Strategic innovation, Jugad innovation, Lean startup	9
V	Innovation in industries: Retail, Banking, Education, Entertainment, Hospitality	9

Reference / Text Books:

1. Innovation Management Dr. C.S.G. Krishnamacharyulu, Dr. Lalitha Ramakrishnan, Himalaya Publishing House.
2. Innovation Management: Strategies, Concepts & Tools for Growth & Profit, SAGE Publications India Pvt. Ltd.
3. Erik A. Rothand Scott D. Anthony, Clayton M. Christensen, "Seeing what's Next", Harvard Business School Press, Boston, 2004.
4. Technology & Innovation Management: Dubey Sanjiva Shankara 2nd Ed, PHI Learning.
5. Navi Radjou, Jaideep Prabhu and Simone Ahuja, "Jugaad Innovation, Jossey Bass", San

Francisco, 2012.	
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: Graduation	
Course Learning Outcomes: CO1. Restate the definitions and concepts of invention, design, research, technological development and innovation, processes and methods of creative problem solving. CO2. Able to understand innovation management and methods of creative problem solving. CO3. Strengthening the foundations of the various foundational models of innovation. CO4. Subject will provide an insight to the role of advance technology in innovation. CO5. Students will be able to understand the innovation in various industries. CO6. Student will be able to generate new ideas for innovation.	

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: II

Programme: PG(R) **Class: MBA**	**Year: I** **Semester: II**
Credits: 2 **Theory: 2** **Practical: 0**	**Subject: BUSINESS COMMUNICATION & PROFESSIONAL ETIQUETTE-II**
Course Code: MBA-R212	**Title: BUSINESS COMMUNICATION & PROFESSIONAL ETIQUETTE-II**

Course Objectives:
1. Develop skills to clear, engaging & persuasive presentation skills.
2. Enhance skills to contribute effectively and lead in group discussions.
3. Prepare for real-world interviews through simulated practice.
4. Develop strategies to manage stress effectively in a professional setting.
5. Master the norms and practices of professional behaviour and communication.

Nature of Paper: SEC

Minimum Passing Marks/Credits: 40% Marks / 2 Credits

L: 30,
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit

Unit	Contents	No. of Lectures Allotted
I	Introduction to Effective Presentations: Objectives of a presentation, Understanding the audience, Crafting a compelling introduction, body & conclusion, Designing effective slides and visual aids, Verbal and non-verbal communication, Managing stage presence and voice modulation, Individual presentations on assigned topics, Peer feedback sessions.	6
II	Principles of Group Discussion: Key elements of effective group interactions, Roles and responsibilities in discussions, How to present ideas clearly and assertively, Techniques for listening actively and responding constructively, Managing group dynamics, Encouraging participation and resolving conflicts, Group discussions on various case studies, Role-playing different group roles	6
III	Job Planning: Job search in Social networking sites, CV preparation, Cover letter, Interview Preparation: Researching the company and role, Crafting a personal pitch and common interview questions, Answering behavioral and situational questions, Demonstrating professionalism and confidence, Follow-up strategies and thank-you notes, Handling feedback and self-assessment, Mock interviews with peers or guest professionals, Constructive feedback sessions	6
IV	Understanding Stress: Causes and effects of stress in the workplace, Recognizing personal stress triggers, Time management and organizational	6

	skills, Relaxation techniques and mindfulness, Building a supportive network, Techniques for maintaining work-life balance, Stress management workshop, Personal stress management plans	
V	Business Etiquette Basics: Workplace norms and professional behavior, Dress code and personal grooming, Email and telephone etiquette, Networking and social interactions, Conducting and participating in meetings, Understanding formal and informal protocols, Navigating cross-cultural interactions, Respecting diversity in professional settings, Role-playing various professional scenarios, Etiquette workshops and simulations	6

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. "The Essentials of Business Etiquette" by Barbara Pachter.
4. "Presentation Zen: Simple Ideas on Presentation Design and Delivery" by Garr Reynolds.
5. "Crucial Conversations: Tools for Talking When Stakes Are High" by Kerry Patterson et al.

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	10
2) Presentations /Seminar	5
3) Assignments	10
4) Research Project Report Seminar On Research Project Report	-
5) ESE	-
Total:	**25**

Prerequisites for the course: Graduation

Course Learning Outcomes:

CO1. Develop understanding of well-organized and persuasive business documents such as reports and proposals.
CO2. Deliver engaging and effective presentations in various professional settings.
CO3. Apply professional etiquette to resolve conflict and handle difficult conversations.
CO4. Develop cross-cultural communication skills and sensitivity in diverse business environments.
CO5. Develop strategies for effective networking and relationship management.
CO6. Analyse business communication practice for continuous improvement.

MBA EVALUATION SCHEME
MBA Semester – III

Sl. No.	Subject Code	Subject Title	Course Category	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
1	MBA-R301	Strategic Management	Core	4	0	0	25	75	100	3
2	MBA-R303	Summer Training	RP	0	0	8	50	100	150	4
3	UVE-301	Universal Human Values & Professional Ethics	AECC	3	0	0	15	35	50	3
4	MBA-RMK 01	Consumer Behaviour & Marketing Communication	DSE 1	4	0	0	25	75	100	3
5	MBA-RMK 02	Sales & Distribution Management	DSE 2	4	0	0	25	75	100	3
6	MBA-RFM 01	Security Analysis & Investment Management	DSE 1	4	0	0	25	75	100	3
7	MBA-RFM 02	Tax Planning & management	DSE 2	4	0	0	25	75	100	3
8	MBA-RHR 01	Performance, Reward & Talent Management	DSE 1	4	0	0	25	75	100	3
9	MBA-RHR 02	Industrial Relation & Labour Laws	DSE 2	4	0	0	25	75	100	3
10	MBA-RSL 01	Supply Chain Management	DSE 1	4	0	0	25	75	100	3
11	MBA-RSL 02	Materials Management	DSE 2	4	0	0	25	75	100	3
12	MBA- RIB 01	International Marketing	DSE 1	4	0	0	25	75	100	3
13	MBA-RIB 02	Export Import Documentation	DSE 2	4	0	0	25	75	100	3
14	MBA- RIT 01	Cloud Computing	DSE 1	4	0	0	25	75	100	3
15	MBA-RIT 02	ERP	DSE 2	4	0	0	25	75	100	3
16	MBA-R304	Indian Knowledge System	VAC	3	0	0	15	35	50	2
17	NECC-223	MOOCS	DSE	3	0	0	50	0	50	2
TOTAL				**29**	**0**	**8**	**255**	**545**	**800**	**26**

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) **Class: MBA**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: STRATEGIC MANAGEMENT**
Course Code: MBA-R301	**Title: STRATEGIC MANAGEMENT**

Course Objectives:

1. To make students understand the role & importance of strategy in organization
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 / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3 Credits)

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.	9
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)	9
III	Strategy formulation. Generic competitive Strategic: Meaning of generic competitive strategies, Grand Strategies: Integration strategies, mergers & Acquisition, Disinvestment, liquidation.	9
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.	9
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.	9

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 Mc Graw 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. & Tampoe, 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

Paper Code: MBA-R303 **Course Credit: 4**
SUMMER TRAINING **Lecture: 08 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: 3 **Theory: 3** **Practical: 0**	**Subject: Universal Human Values and Professional Ethics**
Course Code: UVE-301	**Title: Universal Human Values and Professional Ethics**

Course Objectives:

1. To reinstate the rich cultural legacy and human values of which we are the custodians.
2. To focus on professional ethics which are broader indicators of desirable actions vis-à-vis undesirable actions.
3. To lay down broader guidelines of values and ethics for internal and external stakeholders.
4. To suggest operational guidelines for value-based and ethical practices in the higher educational institutions leading to implementation and monitoring.
5. To indicate the outcomes of creating a value-based and ethical culture in HEIs.
6. To suggest indicative rein for cement programmes for nurturing human values and ethics in HEIs.

Nature of Paper: AECC

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Course Introduction - Need, Basic Guidelines, Content and Process for Value Education** Understanding the need, basic guidelines, content and process for Value Education, Self-Exploration–what is it? - its content and process; 'Natural Acceptance' and Experiential Validation- as the mechanism for self-exploration, Continuous Happiness and Prosperity-A look at basic Human Aspirations, Right understanding, Relationship and Physical Facilities-the basic requirements for fulfillment of aspirations of every human being with their correct priority, Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario, Method to fulfill the above human aspirations: understanding and living in harmony at various levels.	9
II	**Understanding Harmony in the Human Being - Harmony in Myself** Understanding human being as a co-existence of the sentient 'I' and the material 'Body', Understanding the needs of Self ('I') and 'Body' - Sukh and Suvidha, Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer), Understanding the characteristics and activities of 'I' and harmony in 'I', Understanding the harmony of I with the Body: Sanyam and Swasthya;	9

	correct appraisal of Physical needs, meaning of Prosperity in detail, Programs to ensure Sanyam and Swasthya.	
III	**Understanding Harmony in the Family and Society- Harmony in Human Relationship** Understanding harmony in the Family- the basic unit of human interaction , Understanding values in human-human relationship; meaning of *Nyaya* and program for its fulfillment to ensure *Ubhay-tripti*; Trust (*Vishwas*) and Respect (*Samman*) as the foundational values of relationship, Understanding the meaning of *Vishwas*; Difference between intention and competence, Understanding the meaning of *Samman*, Difference between respect and differentiation; the other salient values in relationship, Understanding the harmony in the society (society being an extension of family): *Samadhan*, *Samridhi*, *Abhay*, *Sah-astitva*as comprehensive Human Goals, Visualizing a universal harmonious order in society-Undivided Society (*Akhand Samaj*), Universal Order (*Sarvabhaum Vyawastha*)- from family to world family!.	9
IV	**Understanding Harmony in the Nature and Existence - Whole existence as Co-existence** Understanding the harmony in the Nature, Interconnectedness and mutual fulfillment among the four orders of nature- recyclability and self-regulation in nature, Understanding Existence as Co-existence (*Sah-astitva*) of mutually inter acting units in all-pervasive space, Holistic perception of harmony at all levels of existence.	9
V	**Implications of the above Holistic Understanding of Harmony on Professional Ethics** Natural acceptance of human values, Definitiveness of Ethical Human Conduct, Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order, Competence in Professional Ethics: a) Ability to utilize the professional competence for augmenting universal human order, b) Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems, technologies and management models, Case studies of typical holistic technologies, management models and production systems. Strategy for transition from the present state to Universal Human Order: a) At the level of individual: as socially and ecologically responsible engineers, technologists and managers, b) At the level of society: as mutually enriching institutions and organizations.	9

Reference / Text Books:

Text Books:

1. RR Gaur, R Sangal, GP Bagaria, 2009, A Foundation Course in Human Values and Professional Ethics.

References:

1. IvanIllich, 1974, Energy & Equity, The Trinity Press, Worcester, and Harper Collins, USA.
2. E.F. Schumacher, 1973, Small is Beautiful: a study of economics as if people mattered, Blond & Briggs, Britain.
3. Sussan George,1976, How the Other Half Dies, Penguin Press. Reprinted 1986,1991
4. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, Limits to Growth – Club of Rome's report, Universe Books.

5. A Nagraj, 1998, Jeevan Vidya Ek Parichay, Divya Path Sansthan, Amarkantak.
6. PL Dhar, R R Gaur, 1990, Science and Humanism, Common wealth Publishers.

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	10
2) Presentations /Seminar	2
3) Assignments	3
4) Research Project Report Seminar On Research Project Report	-
5) ESE	35
Total:	**50**

Prerequisites for the course: MBA Ist Year

Course Learning Outcomes:

CO1. The learning process for holistic development.
CO2. Impeccable governance.
CO3. Effective in situational management.
CO4. Well laid system of rewards and chastisement.
CO5. Institutional climate where 'rights' enjoy and 'wrongs' are discouraged.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: PG(R) **Class: MBA**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: CONSUMER BEHAVIOUR & MARKETING COMMUNICATION**
Course Code: MBA-RMK01	**Title: CONSUMER BEHAVIOUR & MARKETING COMMUNICATION**

Course Objectives:

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 / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3Credits)

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.	9
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.	9
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.	9
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.	9
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	9

	Advertising Agencies.	

Reference / Text Books:

1. Schiffman, L. G., & Kanuk, L. L. (2018). *Consumer Behavoiur.* New Delhi, India: Pearson Hall.
2. Beri, G. C. (2015). *Marketing Research.* New Delhi, India: Tata Mc Graw-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 Mc Graw 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) **Class: MBA**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: SALES & DISTRIBUTION MANAGEMENT**
Course Code: MBA-RMK 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: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3 Credits)

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.	9
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.	9
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.	8
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.	9

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) **Class: MBA**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: SECURITY ANALYSIS & INVESTMENT MANAGEMENT**
Course Code: MBA-RFM 01	**Title: SECURITY ANALYSIS & INVESTMENT MANAGEMENT**

Course Objectives:

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: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3Credits)

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.	9
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.	9
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, Bata, Correlation, tools for risk analysis; Bond risk and different forms of Bond risk; Return analysis and measurement of present value of return.	9

IV	Nature of Stock Markets: Efficient Market Theory and its implications for investment decision.	9
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.	9

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) **Class: MBA**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: TAX PLANNING & MANAGEMENT**
Course Code: MBA-RFM 02	**Title: TAX PLANNING & MANAGEMENT**

Course Objectives:

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: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week= 3 Credits)

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, Assesse, Previous year, Assessment year, Income, Person, Total income, Gross total income. Residence and tax Liability; Residential status and tax liability.	9
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	9
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.	9
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.	9
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.	9

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: 3 **Theory: 3** **Practical: 0**	**Subject: PERFORMANCE, REWARD & TALENT MANAGEMENT**
Course Code: MBA-RHR 01	**Title: PERFORMANCE, REWARD & TALENT MANAGEMENT**

Course Objectives:

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: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3Credits)

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	9
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.	9
III	Contemporary Issues in Potential appraisal; competency mapping and its role in organizational development and succession planning; Balance score card-advantages and applications.	9
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.	9
V	Introduction-Meaning, Objective and Role of Talent Management; Key	9

	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.	

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: Mc Graw-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) **Class: MBA**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: INDUSTRIAL RELATION AND LABOUR LAWS**
Course Code: MBA-RHR 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: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3)

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.	9
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.	9
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.	9
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	9
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	9

	The Maternity Benefit Act, 1961	

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 Seminar On Research Project Report	-
5) 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) **Class: MBA**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: SUPPLY CHAIN MANAGEMENT**
Course Code: MBA-RSL 01	**Title: SUPPLY CHAIN MANAGEMENT**

Course Objectives:

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: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3Credits)

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.	9
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	9
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).	9
IV	Warehousing: concept and types, warehousing strategy, warehouse design Performance measurement: dimension, methods of performance measurement, SCOR Model. Demand chain management.	9
V	Supply Chain and CRM- IT architecture used for Supply Chain and CRM, Functional components for CRM solution. Global Supply chain – challenges	9

	in establishing global supply chain, Factors that influences designing global chain network.	

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 Mc Graw-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) **Class: MBA**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: MATERIAL MANAGEMENT**
Course Code: MBA-RSL 02	**Title: MATERIAL MANAGEMENT**

Course Objectives:

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: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4 Hrs./Week=3 Credits)

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.	9
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.	9
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.	9
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.	9
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.	9

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: 3 **Theory: 3** **Practical: 0**	**Subject: INTERNATIONAL MARKETING**
Course Code: MBA-NIB 01	**Title: INTERNATIONAL MARKETING**

Course Objectives:

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: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4 Hrs./Week=3 Credits)

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.	9
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.	9
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	9
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	9

	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.	9

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) **Class: MBA**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: EXPORT IMPORT DOCUMENTATION**
Course Code: MBA-RIB 02	**Title: EXPORT IMPORT DOCUMENTATION**

Course Objectives:

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: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4 Hrs./Week= 3 Credits)

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	9
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	9
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.	9
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	9

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)	9

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) ESE	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) **Class: MBA**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: CLOUD COMPUTING**
Course Code: MBA-RIT 01	**Title: CLOUD COMPUTING**

Course Objectives:

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: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3Credits)

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.	9
II	Governance and Enterprise Risk Management Information security governance processes, Enterprise risk management in cloud computing, Enterprise risk management recommendations, Information risk management.	9
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.	9
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.	9
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	9

	business models.	

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 Seminar On Research Project Report	-
5) 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: 3 **Theory: 3** **Practical: 0**	**Subject: ERP**
Course Code: MBA-RIT 02	**Title: ERP**

Course Objectives:

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: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4 Hrs./Week=3 Credits)

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.	9
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.	9
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.	9
IV	Maintenance of ERP-Organizational and Industrial impact - Success and Failure factors of ERP Implementation -case studies.	9
V	Extended ERP systems – Customer Relationship Management – Supply Chain Management - Business Analytics - Future trends in ERP systems-web enabled Wireless technologies	9

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 Seminar On Research Project Report	-
5) 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.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: PG(R) **Class: MBA**	**Year: II** **Semester: III**
Credits: 2 **Theory: 2** **Practical: 0**	**Subject: INDIAN KNOWLEDGE SYSTEM**
Course Code: MBA-R304	**Title: INDIAN KNOWLEDGE SYSTEM**

Course Objectives:

CO1: Introduce students to the foundational concepts and historical development of Indian Knowledge systems (IKS), including their relevance in contemporary management and leadership.

CO2: Explore classical Indian philosophies and examine their applications in ethical decision-making, value-based leadership, and organizational behavior.

CO3: Analyze indigenous models of governance and public administration, especially insights from *Arthashastra* and Kautilyan principles.

CO4: Understand traditional Indian concepts of teamwork, duty, and hierarchy, and their integration into modern organizational behavior and corporate governance.

CO5: Examine the educational philosophies of key Indian thinkers and assess the challenges and opportunities of integrating IKS into modern educational and management systems.

Nature of Paper: VAC

Minimum Passing Marks/Credits: 40% Marks / 2 Credits

L: 30,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit

Unit	Contents	No. of Lectures Allotted
I	**Unit 1: Introduction to Indian Knowledge Systems (IKS)** Overview and significance of IKS in contemporary management Historical evolution of Indian knowledge traditions Key philosophies: Dharma, traditional Indian systems of management: Arthashastra, Chanakya principles.	6
II	**Unit 2: Classical Indian Philosophies and Management** Concepts from Vedanta, Buddhism, Jainism, and Samkhya. Application of Indian philosophical principles in leadership and decision-making, ethics, and value-based management	6
III	**Unit 3:** Indian Systems of Governance and Administration Arthashastra: Strategies of statecraft and economic management	6
IV	**Unit 4:** Indian Approaches to Organizational Behavior, concepts of teamwork, duty, and hierarchy from Indian traditions, Integrating Indian ethical frameworks into corporate governance.	6
V	**Unit 5:** Thoughts on Indian education system by Mahatama Gandhi, Swami Vivekananda, Rabindra Nath Tagore Challenges and opportunities in integrating Indian Knowledge Systems	6

Reference / Text Books:

1. Indian Knowledge System: An Introduction" by Kapil Kapoor
2. "Science and Technology in Ancient India" by Debiprasad Chattopadhyaya
3. "The Beautiful Tree" by Dharampal
4. Classical texts: Arthashastra, Bhagavad Gita, Upanishads. Modern interpretations and commentaries

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	10
2) Presentations/Seminar	2
3) Assignments	3
4) Research Project Report Seminar On Research Project Report	-
5) ESE	35
Total:	**50**

Prerequisites for the course:

Course Learning Outcomes:

CO1: Describe the key components, philosophies, and historical evolution of Indian Knowledge Systems.

CO2: Explain and interpret classical Indian philosophical ideas such as Dharma, Karma, and Vedantic ethics in the context of contemporary leadership and management

CO3: Analyze governance and strategic frameworks from *Arthashastra* and assess their applicability to modern policy and management systems

CO4: Apply Indian ethical and cultural values to real-life organizational behavior scenarios including teamwork, leadership, and HR practices

CO5: Compare and evaluate the educational thoughts of Mahatma Gandhi, Swami Vivekananda, Rabindranath Tagore, and others for relevance to present-day curriculum and corporate training.

CO6: Propose strategies for integrating Indian Knowledge Systems into modern educational and managerial practices, based on critical thinking and interdisciplinary insights

MBA EVALUATION SCHEME
MBA Semester – IV

Sl. No.	Subject Code	Subject Title	Course Type	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
1	MBA-R401	Corporate Governance & Ethics	Core	4	0	0	25	75	100	3
2	MBA-R403	Project Study	RP	6	0	16	50	100	150	14
3	MBA-RMK 03	Digital Marketing	DSE 3	4	0	0	25	75	100	3
4	MBA-RMK 04	Marketing of Services	DSE 4	4	0	0	25	75	100	3
5	MBA-RFM 03	Financial Derivatives	DSE 3	4	0	0	25	75	100	3
6	MBA-RFM 04	Micro Finance & Rural Credit	DSE 4	4	0	0	25	75	100	3
7	MBA-RHR 03	Negotiation & Conflict Management	DSE 3	4	0	0	25	75	100	3
8	MBA-RHR 04	Leadership and Personality Development	DSE 4	4	0	0	25	75	100	3
9	MBA-RSL 03	Production Planning & Control	DSE 3	4	0	0	25	75	100	3
10	MBA-RSL 04	Contract and Project Management	DSE 4	4	0	0	25	75	100	3
11	MBA-RIB 03	Cross Cultural Management	DSE 3	4	0	0	25	75	100	3
12	MBA-RIB 04	International Banking & Forex	DSE 4	4	0	0	25	75	100	3
13	MBA-RIT 03	System Analysis & Design	DSE 3	4	0	0	25	75	100	3
14	MBA-RIT 04	DBMS	DSE 4	4	0	0	25	75	100	3
TOTAL				**26**	**0**	**16**	**175**	**475**	**650**	**29**

Specialization –

Marketing (Papers MBA-RMK 03 & MBA-RMK 04),
Finance (Papers MBA-RFM 03 & MBA-RFM 04)
HRM (Papers MBA-RHR 03 & MBA-RHR 04)
IB (Papers MBA-RIB 03 & MBA-RIB 04)
IT (Papers MBA-RIT 03 & MBA-RIT 04)
Supply chain & Logistics Management (Papers MBA-RSL 03 & MBA-RSL 04)

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: PG(R) **Class: MBA**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: CORPORATE GOVERNANCE**
Course Code: MBA-R401	**Title: CORPORATE GOVERNANCE**

Course Objectives:

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 / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4 Hrs./Week=3 Credits)

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.	9
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 Report 2003, Dr. J. J. Irani Report on	9

	company Law 2005, Challenges & Future of Corporate 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.	9
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.	8

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

Paper Code: MBA-N403
PROJECT STUDY

Lectures: 6 T
16 P
Course Credit: 14

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)

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)

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: PG(R) **Class: MBA**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: DIGITAL MARKETING**
Course Code: MBA-RMK 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 / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3Credits)

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.	9
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

	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.	8
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".	8

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 Mc Graw 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 Seminar On Research Project Report	-
5) ESE	75
Total:	**100**

Prerequisites for the course: MBA Ist 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 feasibility of various digital channels for promotion.
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: 3 **Theory: 3** **Practical: 0**	**Subject: MARKETING OF SERVICES**
Course Code: MBA-RMK 04	**Title: MARKETING OF SERVICES**

Course Objectives:

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: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4 Hrs./Week=3 Credits)

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.	8
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.	9
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).	8

Reference / Text Books:

1. **Zeithaml. (2017).** ***Services marketing: Integrating customer focus across the firm.*** **New Delhi, India: McGraw Hill.** Rao. (2011). *Service marketing.* New Delhi, India: Pearson.
2. Hoffman, K. D. J., & Bateson, E. G. (2003). *Essential of service marketing: Concepts, strategies and cases.* New Delhi, India: Thomson.
3. 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 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: 3 **Theory: 3** **Practical: 0**	**Subject: FINANCIAL DERIVATIVES**
Course Code: MBA-RFM 03	**Title: FINANCIAL DERIVATIVES**

Course Objectives:

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: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4 Hrs./Week= 3 Credits)

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.	8
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.	9
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.	9
V	**Introduction to Financial Swaps** Swap contract - Meaning, features, interest rate swaps, mechanics and valuation of interest rate swaps; Currency swaps - mechanics and valuation of	9

	currency swaps, managing market risk, hedging schemes.	

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: 3 **Theory: 3** **Practical: 0**	**Subject: MICRO FINANCIAL & RURAL CREDIT**
Course Code: MBA-RFM 04	**Title: MICRO FINANCIAL & RURAL CREDIT**

Course Objectives:

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: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3Credits)

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.	8
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.	9
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,	9

	Services with Livelihoods Approach (BASIX Triad), Role of Technology in Microfinance Delivery.	
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	9

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: 3 **Theory: 3** **Practical: 0**	**Subject: NEGOTIATION & CONFLICT MANAGEMENT**
Course Code: MBA-RHR 03	**Title: NEGOTIATION & CONFLICT MANAGEMENT**

Course Objectives:

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: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4 Hrs./Week= 3 Credits)

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.	9
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.	9
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)	9
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.	9
V	**Emotional Intelligence and conflict management**	9

	Importance of emotional intelligence; Understanding individual level, group level and organizational level of conflict; Cross-cultural differences in approaches to conflict; Developing conflict management skills.	

Reference / Text Books:

1. Roy, L. J., David, S. M., & Bruce, B. (2017). *Negotiation*. New Delhi, India: Mc Graw Hill.
2. Michael, C. R., & Heavrin, H. C. (2008). *Negotiating essentials: Theory, skills, and practices.* New Delhi, India: Pearson.
3. Cohen, S. (2002). *Negotiating skills for managers.* New Delhi, India: Mc Graw Hill.
4. Bray, M., Deery, S., Walsh, J., & Waring, P. (2011). *Industrial relations: A contemporary approach*. New Delhi, India: Tata McGraw Hill.
5. Pareek, U. (2011). *Understanding organizational behaviour.* 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	-
5) ESE	75
Total:	**100**

Prerequisites for the course: MBA Ist 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: 3 **Theory: 3** **Practical: 0**	**Subject: LEADERSHIP AND PERSONALITY DEVELOPMENT**
Course Code: MBA-RHR 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: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4 Hrs./Week= 3 Credits)

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.	9
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 Ginnetts team effectiveness Leadership model.	9
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.	9
IV	**Personality Determinants** Personality determinants - An overview of personality determinants; Evaluation of personality - sick personalities and healthy personalities.	9
V	**Training**	9

	Training - concept, advantages and disadvantages of training, Training methods, Training need assessment; Transactional analysis; Johari – Window.	

Reference / Text Books:

1. Hughes, R., Ginnett, R. C., & Curphy, G. J. (2018). *Leadership: Enhancing the lessons of Experience.* New Delhi, India: McGraw Hill.
2. Mohan, C. (2017). *Leadership and management.* New Delhi, India: Himalaya.
3. Elizabeth B. Hurlok (2017). Personality Development. Mc Graw Hill Education, Indian Edition
4. Noe, R. A., & Kodwani, A. D. (2017). *Employee training and development.* New Delhi, India: Tata McGraw Hill.
6. Mc Shane, S. L., & Glinow, M. A. V. (2011). *Organizational behaviour: Emerging realities for the workplace revolution.* New Delhi, India: Tata Mc Graw Hill.
7. Haldar, U. K. (2011). *Leadership and team building.* 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	-
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: 3 **Theory: 3** **Practical: 0**	**Subject: PRODUCTION PLANNING & CONTROL**
Course Code: MBA-RSL 03	**Title: PRODUCTION PLANNING & CONTROL**

Course Objectives:

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: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4 Hrs./Week=3 Credits)

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.	9
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.	9
III	**Plant layout** Plant layout, Types of plant layout, Aggregate planning – meaning, strategies and cost, concept of aggregate planning - capital intensive and labour-intensive.	9
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.	9
V	**Control Systems** Control systems - Product control systems, Gantt charts, Bar charts.	9

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) **Class: MBA**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: CONTRACT AND PROJECT MANAGEMENT**
Course Code: MBA-RSL 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: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4 Hrs./Week= 3 Credits)

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.	8
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.	8
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	**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.	9

Reference / Text Books:

1. Chandra, P. (2017). Projects: Planning, analysis, selection, financing, implementation and review. New Delhi, India: Tata Mc Graw-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) **Class: MBA**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: CROSS CULTURAL MANAGEMENT**
Course Code: MBA-RIB 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: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4 Hrs./Week= 3 Credits)

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.	10
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.	8
IV	**Cultural Diversity** Cultural diversity and multicultural teams National cultures vs. organizational	9

	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.	
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.	8

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 Ist 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: 3 **Theory: 3** **Practical: 0**	**Subject: INTERNATIONAL BANKING & FOREX**
Course Code: MBA-RIB 04	**Title: INTERNATIONAL BANKING & FOREX**

Course Objectives:

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: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4 Hrs./Week= 3 Credits)

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.	8
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.	8

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)	9

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 Seminar On Research Project Report	-
5) ESE	75
Total:	**100**

Prerequisites for the course: MBA Ist 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: 3 **Theory: 3** **Practical: 0**	**Subject: SYSTEM ANALYSIS & DESIGN**
Course Code: MBA-RIT 03	**Title: SYSTEM ANALYSIS & DESIGN**

Course Objectives:

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: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T:,
P: (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4 Hrs./Week= 3 Credits)

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.	8
II	**Systems Planning and Investigation** Basis for planning in systems analysis - Dimensions of planning, initial investigation, needs identification.	6
III	**Information Requirements** Determining the user's information requirements, Feasibility study, Feasibility considerations, Steps in feasibility analysis, Feasibility report.	8
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).	8
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**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: DBMS**
Course Code: MBA-RIT 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: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4 Hrs./Week= 3 Credits)

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.	8
III	**Data Mining & Data Warehousing** Introduction to data mining & data warehousing; Knowledge extraction through data mining.	8
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.	9
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 Ist 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.

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SCHOOL OF COMMERCE & MANAGEMENT

ACADEMIC HAND BOOK



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MASTERS IN BUSINESS ADMISTRATION
AVIATION MANAGEMENT (Dual-Specialization)
(Academic Session 2025-26)

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1. PREAMBLE

As per the recommendations of UGC/Higher Education Institutions in India/ UP Higher Education department, the IIMT-University has introduced Choice Based Credit System (CBCS) from the academic year 2023-24. Choice Based Credit System (CBCS) is a proven, flexible mode of learning in higher education which facilitates a student to have guided freedom in selecting his/her own choices of courses in the curriculum for completing a degree program.

CBCS offers a flexible system of learning.

The system permits a student to

i) Learn at their own pace through flexible registration process.
ii) Choose electives from a wide range of courses offered by parent and other departments.
iii) Undergo additional courses to acquire the required number of credits for obtaining **Master of Business Administration – Aviation Management (MBA-AM) with Dual Specialization.**
iv) Undergo additional courses in their special areas of interest and earn additional credits to obtain **Master of Business Administration – Aviation Management (MBA-AM) with Dual Specialization**
v) Adopt an interdisciplinary approach in learning.
vi) Avail transfer of Credits.
vii) Gain Non – CGPA credits to enhance skill/employability by taking up project work, entrepreneurship, co-curricular and vocational training.
viii) Make the best use of the expertise of available faculty.
ix) Learn and earn credits through MOOC, and Project Based Learning.
x) Enhance their Knowledge, Skill and Attitude through participation in innovative Curriculum Design, Delivery and Assessments.

The Curriculum is designed to take into the factors listed in the Choice Based Credit System (CBCS) with focus on Project Based Learning and Industrial Training to enable the students to become eligible and fully equipped for employment in industries choose higher studies or entrepreneurship.

2. DEFINITIONS AND NOMENCLATURE

In these Regulations, unless the context otherwise requires:

1. "Programme" means Degree Programme like **Master of Business Administration – Aviation Management (MBA-AM) with Dual Specialization** Post Graduate Degree Programme.
2. "Discipline" means specialization or branch of **Master of Business Administration – Aviation Management (MBA-AM) with Dual Specialization PG** Degree Programme.
3. "Course" means a theory or practical subject that is normally studied in a semester.
4. "Vice – Chancellor of IIMT-University" means the Head of the University.
5. "Registrar" is the Head of all General Administration of the University.
6. "Dean" means the authority of the School who is responsible for all academic activities of various programmes and implementation of relevant rules of these Regulations pertaining to the Academic Programmes.
7. "Controller of Examinations" means the authority of the University who is responsible for all activities related to the University Examinations, publication of results, award of grade sheets and degrees.

8. "Dean – Student Welfare" is responsible for all student related activities including student discipline, extra and co – curricular activities, attendance and meetings with class representatives, Student Council and parent – teacher meet.
9. "HOD" means the Head of the Department concerned.
10. "University" means IIMT-University, Meerut.
11. "TCH" means Total Contact Hours – refers to the teaching – learning periods.
12. "BoS" means Board of Studies.
13. "Class Co-ordinator" is a faculty of the class who takes care of the attendance, academic performance, and the general conduct of the students of that class.
14. "IA" is Internal Assessment which is assessed for every student for every course during the semester.
15. "ESE" is End Semester Examination conducted by the University at the End of the Semester for all the courses of that semester.
16. "UGC" means University Grants Commission.
17. "MOE" means Ministry of Education , Govt. of India.
18. "HEI" means Higher Education Institutions.

3. VISION AND MISSION OF THE SCHOOL

Vision of School of Commerce and Management
To evolve into centre of excellence imparting management education, consultancy & research promoting corporate excellence, entrepreneurship & global leadership.

Mission of School of Commerce and Management
M1: The essence of School of Commerce & Management is to constantly strive to provide an in-depth knowledge to its students so that they add value to the existing treasures of business and managerial concepts.

M2: To promote critical thinking and spirit of enquiry among our students so that they develop creative approach by which they are able to provide workable solutions to complex business problems.

M3: To deliver multidisciplinary knowledge through modern pedagogy in a way where ethics and social commitments will be the corner stone for our students.

4. PROGRAMME EDUCATIONAL OBJECTIVES (PEO)

- The Programme Educational Objectives (PEOs) of **Master of Business Administration – Aviation Management (MBA-AM) with Dual Specialization**

PEO1:	**Leadership in Aviation Industry**: Graduates will demonstrate leadership skills and strategic thinking to effectively manage and lead teams in various sectors of the aviation industry
PEO2:	**Specialized Knowledge**: Graduates will possess specialized knowledge in aviation management along with dual specialization in areas such as finance, marketing, operations, or logistics, enhancing their ability to contribute effectively to organizational goals.
PEO3:	**Global Perspective**: Graduates will have a global perspective on aviation

	management issues, understanding the international regulatory environment, global market trends, and cultural nuances affecting the industry.
PEO4:	**Problem-Solving Abilities**: Graduates will be equipped with analytical and problem-solving skills to address complex challenges in aviation management, applying theoretical knowledge to practical scenarios.
PEO5:	**Ethical and Sustainable Practices**: Graduates will demonstrate ethical decision-making abilities and an understanding of sustainability practices relevant to the aviation industry, promoting responsible management practices.
PEO6:	**Communication and Interpersonal Skills**: Graduates will possess effective communication skills, both oral and written, along with strong interpersonal skills to interact professionally with stakeholders within the aviation industry.

5. PROGRAM OUTCOMES (PO'S)

PO1: Comprehensive Understanding: Demonstrate a comprehensive understanding of aviation industry dynamics, including regulatory frameworks, operational management, and strategic challenges.

PO2: Strategic Decision-Making: Apply strategic management principles to formulate and implement decisions in aviation management contexts, considering dual specializations.

PO3: Leadership Skills: Exhibit leadership qualities essential for managing diverse teams and navigating complex aviation business environments.

PO4: Ethical And Social Responsibility: Evaluate and integrate ethical considerations and social responsibilities into aviation management practices.

PO5: Communication Proficiency: Communicate effectively using appropriate formats and technologies in aviation-related contexts.

PO6: Global Perspective: Analyze global aviation trends and their implications on business strategies and operations.

PO7: Entrepreneurial Mindset: Demonstrate an entrepreneurial mindset in identifying opportunities and innovating within the aviation industry.

6. PROGRAM SPECIFIC OUTCOMES: (PSO's)

Graduates of the department will attain:

PSO1: Specialization Expertise: Demonstrate specialized knowledge and skills in two chosen areas of specialization within aviation management, such as Airport Management and Airline Operations Management.

PSO2: Industry Application: Apply theoretical knowledge to solve practical problems in aviation management, integrating dual specializations where applicable.

PSO3: Research and Analysis: Conduct research and analysis in aviation management domains, utilizing dual specialization lenses to explore industry-specific challenges and opportunities.

PSO4: Professional Development: Engage in continuous professional development activities to stay abreast of advancements and best practices in aviation management and dual specializations.

PSO5: Collaboration and Teamwork: Collaborate effectively within multidisciplinary teams to address complex aviation management issues, leveraging dual specialization expertise

7. ADMISSION

The admission policy and procedure shall be decided from time to time by the University based on the guidelines issued by the UGC/ Ministry of Education (MOE), Government of India. Seats are also made available for Non-Resident Indians and foreign nationals, who satisfy the admission eligibility norms of the University as per the UGC Norms.

8. ELIGIBILITY IN ALL YEAR AS NEP (ENTRY & EXIT) AS PER NEHQF AND NSQF (IF APPLICABLE)

(i) Regular Entry

The Candidate should have qualified in any Under Graduate program and should have obtained at least 40% marks (As per UGC/GOI/Sate govt. norms are applicable in case of candidate belonging to reserved category) in the qualifying examination **or** as mentioned in NEP 2020 .

9. CURRICULUM

The curriculum for **Master of Business Administration – Aviation Management (MBA-AM) with Dual Specialization** Programme is designed to have minimum and maximum credits as per the evaluation scheme. Credits that are distributed across four semesters of study for the award of degree.

10. Medium of Instruction

The medium of instruction is English for all courses, examinations, seminar, presentations and project reports.

11. UNDER CHOICE BASED CREDIT SYSTEM (CBCS)/LOCF/OBE

Structure of the Master of Business Administration – Aviation Management (MBA-AM) with Dual Specialization Degree Programme

Master of Business Administration – Aviation Management (MBA-AM) with Dual Specialization Degree Programmes will have the curriculum and syllabi (for 2 years) as approved by the respective Board of Studies and Academic Council of the University.

The curriculum for Master of Business Administration – Aviation Management (MBA-AM) with Dual Specialization programme is designed to have minimum and maximum credits as per the scheme of **100 credits** that are distributed across four semesters of study for the award of degree.

Under CBCS, the degree programme will consist of the following categories of courses:

1. Core Course-CC
2. Discipline Specific Elective-DSE
3. Generic Elective-GE
4. Ability Enhancement Compulsory Courses-AECC
5. Skill Enhancement Courses-SEC
6. Research Project (RP)
7. Internship (Industrial/Research)
8. MOOCS
9. Minor Certification Integrated with UG Degree
10. Comprehensive Viva

Table 1. Distribution of Credits (Evaluation Scheme)

S. No.	Category	
1.	Core Course (Theory)-CC	**As per Format 1 & 2 of CBCS**
2.	Core Course (Practical)-CP	
3.	Discipline Specific Elective (Theory)- DSE	
4.	Generic Elective (Theory)-GE	
5.	Ability Enhancement Compulsory Courses-AECC	
6.	Skill Enhancement Courses-SEC	
7.	Research Project (RP)	
8.	Internship (Industrial/Research)	
9.	MOOCS	
10.	Minor Certification Integrated with UG Degree	
11.	Comprehensive Viva	

12. REGISTRATION FOR COURSES IN A SEMESTER

A student will be eligible for registration of courses only if he/she satisfies the regulation and has cleared all dues to the University, Hostel and Library up to the end of the previous semester if student is not debarred from enrolment on disciplinary grounds.

The university follows a flexible Choice Based Credit System. Accordingly, the students shall be given the option for selecting their courses, credits, teachers, slots and create their timetable. The student is given the option of selecting the number of credits to undergo in a semester, subject to the curriculum requirements of minimum and maximum.

Except for the first-year courses, registration for a semester will be done during a specified week before the start of the semester as per the Academic Calendar.

Late registration /enrolment will be permitted by the Dean of the School for genuine cases, on recommendation by the Head of the respective department, with a late fee as decided from time to time.

The student shall make the choice of course in consultation with the Class Coordinator and as stipulated from time to time.

Students shall have to pay additional fee as prescribed, for registering in certain elective courses under Generic Electives courses offered by certain specific Departments and for higher level Foreign Languages, as decided from time to time.

13. ATTENDANCE

The faculty handling a course must finalise the attendance, 3 calendar days before the last instructional day of the course and submit to the Head of Department through the class teacher.

a) A student with less than 75% attendance (Total Contact Hours -"TCH") in any course, will not be permitted to appear for the end-semester examination in that course, irrespective of the reason for the shortfall of the attendance. The student is however permitted to avail Academic Leave up to 10% for attending academic related activities like, Industrial Visits, Seminars, Conferences, Competitions etc., with the prior approval of the HoD. After the event, the student should submit the relevant documents for proof to the HoD for approval of the Academic Leave.

b) The remaining 25% allowance in attendance is given to account for activities under NCC / NSS / Cultural / Sports/Medical exigencies etc.

13.1 Condonation of Medical Cases

For medical cases, submission of complete medical history and records with prior information from the parent / guardian to Dean (Students Welfare) DSW is mandatory. And put-up recommendations to the Vice – Chancellor. Such condonation is permitted only twice for a student in the entire duration of the programme.

13.2 Additional Condonation

Additional Condonation may be considered in rare and genuine cases which includes, approved leave for attending select NCC / Sports Camps, cases requiring prolonged medical treatment and critical illness involving hospitalization. For such select NCC / Sports Camps prior permission for leave shall be obtained by the respective Dean / Director of sports from the designated authority, before deputing the students.

The Vice-Chancellor, based on the recommendation of Dean may then give condonation of attendance, only if the Vice-Chancellor deems it fit and deserving. But in any case, the condonation cannot exceed 10%.

14. ASSESSMENT PROCEDURE

14.1 Internal Assessment – 25 Marks (IA) & Eternal Assessment (EA) 75 Marks

14.2 Practical Assessment (as per format 1 and 2)
Master of Business Administration – Aviation Management (MBA-AM) with Dual Specialization course shall have two components of assessment namely,

a. **Internal Assessment Marks "IA":** This assessment will be carried out throughout the semester as per the Academic Schedule.

b. **End Semester Examination Marks "ES**": This assessment will be carried out at the end of the Semester as per the Academic Schedule.

15. RESEARCH PROJECT/ SEMESTER PROJECT – ASSESSMENT CRITERIA

The general guidelines for assessment of Project are given in Table 2.

Table 2: Assessment pattern for Research Project / Semester Project

S. No.	Review / Examination Scheme	Broad Guidelines	Weight Age
1	First Review	Concept	10%
2	Second Review	Design	10%
3	Third Review	Experiment/Analysis	20%
4	Final Review/ESM	Project report and Viva – Voce, Results and Conclusion	60%

16. INTERNSHIP – RESEARCH/INDUSTRIAL INTERNSHIP

A student has to compulsorily attend summer internship at the end of 4th semester for a period of 3-4 weeks. In lieu of summer / winter internship, the student is permitted to register for undertaking project work under a faculty of the University and carry out the project for minimum period of 30 days. In both the cases, the internship report in the prescribed format duly certified by the faculty in-charge shall be submitted to the HoD. The evaluation will be done through presentation and viva. The course will have a weight age as defined in the respective curriculum.

For the final year project and Viva – Voce end semester examination, the student shall submit a Project Report in the prescribed format issued by the School/University. The reviews will be conducted by a committee constituted by the Head of the Department. The end – semester assessment will be based on the project report and a viva on the project conducted by a committee constituted by Controller of examination. This may include an external expert.

17. FOR NON – CGPA COURSES/ AUDIT COURSES

The Assessment will be done based on the respective assessment as per rubrics approved by Board of Studies (BOS).

A student securing less than the minimum specified internal assessment marks in any course will not be permitted to appear for the end-semester examination in that course and will be graded under "CO (Carry Over)" category for that course. This will be denoted in the grade sheet as "CO (Carry Over)", till the course is successfully completed in the subsequent semester(s).

18. CREDIT WEIGHTAGE

Credits are the weightage, assigned to the courses based on the following general pattern:

One Hour	1 credits.
Two Hour Practical	1 credits.

19. MAXIMUM DURATION OF THE PROGRAMME/PROMOTION POLICY

A student may complete the programme at a slower pace than the regular pace, but in any case, in not more than N+2 years.

A student completing the degree programmes in the extended period will not be eligible for university ranking.

20. MAXIMUM GAPS BETWEEN SEMESTER/YEAR

As per UGC Norms.

21. CREDIT SYSTEM AND GRADING CGPA/SGPA

Introduction

IIMT-University implemented the UGC guidelines for implementation of the choice-based credit system with a view to offer student's choice of courses within a programme with a flexibility to complete the programme by earning credits at a pace decided by the students themselves. The system allowed students to choose inter-disciplinary, intra-disciplinary courses according to their learning needs, interest and aptitude. It was considered as a cafeteria approach and was expected to provide mobility to students.

As per the Current credit system practiced in institutions needs comprehensive reforms as they offer very little flexibility, choice and are less learner centric. Degrees offered today are more self-contained focusing on a specialization area and depend a lot on knowledge available with the faculty from the department only. Though the most requisite credit system does exist, wherein students are given a wide choice and flexibility, these exist as small islands in the vast ocean of thousands of educational institutes in India. In such institutions, the curriculum is frequently designed which is learner centric and offering a wide specialization area for students to pick and choose courses from.

The institutions shall make attempts wherein the design of the credit system and the teaching and evaluation modes shall be the responsibility of individual course teachers. The students should have the freedom to opt for courses from other specializations and not just from their core specialization. For this there has to be stronger collaborations between departments of the University and outside.

21.1 Grading system

The school follow the absolute grading system which is a simple procedure wherein the marks obtained by students correspond to a specific grade and grade point. It reflects the individual performance in a particular subject without any reference to the group/class. The absolute grading system has limitations and may be susceptible to some inconsistencies.

The relative grading system on the other hand provides relative performance of a student to a group/class wherein the student is ranked in a group/class on basis of relative level of achievement. In this system decisions are made in advance by the faculty members as to what proportion of students would be awarded a particular grade on the basis of their relative performance and which is done by assigning grades on basis of a normal curve. This facilitates comparative performance and eliminates negative effect of pass or fail.

Relative grading system may be used if the number of students registered for the course is at least 30. For a class of smaller size, an absolute grading scheme may be used. The statistical method may be used with adjustments to calculate the mean (M), median (Md) and standard deviation (SD) of the total marks (TM) obtained by the students registered for the course. If the mean and median coincide, the mean may be used for further computations, otherwise the

median may be used. If suppose the mean is used, then the letter grades may be awarded based on the ranges specified in table below:

A grading system as shown in Table 3 will be followed.

Table 3: Grading system

Letter Grade	Range
A+	TM>M+1.75SD
A	M+1.25 SD ≤TM<M+1.75SD
B+	M+0.75 SD ≤TM<M+1.25SD
B	M+0.25 SD ≤ TM < M+0.75 SD
C+	M-0.25 SD ≤ TM < M-0.25 SD
C	M-0.75 SD ≤ TM < M-0.25 SD
D+	M-1.25 SD ≤ TM < M-0.75 SD
D	M-1.75 SD ≤ TM < M-1.25 SD
E+	M-2.0 SD ≤ TM < M-1.75 SD
E	M-2.25 SD ≤ TM < M-2.0 SD
F	M-2.25 SD > TM
CO	Carry Over (Summer / Winter) due to Attendance deficiency (between 40% and 75%)and/or I. Lack of minimum IA marks as specified in clause 10.0 Table 3.
RA	Repeat the course due to (i) Lack of minimum attendance (below 40%) in regular course.
--	DETAINED "RC" or "RA" or both in all registered theory courses of a semester. The student is detained and has to repeat the entire semester.

Letter grades may be improved based on the following scheme: Use the table above to determine grade boundaries. Look for natural gaps in the neighbourhood of grade boundaries. Choose the largest gap in the neighbourhood and make this as the grade boundary.

An 'E', 'E+' and 'F' grade may not be a purely relative grade. These may be assigned on the following basis:

- A minimum, say 30/100, may be set as pass marks for the course. A fail grade may then be awarded only if the Total Marks for the course are less than 30. Otherwise, the students may be awarded the Just Pass Grade D.

- A fail grade may be awarded to students whose marks are below the prescribed minimum even if the table above leads to a pass grade.

Similarly, a lower limit may be set for the A grade also, for instance greater than or equal to 86. Students not achieving the prescribed minimum may be awarded a lower letter grade even if the table above indicates otherwise. A pass grade may be made mandatory for both internal as well as external examinations in the case of a separate internal and external assessment,

a) Internal and External marks may be summed up with appropriate weightages to compute a total out of 100 marks. The letter grade may be assigned on this computed total.

b) Internal and external marks may be graded separately and then the assigned grade points may be used, with appropriate weightages, to compute a final grade point and letter grade.

Grading in the case of Re-evaluations, Retests and Remedial Examinations may be based on the following guidelines:

a) The ranges of marks once computed for awarding letter grades the first time, called the First Distribution (FD), will not be modified.

b) If a re-evaluation leads to a change in marks, then FD will be used to award an appropriate letter grade.

c) A retest may be permitted if:

i) A student gets a letter grade of E+ or E. In this case, irrespective of the marks obtained, at most D grade may be awarded.

ii) A student is unable to complete course requirements because of certified illness or tragedy. In this case FD will be used to award an appropriate letter grade.

The use of relative grading system may be recommended in autonomous institutions, institutes of national importance and institutions with high ranking. The results of the relative grading system may be shared by such institutions later with other interested institutions to implement the same.

21.2 GPA and CGPA

GPA is the ratio of the sum of the product of the number of credits Ci of course "i "and the grade points Pi earned for that course taken over all courses "i" registered and successfully completed by the student to the sum of Ci for all "i". That is,

$$GPA = \frac{\sum_i C_i P_i}{\sum_i C_i}$$

CGPA will be calculated in a similar manner, in any semester, considering all the courses enrolled from the first semester onwards.

The Grade card will not include the computation of GPA and CGPA for courses with letter grade CO, RC and U until those grades are converted to the regular grades.
A course successfully completed cannot be repeated.

22. CLASS/DIVISION

Classification is based on CGPA and is as follows:
CGPA ≥ 8.0: First Class with distinction
6.5 ≤ CGPA <8.0: First Class
5.0 ≤ CGPA <6.5: Second Class.

(i) Further, the award of 'First class with distinction' is subject to the candidate becoming eligible for the award of the degree having passed the examination in all the courses in his/her first appearance with effect from II semester, within the minimum duration of the programme.

(ii) The award of 'First Class' is further subject to the candidate becoming eligible for the award of the degree having passed the examination in all the courses within 2 years for Master of Business Administration – Aviation Management (MBA-AM) with Dual Specialization

(iii) The period of authorized break of the programme (vide clause 11.0) will not be counted for the purpose of the above classification.

23. TRANSFER OF CREDITS / ACADEMIC CREDIT BANK

University Grants Commission initiated the concept of National Academic Credit Bank (NAC-Bank) which will be a digital / virtual / online entity to be established and managed by UGC. The main objective of the NAC-Bank would be to facilitate student mobility across the education system wherein the credits can be accumulated and be used at alter point of time for the requirements of partial fulfilment of a degree program.

a. "Credit-transfer" means the mechanism by which the eligible HEIs registered with ABC are able to receive or provide prescribed 'credits' to individual registered ABC account in adherence to the UGC credit norms for the 'course/s' registered by the desirous students in any eligible higher education institution within India

b. Within the broad framework of these regulations, the Academic Council, based on the recommendation of the Credit Transfer Committee so constituted may permit students to transfer part of the credit earned in other approved Universities of repute & status in the India or abroad.

c. The Academic Council may also approve admission of students who have completed a portion of course work in another approved Institute of repute under Multiple entry & Exit system, based on the recommendation of the credit transfer committee on a case-to-case basis.

d. Students who have completed coursework, at least first year, at some university other than the university to which transfer is sought (may request for transfer of admission to this university. A student may be granted admission only through an admission process that will follow the same policy as for fresh admissions. However, a uniform credit system must be followed by all universities to effect transfer of credits.

Credit Transfer request can be submitted only after the student has been admitted in the concerned program and the following conditions are met:

i. The course work has been completed at a UGC approved and accredited University through fulltime formal learning mode.

ii. The university accreditation grade/ ranking is not lower than that of the university to which the transfer is sought.

iii. The courses prescribe to the common minimum syllabus under UGC CBCS system.

iv. The letter grade obtained in the courses is "B" or better.

v. The number of credits to be transferred does not exceed the prescribed limit.

vi. The program in question must have a similar credit system, in particular, modular or semester and the same numeric and letter grading system along with common meaning of the term "credit" in numerical terms.

The aspect of shelf life of courses needs to be considered while accepting credits as obsolescence of knowledge of certain field in terms of its current relevance needs to be investigated. The time lapsed between successful completion of certain courses of the program and the admission to which program transfer is sought needs to be considered. The maximum number of credit points that may be considered under a credit transfer needs to be specified. Contextual variables such as teaching-learning approach adopted, learning facilities offered, use of evaluation modes may also be considered while preparing the credit transfer policy.

23.1 Moderation

Moderation of assessment is an organized procedure which ensures use of valid assessment material and consistent application of criteria, to provide fair academic judgment and reliable outcome in the form of marks or grades. It assures appropriate designing and implementation of assessment activities along with generation of valid and reliable results.
Integration of moderation process with assessment system is imperative for the development of academic quality in higher educational institutions as:

- It addresses any difference in individual judgments of different evaluators.
- It ensures that all achievements in the form of marks and grades across courses reflect achievement of same level of standard.
- It is also carried out to develop a common understanding of the standards and criteria and to recognize performance which demonstrates that standard or fulfils those criteria.

Moderation may be conducted in case there are large number of fail grades or high grades, or when large numbers of students who have received the same grade or clustering of students on letter grades, or when there are discrepancies between grades allocated to individual students in different courses, or to find out the difficulty level of the question paper or whether the assessments modes used cover the entire syllabus or not.

Applicability - Moderation will be made applicable to both external and internal modes of assessment. All programs and courses will indicate, as part of their statements on assessment, arrangements for the moderation of assessed work. This can be done through formulation of a moderation policy and implemented across all programs and courses of instruction and delivery. The time frame for the moderation will be linked with the time frame for assessment.
In the event a moderation is triggered, an evaluation will begin with a discussion on the following (though not exhaustive) lines:

a) What are the rubrics used for each of the different types of assessment in the course? Is a standardized/ prescribed rubric used or has the instructor developed his/ her own rubric. If the instructor is using a personally framed rubric, or if there is no identified rubric, then how does the assessment map to learning outcomes?

b) The difficulty level of the questions included in the assessments, i.e., is the difficulty level on the extremes, very easy or very hard.

c) The manner of awarding marks, i.e., has the correction been at the extremes, liberal or tough.

Each department will establish a committee and designate roles and responsibilities at different levels for smooth working of the moderation process. In order to maintain neutrality, it will be ensured that moderator should not be the assessor. Staff members will be trained professionally in assessment techniques and moderation procedures. All assessment material produced by learner including examination sheets, assignments, project reports, research reports etc. will be examined.

Institutions will be encouraged to make the moderation process online. In this system, assessment plans, moderation plans, assessment tools, samples of which may be submitted online. Moderation reports will be generated online so that progress can be tracked and submitted to the COE after the approval of dean by Head of the department. The moderation will not be restricted to just assessment but also include moderation of content and assessment design.

24. CHANGE OF DISCIPLINE

"Academic Flexibility" is the provision for innovative and interchangeable curricular structures to enable creative combinations of Courses/Programmes in Disciplines of study leading to Degree/Diploma/PG Diploma/Certificate of Study offering multiple entry and multiple exit facilities in tune with National Education Policy-2020, while removing the rigid curricular boundaries and creating new possibilities of life-long learning.

25. USE OF TECHNOLOGICAL INTERVENTIONS

With the proliferation of different types of access devices, especially mobile access devices, technology has the potential to augment traditional classroom practices and revolutionize learning and evaluation methods. Technology, in fact can be an important driver to enable lifelong learning. Learning and engagement of students is facilitated by use of technology through several modes such as synchronous learning, semi-synchronous learning, blended learning, collaborative learning, flipped classroom etc. MOOC's, especially provided through SWAYAM, are a window of opportunity for lifelong learning and are offered through technology-based platforms. Learning Commerce systems (LMS) may be used by institutions to integrate the entire teaching, learning and evaluation process. The Learning Commerce System may be used by institutions to deliver academic content in blended form and to assess learning through thesis, assignments etc. Open-source learning Commerce systems such as Moodle, may be used for posting content in the form of videos, audios, e-learning modules, live class sessions etc. Use of plagiarism detection software will be highly recommended to check originality of content.

In the conduct of examinations, universities face tremendous challenges such as need for trained manpower, distribution of question paper without delays and errors, delays in evaluation of answer scripts, lack of infrastructure to conduct examinations at a large scale,

non-availability of faculty members for assessment, security issues faced during paper setting and paper distribution, tampering of certificates and answer scripts etc.

For a typical examination department of an institution will be an autonomous body right from registration of student to convocation through an integrated system. In fact, steps must be taken to implement a complete examination Commerce system that considers the complete life cycle of examination process. The use of technology will reduce dependency on human intervention and be error free. The following functions will be automated:

i. Registration of students and generating unique PRN.

ii. Filling up of examination form.

iii. Generation of seat numbers and admit cards/hall tickets.

iv. Preparation of list of paper setter.

v. Use of question bank system to draw question sets, question paper generation.

vi. Online distribution of question papers on the day of examination with system of encryption.

vii. Barcode system for answer books (this will eliminate issues related to errors, avoid malpractices etc.).

viii. Digitization of answer scripts and onscreen evaluation of answer sheets.

ix. Tracking of student's performance, x. Marks submission through online software.

xi. Viewing of result through online system.

xii. Online verification and revaluation system.

xiii. Digitization of certificates and marksheets (to avoid tampering and easy retrieval).

xiv. Certificate authentication system.

xv. Submission of various other applications through online system.

The above will lead to conduct of functions of the examination system in an efficient and transparent manner and timely availability of information to students.

26. STUDENT DISCIPLINE

Every student is required to observe utmost discipline and decorum both inside and outside the campus and not to indulge in any activity against any law which may affect adversely the prestige/reputation of the University.

27. STUDENT WELFARE

Any act of indiscipline of a student will be reported by Head of the Department to the Chief Proctor/Dean (Students Welfare) with an information to Dean will be referred to a Discipline Committee constituted for the purpose. The Committee will enquire into the charges and decide on a suitable punishment if the charges are substantiated. The committee will also authorize the Chief Proctor/Dean (Students Welfare) to recommend to the Vice-Chancellor for the implementation of the decision. The student concerned may appeal to the Vice-Chancellor, whose decision will be the final.

28. RAGGING

Ragging in any form is a criminal and non-bailable offence in our country. The current State and Central legislations provide stringent punishments including imprisonment. Once the involvement of a student(s) is established in ragging, offending fellow students/staff, harassment of any nature to the fellow students/staff etc. the student(s) will be liable to be dismissed from the University, as per the laid down procedures of the UGC / Govt. /Institute. Every senior student of the University, along with their parent, shall give an undertaking every year in this regard and the same should be submitted at the time of Registration.

29. POWER TO MODIFY

Notwithstanding all that has been stated above, the Academic Council is vested with powers to modify any or all the above regulations from time to time, if required, subject to the approval by the Board of Studies and Final approval by Vice-Chancellor.

30. EXIT POINT

As per NEP

31. NC/CREDIT COURSE

For non-credit courses 'Satisfactory' or "Unsatisfactory' shall be indicated instead of the letter grade and this will not be counted for the computation of SGPA/CGPA.

32. ANY OTHER HEADING AS PER YOUR PROGRAM

NA

Evaluation Scheme

MBA (Aviation Management)
Evaluation Scheme (w.e.f. Session 2025-2026)
Year: I / Semester: I

S.No	Course Code	Course Name	Course Type	Periods			Marks & Credit Distribution			
				L	T	P	IAM	EAM	Total	Credits
1	AM-CC-002	Principles of Management & Organisational Behaviour	Core Course Theory (Major)	2	1	0	25	75	100	3
2	AM-CC-003	Aviation Industry & Management Concepts	Core Course Theory (Major)	2	1	0	25	75	100	3
3	AM-CC-004	Managerial Economics - I	Core Course Theory (Major)	2	1	0	25	75	100	3
4	AE-AM-9	Human Resource Management	Core Course Theory (Major)	2	1	0	25	75	100	3
5	DA-CC-253	Data wrangling & Visualization	Core Course Theory (Major)	2	1	0	25	75	100	4
6	AE-AM-4	Marketing Management	Core Course Theory (Major)	2	1	0	25	75	100	3
7	AM-CC-008	Entrepreneurship & Innovation Fundamentals	AECC	2	1	0	15	35	50	3
8	AM-SEC-251	Business Communication & Presentation Skills	Skill Enhancement Course	2	0	2	15	35	50	2
9	ADE-SEC-251	Foreign Language	Skill Enhancement Course	0	0	4	15	35	50	2
10	SPT-PC-111	Sports (P)	Physical Education(PE)	0	0	2	15	35	50	1
			Total	**16**	**7**	**8**	**180**	**590**	**800**	**27**

MBA (Aviation Management)
Evaluation Scheme (w.e.f. Session 2025-2026)
Year: I / Semester– II

S.No.	Course Code	Course Name	Course Type	Periods			Marks & Credit Distribution			
				L	T	P	IAM	EAM	Total	Credits
1	AM-CC-009	Strategic Business Management	Core Course Theory (Major)	2	1	0	25	75	100	3
2	AE-AM-12	Business Research Methods	Core Course Theory (Major)	2	1	0	25	75	100	3
3	AM20	Aviation Regulations	Core Course Theory (Major)	2	1	0	25	75	100	3
4		DSE1A	Discipline Specific Elective (Major)	2	1	0	25	75	100	3
5		DSE2A	Discipline Specific Elective (Minor)	2	1	0	25	75	100	3
6	AM-AE-13	Professional values and ethics	AECC	2	1	0	15	35	50	3
7	AM-SEC-14	Excel Mastery	Skill Enhancement Course (SEC)	2	0	2	15	35	50	2
10	SPT-PC-211	Sports (P)	Physical Education(PE) Electives	0	0	2	15	35	50	1
			Total	**14**	**6**	**4**	**170**	**480**	**650**	**21**

Discipline Specific Elective Specialization-2 (Optional) (Choose any 2)						
	International Business	Data Analytics & Artificial Intelligence	Marketing Management	Human Resources Management	Banking & Finance	Operation Management
Discipline Specific Elective	Global Competitiveness Analysis	Fundamentals of Data Science & AI	International Marketing Strategies	Strategic HRM	Financial Analytics-I	Lean Six Sigma & Quality Management
	ADE-IB-1 COURSE-1	AM-DA-1 COURSE-1	ADE -MM-1 COURSE-1	ADE -HRM-1 COURSE-1	ADE -BF-1 COURSE-1	AM-OM-1 COURSE – 1

Note 1- PE/Sports Courses are mandatory—students must enroll in a Physical Education (PE) elective each semester as part of their curriculum requirement. The full list of codes and sports types should be referenced in the BOS (Board of Studies) attachment or official university curriculum documents for your specific program and year.

MBA (Aviation Management)
Evaluation Scheme (w.e.f. Session 2025-2026)
Year: II / Semester– III

S.No.	Course Code	Course Name	Course Type	Periods			Marks & Credit Distribution			
				L	T	P	IAM	EAM	Total	Credits
1	AM24	Corporate Governance & Ethics	Core Course Theory (Major)	2	1	0	25	75	100	3
2	AM24P	Case Study - Corporate Governance & Ethics	Core Course Practical (Major)	0	0	4	15	35	50	2
3	AM-CC-15	Ground Handling & Cargo Management	Core Course Theory (Major)	2	1	0	25	75	100	3
	AM-CC-15P	Case Study - Ground Handling & Cargo Management	Core Course Practical (Major)	0	0	4	15	35	50	2
4		DSE1B	Discipline Specific Elective (Major)	2	1	0	25	75	100	3
5		DSE2B	Discipline Specific Elective (Minor)	2	1	0	25	75	100	3
8	AM-RP-16	Mini Research Project	Research Project	0	0	4	15	35	50	4
9	AM-RP-17	Field Visit / Internship / Seminar	Non Credit Course (NCC)	0	0	0	15	35	50	0
10	SPT-PC-311	Sports (P)	Physical Education(PE) Electives	0	0	2	15	35	50	1
			Total	**8**	**4**	**14**	**175**	**475**	**650**	**21**

L- Lecture, T- tutorials, P- Practical (Labs), CT- Class Test (Sessionals), TA- Teacher's Assessment (Assignments, Tutorials),
IP- Internal Practical, ET- External Theory, EP- external Practical, NC- Non Credit Course, PE – Physical Education, IAM – Internal Assignment Marks, EAM – External Assignment Marks

Discipline Specific Elective Specialization-2 (Optional) (Choose any 2)

	International Business	Data Analytics & Artificial Intelligence	Marketing Management	Human Resources Management	Banking & Finance	Operation Management
Discipline Specific	Merger, Acquisition and Corporate	Introduction to python programming	Digital Marketing & Analytics	Organizational Change and Development	Corporate Finance & Risk Management	Logistics & Resource

Elective	Restructure					Planning
	ADE-IB-3 COURSE-1	DA-DSE-252 COURSE-1	AM -MM-3 COURSE-1	ADE-HRM-3 COURSE-1	AM-BF-2 COURSE-1	AM-OM-2 COURSE – 1

Note 1- PE/Sports Courses are mandatory—students must enroll in a Physical Education (PE) elective each semester as part of their curriculum requirement.The full list of codes and sports types should be referenced in the BOS (Board of Studies) attachment or official university curriculum documents for your specific program and year.

MBA (Aviation Management)
Evaluation Scheme (w.e.f. Session 2025-2026)
Year: II / Semester– IV

S.No	Course Code	Course Name	Course Type	Periods			Marks & Credit Distribution			
				L	T	P	IAM	EAM	Total	Credits
1	AM-CC-25	Consumer Behaviour	Core Course Theory (Major)	2	1	0	25	75	100	3
2	AT-CC-254	Aviation Customer Service & Hospitality	Core Course Theory (Major)	2	1	0	25	75	100	3
3		DSE1C	Discipline Specific Elective (Major)	2	1	0	25	75	100	3
4		DSE2C	Discipline Specific Elective (Minor)	2	1	0	25	75	100	3
	ADE-AEC-254	E-Marketing & Social Media Strategies	AECC	2	1	0	15	35	50	3
9	AM-RP-18	Major Research Project – 1	Research Project	0	0	8	30	70	100	4
10	SPT-PC-411	Sports (P)	Physical Education(PE) Electives	0	0	2	15	35	50	1
			Total	**10**	**5**	**10**	**160**	**440**	**600**	**20**

L- Lecture, T- tutorials, P- Practical (Labs), CT- Class Test (Sessionals), TA- Teacher's Assessment (Assignments, Tutorials),
IP- Internal Practical, ET- External Theory, EP- external Practical, NC- Non Credit Course, PE – Physical Education, IAM – Internal Assignment Marks, EAM – External Assignment Marks

Discipline Specific Elective Specialization-2 (Optional) (Choose any 2)

	International Business	Data Analytics & Artificial Intelligence	Marketing Management	Human Resources Management	Banking & Finance	Operation Management
Discipline Specific Elective	Globalization and Indian Business Scenario	Big Data Analytics	Introduction to Services Marketing	Talent Acquisition & Retention	Investment Analysis & Portfolio Management	Project Management
	ADE-IB-2 COURSE-1	BDA COURSE-1	ADE -MM-2 COURSE-1	AM-HRM-2 COURSE-1	AM-BF-2 COURSE-1	AM-OM-3 COURSE – 1

Note 1- PE/Sports Courses are mandatory—students must enroll in a Physical Education (PE) elective each semester as part of their curriculum requirement. The full list of codes and sports types should be referenced in the BOS (Board of Studies) attachment or official university curriculum documents for your specific program and year.

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Format-1

Format-1

IIMTU-NEP IMPLEMENTATION (2025)
CBCS: Statement of Credit distribution

College/School: School of Commerce & Management. **Programme:MBA AVIATION MANAGEMENT (DUAL SPECIALIZATIONS)** **Duration: 04 Semester (02 Years). Batch : 2024**							**Credit range: 80-94 Cr** **Minimum 80 for PG** **(Suggested by CBCS-NEP Committee)**					
Attached guidelines to be followed:												
		Sem.	**Core Course/ Foundation Course Th (3cr) and P (2 cr)**	**Ability Enhancement Compulsory Course (AECC)**	**Skill Enhancement Course (SEC)**	**Discipline Specific Elective (DSE)**	**Generic Elective (GE) (From other Faculty)**	**Value Added Course- (VAC)**	**Summer Internship- SI**	**Research Project (RP)**	**Experimental Learning**	**Prerequisite**
Course Names as per UGC	**Cr.**	**Sample**	C-1 (3 Credit)+ P-1 (2 Credit)/T-1 (1 Cr.) FC-1 (3 Credit) 3/4/5/**6** Cr.	AECC-1 (Credit) **3** Cr./5 Cr. Each	SEC-1 (Credit) **4** Cr./Each	DSE-1 (Credit) 3 or 4/5/**6** Cr.	GE-1 (Credit) 3 or 4/5/6 Cr. **4 Cr./6 Cr.**	VAC-1 (Credit) 2 Cr./Each	SI-1 (Credit) 2 Cr./Each	RP (Credit) 2Cr./12Cr. Each	Experimental Learning(Credit) 2Cr./Each	
Course Names as per Higher Education (HE)			MAJOR-1 3/4/5/6 Cr.	Vocational 3 Cr.	Co-Curricular 4 Cr.	MAJOR-2 4/5/6 Cr.	MAJOR-3 4/5/6 Cr.	Physical Education (PE) 1/3/4 Cr.	Summer Internship 2/4 Cr.	RP (Credit) 12Cr./Each	--	
Decided Credits for implementation			Th (3cr) and P (2 cr)	3 Cr./5Cr.	3 Cr.	Th (3cr) and P (2 cr)	Th (4cr) and P (2 cr)	1 Cr.	2 Cr.	2Cr./12 Cr.	2 Cr.	
UG DEGREE WITH RESEARCH OR PGDM (40-49)		**I**	AM-CC-002**(C=3)** Principles of Management & Organisational Behaviour AM-CC-003 **(C=3)** Aviation Industry &	AM-CC-008 **(C=3)** Entrepreneurship & Innovation Fundamentals	AM-SEC-251**(c=2)** Business Communication & Presentation Skills ADE-SEC-251**(C=2)** Foreign Language		GENCC-101**(2)** National Cadet Corps (NCC	SPT-PC-411 Sports(p) **(C=1)**				Undergraduate with 40% in any stream or any other UGC requirement.

			Management Concepts AM-CC-004 **(C=3)** Managerial Economics - I AE-AM-9**(C=3)** Human Resource Management DA-CC-253 **(C=3)** Data wrangling & Visualization E AE-AM-4 **(C=3)** Marketing Management									
		II	AM-CC-009 **(C=3)** Strategic Business Management AE-AM-12 **(C=3)** Business Research Methods AM20 **(C=3)** Aviation Regulations	AM-AE-13 **(C=3)** International Language Proficiency	AM-SEC-14 **(C=2)** Excel Mastery	ADE-IB-1 COURSE-1 **(C=3)** Global Competitiveness Analysis AM-DA-1 COURSE-1 **(C=3)** Fundamentals of Data Science & AI ADE -HRM-1 COURSE-1 **(C=3)** Strategic HRM ADE -BF-1 COURSE-1 **(C=3)** Financial Analytics-I AM-OM-1	ENCC-102**(2)** National Cadet Corps (NCC	A SPT-PC-411 Sports(p) **(C=1)**				

						COURSE – 1 **(C=3)** Lean Six Sigma & Quality Management						
PG DEGREE (MBA-AM) (40-45)		**III**	AM24**(C=3)** Corporate Governance & Ethics AM24P**(C=2)** Case Study - Corporate Governance & Ethics AM-CC-15**(C=3)** Ground Handling & Cargo Management AM-CC-15P**(C=2)** Case Study - Ground Handling & Cargo Management			ADE-IB-3 COURSE-1 **(C=3)** Merger, Acquisition and Corporate Restructure DA-DSE-252 COURSE-1 **(C=3)** Introduction to python programming AM -MM-3 COURSE-1 **(C=3)** Digital Marketing & Analytics ADE-HRM-3 COURSE-1 **(C=3)** Organizational Change and Development AM-BF-2 COURSE-1 **(C=3)** Corporate Finance & Risk Management AM-OM-2 COURSE – 1 **(C=3)** Logistics & Resource Planning *<u>Note-</u> Students have to opt two specializations.*	GENCC-103**(2)** National Cadet Corps (NCC	SPT-PC-411 Sports(p) **(C=1)**	AE- AM-RP-17 **(C=0)** Field Visit / Internship / Seminar	AM-RP-16 **(C=4)** Mini Research Project		DM or 4 year under graguate programe. (Except b.tech -4 year programe

						First specialization is Fixed (Aviation) consists of three papers in third semester and three papers in fourth semester. Second specialization (optional choice Based) consists of three papers (1 ,2 &3) in third semester and three papers (4,5 &6) in fourth semester						
		IV	AM-CC-25**(C=3)** Consumer Behaviour AT-CC-254**(C=3)** Aviation Customer Service & Hospitality	ADE-AEC-254 **(C=3)** E-Marketing & Social Media Strategies		ADE-IB-2 COURSE-1 **(C=3)** Globalization and Indian Business Scenario BDA COURSE-1 **(C=3)** Big Data Analytics ADE -MM-2 COURSE-1 **(C=3)** Introduction to Services Marketing AM-HRM-2 COURSE-1 **(C=3)** Talent Acquisition & Retention	GENCC-104**(2)** National Cadet Corps (NCC	SPT-PC-411 Sports(p) **(C=1)**		AM-RP-18 **(C=4)** Mini Research Project		

						AM-BF-2 COURSE-1 **(C=3)** Investment Analysis & Portfolio Management AM-OM-3 COURSE – 1 **(C=3)** Project Management **Note-***Students have to opt two specializations. First specialization is Fixed (Aviation) consists of three papers in third semester and three papers in fourth semester. Second specialization (optional choice Based) consists of three papers (1 ,2 &3) in third semester and three papers (4,5 &6) in fourth semester.*						
MONTH INDUSTRY INTERNSHIP/ STUDENTS EXCHANGE PROGRAMME *The forth semester credit will be equalized by the internship assessment/ assessment by the students exchange programme.*												

Format-2

Format-2

IIMTU-NEP Implementation: Exit Points:

Programme	Year	Semester (15 weeks)	Course Code	Credit	Periods per Week	Periods (Hours) per Semester	Course Code	Unit (Periods per semester)	Prerequisite	Elective (For other faculty)
POST GRADUATE PROGRAM (40 MIN.Credits) MBA AVIATION MANAGEMENT (40-49)	FIRST YEAR	SEMESTER -I	1. AM-CC-02	3	3	30	1. Principles of Management & Organisational Behaviour	5	Unger Graduate with 40% in any stream or any other UGC requirement.	
			2. AM-CC-03	3	3	30	2. Aviation Industry & Management Concepts	5		
			3. AM-CC-04	3	3	30	3. Managerial Economics-I	5		
			4. AE-AM-9	3	3	30	4. Human Resource Management	5		
			5. DA-CC-253	3	3	30	5. Data wrangling & Visualization	5		
			6. AE-AM-4	3	3	30	6. Marketing Management	5		
			7. AM-CC-008	3	3	30	7. Entrepreneurship & Innovation Fundamentals	5		
			8. AM-SEC-251	2	2	20	8. Business Communication & Presentation Skills	5		
			9. ADE-SEC-251	2	2	20	9. Foreign Language	5		
			10. SPT-PC-111	1	1	20	10. Sports (P)	5		
			TOTAL	**26**	**26**	**270**				
		SEMESTER - II	1. AM-CC-009	3	3	30	1. Strategic Business Management	5		
			2. AE-AM-12	3	3	30	2. Business Research Methods	5		
			3. AM20	3	3	30	3. Aviation Regulations	5		
			4. DSE1A	3	3	30	4. Discipline Specific Course 1	5		
			5. DSE2A	3	3	30	5. Discipline Specific Course 2	5		
			6. AM-AE-13	3	3	30	6. International Language Proficiency	5		
			7. AM-SEC-14	2	2	20	7. Excel Mastery	5		
			8. SPT-PC-211	1	1	20	8. Sports (P)	5		
			TOTAL	**21**	**21**	**220**				

Programme	Year	Semester (15 weeks)	Course Code	Credit	Periods per Week	Periods (Hours) per Semester	Course Code	Unit (Periods per semester)	Prerequisite	Elective (For other faculty)
PG DEGREE (MBA-AM) (40-45)	SECOND YEAR	SEMESTER -III	1. AM24	3	3	30	1. Corporate Governance & Ethics	5	PGDM or 4 year under graguate programe. Except b.tech -4 year programe	
			2. AM24P	2	2	60	2. Case Study - Corporate Governance & Ethics	5		
			3. AM-CC-15	3	3	30	3. Ground Handling & Cargo Management	5		
			4. AM-CC-15P	2	2	60	4. Case Study - Ground Handling & Cargo Management	5		
			5. DSE1B	3	3	30	5. Discipline Specific Elective (Major)	5		
			6. DSE2B	3	3	30	6. Discipline Specific Elective (Minor)	5		
			7. AM-RP-16	3	3	30	7. Mini Research Project	5		
			8. AM-RP-17	4	4	40	8. Field Visit / Internship / Seminar	5		
			9. SPT-PC-311	1	1	20	9. Sports (P)	5		
			TOTAL	**24**	**24**	**330**				
		SEMESTER - IV	1. AM-CC-25	3	3	30	1. Consumer Behaviour	5		
			2. AT-CC-254	3	3	30	2. Consumer Behaviour	5		
			3. DSE1C	3	3	30	3. Discipline Specific Elective (Major)	5		
			4. DSE2C	3	3	30	4. Discipline Specific Elective (Major)	5		
			5. ADE-AEC-254	3	3	30	5. E-Marketing & Social Media Strategies	5		
			6. AM-RP-18	4	3	30	6. Major Research Project – 1	5		
			7. SPT-PC-411							
			TOTAL	**19**	**19**	**180**				

Format-3

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Program: MBA - Aviation Management **Class: MBA – AM With Dual Specialization**	**Year: I** **Semester: I**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: PRINCIPLES OF MANAGEMENT & ORGANIZATIONAL BEHAVIOR**
Course Code: AM-CC-002	**Title: PRINCIPLEA OF MANAGEMENT & ORGANIZATIONAL BEHAVIOR**

COURSE OBJECTIVES:.

CO1: To provide an understanding of the fundamental concepts, principles, and functions of management.
CO2: To develop knowledge of organizational behaviour and its application in the workplace.
CO3: To enable students to analyze and solve managerial problems through effective decision-making and leadership skills.
CO4: To bridge the gap between theory and practice by linking management principles with real-life business cases.
CO5: To foster ethical managerial practices and a socially responsible approach to decision-making in diverse organizational settings.
CO6: To enhance problem-solving and analytical skills for effective management of people, processes, and organizational resources.

Nature of Paper: Core Theory

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 30
T: 15
P: 0 (In Hours/Week.
Theory - 1 Hr. = 1 Credit
Practical- (4Hrs./Week=2Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Management** Meaning, Nature, and Scope of Management – Definitions, characteristics, importance. Evolution of Management Thought – Classical approach (Scientific Management, Administrative Management), Neo-classical approach (Human Relations Movement), Modern approaches (Systems Theory, Contingency Theory). Functions of Management – Planning, Organizing, Staffing, Directing, Controlling. Levels of Management – Top, Middle, and Lower; roles and responsibilities. Managerial Skills – Technical, human, conceptual; skills for different managerial levels.	8
II	**Planning and Organizing** Planning – Nature, purpose, importance, and limitations; types of plans (strategic, tactical, operational); steps in planning process. Decision Making – Concept, types of decisions, decision-making process, tools and techniques (SWOT, cost-benefit analysis, decision tree). Organizing – Nature, process, and	9

	principles of organizing. Organizational Structure – Types (line, functional, line-and-staff, matrix, project-based, virtual organizations). Departmentation – Basis (function, product, geography, customer, process). Span of Management – Factors affecting span; narrow vs wide span. Delegation of Authority and Decentralization – Meaning, principles, barriers to delegation, centralization vs decentralization.	
III	**Organizational Behaviour Foundations** Introduction to Organizational Behaviour (OB) – Meaning, scope, importance, and interdisciplinary nature. Individual Behaviour – Personality (definition, determinants, theories: Trait, Type, Psychoanalytic, Humanistic, Big Five model). Perception – Process, factors influencing perception, perceptual errors and biases. Learning – Meaning, theories (Classical Conditioning, Operant Conditioning, Social Learning Theory), reinforcement strategies. Attitudes and Values – Components, formation, change of attitudes; organizational commitment and work ethics. Emotions and Emotional Intelligence – Importance in workplace behaviour.	10
IV	**Motivation, Leadership, and Communication** Motivation – Nature, importance, process; Theories of Motivation (Maslow's Need Hierarchy, Herzberg's Two-Factor Theory, McClelland's Achievement Motivation Theory, Vroom's Expectancy Theory, Equity Theory). Leadership – Nature, importance, styles of leadership; Leadership theories (Trait, Behavioural, Contingency: Fiedler's model, Path-Goal theory). Power and Politics – Sources of power, political behaviour in organizations. Communication – Process, types (formal, informal, verbal, non-verbal), barriers to effective communication, overcoming barriers. Modern Trends in Leadership and Communication – Transformational leadership, servant leadership, digital communication in organizations.	9
V	**Group Dynamics, Organizational Change, and Development** Groups in Organizations – Types of groups (formal, informal), stages of group development (Tuckman's model), group norms, cohesiveness, and decision-making. Team Building – Difference between groups and teams, types of teams, managing effective teams. Conflict Management – Types of conflict, sources, conflict resolution strategies. Organizational Change – Meaning, forces for change, resistance to change, managing change (Lewin's Change Model, Kotter's 8-Step Process). Organizational Culture – Meaning, types, creating and sustaining culture. Organizational Development (OD) – Concept, objectives, OD interventions (team interventions, structural interventions, process interventions). Stress Management – Causes, effects, strategies for stress reduction in the workplace.	9

Reference / Text Books:

1. **Koontz, H., Weihrich, H., & Cannice, M.** – *Management: A Global Perspective*, McGraw Hill. **Robbins, S. P., & Judge, T. A.** – *Organizational Behavior*, Pearson Education. **Luthans, F.** – *Organizational Behavior*, Mc Graw Hill. **Griffin, R. W.** – *Management*, Cengage Learning. **Stoner, J. A. F.,**

Evaluation/Assessment Methodology
Max. Marks

1) Class tasks/ Attendance and Punctuality	10
2) Presentations /Seminar	5
3) Assignments	5
4) Case Study /Research Project Report/ Seminar On Research Project Report	5
5) ESE	75
Total:	**100**
Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC	

Format-3

IIMTU-NEP IMPLEMENTATION (25-26)
Year: I / Semester: I

Program: MBA - Aviation Management **Class: MBA – AM With Dual Specialization**	**Year: I** **Semester: I**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Aviation Industry & Management Concepts**
Course Code: AM-CC-003	**Title: Aviation Industry & Management Concepts**

COURSE OBJECTIVES:.

CO1. Provide a comprehensive overview of the global and Indian aviation industry, its structure, and regulatory environment.
CO2. Introduce key management principles and their application in the aviation context.
CO3. Familiarize students with airline and airport operational frameworks and business models.
CO4. Develop skills in strategic planning, resource allocation, and decision-making in aviation organisations.
CO5. Examine the role of technology, safety, and customer service in enhancing operational efficiency.
CO6. Equip students to analyse aviation industry trends, challenges, and opportunities for sustainable growth.

Nature of Paper: DSE Theory

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 30
T: 15
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit Practical- 4 Hrs.=2 Credit

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Aviation Industry** History and evolution of the global aviation industry. Structure of aviation: civil, military, and general aviation. Key stakeholders: airlines, airports, ground handlers, ATC, regulators, OEMs. International bodies: ICAO, IATA, ACI – roles and functions. Overview of the Indian aviation sector – growth trends, major players, government policies. Case Example: Evolution of Indigo Airlines in India.	10
II	**Unit 2: Airline Operations & Management Concepts** Airline business models: full-service, low-cost, regional carriers, cargo operators. Route planning, scheduling, and fleet management. Revenue management, ticket pricing, and yield management. Airline HRM – pilot and crew management. Customer service excellence in airlines. Case Example: Air India – operational challenges and turnaround strategies.	9
III	**Unit 3: Airport Operations & Infrastructure Management** Airport classification and functions. Terminal management, passenger flow, baggage handling, ground handling. Airport revenue streams: aeronautical and non-aeronautical. Public-Private Partnerships (PPP) in airport development. Airport	9

	safety and security protocols. Case Example: GMR Group – Delhi International Airport modernisation.	
IV	**Unit 4: Regulatory Framework & Safety Management** DGCA regulations and compliance requirements in India. Safety Management Systems (SMS) in airlines and airports. Aviation security standards (ICAO Annex 17). Accident investigation and reporting. Risk management in aviation operations. Case Example: Air Asia India – safety culture and compliance practices**.**	8
V	**Unit 5: Emerging Trends & Strategic Issues in Aviation** Sustainability and green aviation initiatives. Digital transformation: AI, IoT, blockchain in aviation. Airline alliances and code-sharing agreements. Impact of pandemics and global crises on aviation. Future of urban air mobility and drones. Case Example: Spice Jet – navigating challenges through diversification.	9

Reference / Text Books:

1. **Gray, C. F., Larson, E. W., & Joshi, R. (□ P.S. Senguttuvan (2015)** – *Fundamentals of Airport Transport Management*, Excel Books, 1st Edition. S.K. Sharma (2018) – *Civil Aviation Management*, S. Chand Publishing, 2nd Edition. Ruwantissa Abeyratne (Indian Context Adaptation) – *Aviation and International Cooperation*, Mc Graw Hill Doganis, R. – *The Airline Business* (Indian Adaptation), Routledge. Wells, A.T. & Young, S. – *Airport Planning & Management* (Indian Adaptation), McGraw Hill. IATA Training Manuals (Indian Aviation Modules).

Evaluation/Assessment Methodology

	Max. Marks
1. Class tasks/ Attendance and Punctuality	10
2. Presentations /Seminar	5
3. Assignments	5
4. Case Study/Research Project Report/ Seminar On Research Project Report	5
5. ESE	75
Total:	**100**

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC.

Course Learning Outcomes:

Upon completion of the course, Students will be able to

CLO1: Explain the structure, components, and functions of the aviation industry.
CLO2: Analyse the regulatory and competitive environment in which airlines and airports operate.
CLO3: Apply management concepts to solve operational and strategic issues in aviation organisations.
CLO4: Evaluate the effectiveness of airline and airport management practices.
CLO5: Recommend strategies for improving operational efficiency, safety, and customer satisfaction.
CLO6: Demonstrate an understanding of emerging trends and technologies shaping the aviation industry.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Program: MBA - Aviation Management **Class: MBA – AM With Dual Specialization**	**Year: I** **Semester: I**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: MANAGERIAL ECONOMICS - I**
Course Code: AM – CC - 004	**Title: MANAGERIAL ECONOMICS – I**

COURSE OBJECTIVES:

CO1. To introduce and develop a conceptual understanding of microeconomic tools and frameworks for managerial decision-making.
CO2. To enhance analytical skills through the application of economic models to real-world managerial situations.
CO3. To facilitate strategic thinking by analyzing demand, cost structures, pricing, and market environments.
CO4. To promote informed problem-solving in resource allocation under constraints and uncertainty.
CO5. To cultivate ethical and sustainable economic decision-making aligned with social responsibility.
CO6. To integrate case study analysis as a method for fostering critical evaluation and application of economic principles.

Nature of Paper: Core Theory

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 30
T: 15
P: 0 (In Hours/Week.
Theory - 1 Hr. = 1 Credit
Practical- (4Hrs./Week=2Credits)

Unit	Contents	No. of Lectures Allotted
I	**Demand & Market Fundamentals** Nature and Scope of Managerial Economics – Definition, relationship with microeconomics and macroeconomics, role in decision-making. Demand Analysis – Law of demand, demand schedule, demand curve; determinants of demand; demand forecasting techniques (qualitative & quantitative). Elasticity of Demand – Price elasticity, income elasticity, cross elasticity; measurement methods and managerial applications. Supply Analysis – Law of supply, determinants of supply, elasticity of supply. Market Equilibrium – Price determination under demand–supply interaction; shifts in curves. Case Studies – Analyzing real business scenarios of demand shifts, price changes, and forecasting accuracy.	8
II	**Cost Structures & Production Decisions** Production Theory – Production function, short-run vs long-run production; law of variable proportions; returns to scale. Cost Concepts – Fixed, variable, total, marginal, average costs; opportunity cost; sunk cost. Cost–Output Relationship – Short-run and long-run cost curves. Economies and Diseconomies of Scale – Internal vs external economies. Break-	9

	Even Analysis – Concept, assumptions, graphical and algebraic methods, limitations. Case Studies – Cost minimization problems, break-even application for pricing and investment decisions.	
III	**Market Structures & Pricing Strategy** Market Structure Analysis – Characteristics and price/output determination in perfect competition, monopoly, monopolistic competition, and oligopoly. Pricing Practices – Cost-plus pricing, marginal cost pricing, penetration pricing, skimming pricing, discriminatory pricing. Game Theory Basics – Strategic behavior in oligopoly, Nash equilibrium concept. Price Discrimination – Types, conditions, and case examples. Case Studies – Competitive strategy evaluation; pricing strategies of telecom, airlines, and retail companies.	10
IV	**Decision Making Under Uncertainty** Risk and Uncertainty in Economics – Nature, sources, and managerial implications. Decision-Making Tools – Expected value approach, decision tree analysis, sensitivity analysis. Forecasting for Decision Making – Qualitative and quantitative forecasting methods; scenario planning. Capital Budgeting Basics – Payback period, net present value, internal rate of return in decision-making. Case Studies – Investment project selection under uncertain market conditions; expansion vs diversification decisions.	9
V	**Government Intervention & Ethical Considerations** Market Failure – Externalities, public goods, imperfect competition, information asymmetry. Government Intervention – Price controls, subsidies, taxation, antitrust laws, environmental regulations. International Trade & Policy Impact – Tariffs, quotas, trade agreements, exchange rate fluctuations. Ethics in Managerial Decisions – Corporate social responsibility, sustainability in resource allocation, stakeholder interests. Case Studies – Government policy impact on industries (pharma, energy, agriculture); ethical dilemmas in pricing and market entry.	9

Reference / Text Books:

1. Samuelson, W. F. & Marks, S. G. (2021) – *Managerial Economics*. John Wiley & Sons Allen, W. B. (7th ed.) – *Managerial Economics: Theory,*

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Attendance and Punctuality	10
2) Presentations /Seminar	5
3) Assignments	5
4) Case Study /Research Project Report/ Seminar On Research Project Report	5
5) ESE	75
Total:	**100**

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC

Course Learning Outcomes:

Upon completion of the course, Students will be able to

CLO1: Explain fundamental microeconomic concepts—such as demand, supply, elasticity, and cost curves—and their application in managerial contexts.

CLO2: Analyze case scenarios using cost and production theory to derive managerial implications and strategic actions.

CLO3: Evaluate market structures and competitive behaviors to propose optimal pricing and output strategies.

CLO4: Apply decision-making techniques under uncertainty and risk to recommend resource allocation solutions. CLO5: Demonstrate awareness of ethical, sustainability, and social considerations when proposing managerial economic decisions. CLO6: Construct structured case study analyses, identifying problems, applying theory, and recommending managerial solutions.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Program: MBA Aviation Management **Class: MBA-AM – Dual Specialisation**	**Year: I** **Semester: I**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Human Resource Management**
Course Code: AE-AM-9	**Title: Human Resource Management**

Course Objectives:
CO1. Understand the strategic role of Human Resource Management (HRM) in organizational success.
CO2. Analyze HRM practices and their impact on employee performance and organizational culture.
CO3. Examine key HR functions, including recruitment, selection, and talent management.
CO4. Evaluate compensation and benefits strategies and their effects on employee motivation and retention.
CO5. Assess legal and ethical issues in HRM and their implications for organizational policies.
CO6. Explore contemporary HRM challenges and trends, including diversity and technological advancements.

Nature of Paper: Core Course Theory (Major)

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 30
T: 15
P: 0
Theory – 1 Hr. = 1 Credit
Practical- 2Hrs.=1Credit

Unit	Contents	No. of Lectures Allotted
I	**Human Resource Management in Perspective:** Evolution of Human Resource Management, Nature and scope of HRM, HRM functions, HRM models, Human Resource Development and Strategic Human Resource Management, HR Environment, Changing Role of HR.	8
II	**Meeting Human Resource Requirements:** Job Analysis, Job Description & Specification, Strategic Human Resource Planning, Recruitment, Selection Process, Selection Methods: Interviews & Tests. Placement, Induction, promotion and transfer	9
III	**Training & Developing of Employees:** Training and Development, Managing Careers, Understanding of Performance Management Systems and its relevance, Potential Appraisal **Managing Compensation Job** evaluation, Methods of Job Evaluation, Strategic Compensation, Equity Theory, Components of Pay Structure, Designing and Administration of Wage and Salary Structure, Wage Regulations in India	10
IV	**Employee Relations:** Overview of Industrial Relations, Industrial disputes, Collective Bargaining, Workers Participation and Management, Grievance handling	9
V	**Emerging Trends in HRM:** Overview of Human Resource Information System (HRIS), Introduction to HR Audit, IHRM Practices, Cross- Cultural and Diversity	9

	Management, Work-life integration, Human Resource Outsourcing & Separation Techniques	

Text Book & References:

1. Aswathappa. K, (2011), Human Resource Management - Text & Cases, 6th Ed., Mc Graw Hill, New Delhi
2. Dessler, G. (2005). Human Resource Management, Pearson Education India
3. Mathis, R. L., & Jackson, J. H. (2006). Human Resource Management,10th Ed., Cengage Learning
4. Snell, S., & Bohlander, G. (2007). Human Resource Management, Cengage Learning
5. Aswathappa, K., (2005). Human Resource and Personnel Management – Text & Cases, Tata Mc Graw-Hill.

Evaluation/Assessment Methodology

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

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC

Course Learning Outcomes:

CLO1. Describe the strategic importance of HRM and its contributions to organizational effectiveness.
CLO2. Analyze the impact of various HRM practices on employee and organizational performance.
CLO3. Implement effective recruitment, selection, and talent management processes.
CLO4. Develop and evaluate compensation and benefits strategies to enhance employee engagement.
CLO5. Identify and address legal and ethical issues related to HRM policies and practices.
CLO6. Assess and adapt to contemporary challenges and trends in HRM, including diversity and technology.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Program: MBA Aviation Management **Class: MBA-AM with Dual Specilzation**	**Year: I** **Semester: I**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Marketing Management**
Course Code: AE-AM-4	**Title: Marketing Management**

Course Objectives:
CO1. Develop strategic marketing plans aligned with business goals.
CO2. Understand consumer behavior and its impact on marketing strategies.
CO3. Analyze market research data to drive marketing decisions.
CO4. Implement effective marketing mix strategies (product, price, place, promotion).
CO5. Explore digital marketing tools and their applications.
CO6. Evaluate marketing performance and adapt strategies for improvement.

Nature of Paper: Core Theory

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45
T: 0
P: 0
Theory – 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit

Unit	Contents	No. of Lectures Allotted
I	Marketing V/s Selling, Customer value, Components of customer value and components of customer cost. Marketing Ethics- green marketing and green economy. Marketing Myopia. Marketing Environment, Techniques used in Environment Analysis. Contemporary Indian Marketing Environment. Cause and Social Marketing alternate concepts like 3V concepts of Nirmalaya Kumar Social Responsibility of marketing- new marketing realities, new responsibilities, new-age marketing, societal marketing concept, Corporate Social Responsibility. Emerging areas- Neuro Marketing, Sensory Marketing-concepts only. Assignment: Contemporary Indian Marketing Environment	8
II	Connecting with consumers and consumer in sighting, Factors influencing Consumer Behaviour, Consumer characteristics influencing buying behaviour-personal factors and cultural factors. Consumer Buying Decision Process, Buying Roles, Buying Motives. The black box model of consumer behaviour. Psychological Processes underlying consumer behaviour. Market Segmentation: Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Segmentation method – Geographic segmentation and Demographic segmentation, psychographic segmentation, behavioural segmentation, volume segmentation, deep segmentation. Indian Consumer- Features about consumer	12

	India, Classifying Indian consumer by Income B2B marketing Vs Consumer Marketing. Assignment-Live projects on Consumer Behaviour.	
III	Product Management-fundamentals, primary objective of product management, product hierarchy, product line, product mix, product mix strategies, Appraisal of product lines, products and brands. Managing PLC of product/brand, New Product Development, packing as a marketing tool, Role of labelling in packing. Main tasks in product management. Components of Product personality. Brand-selecting brand name, selecting logo, brand extension-effects. Introducing new product, innovations, new product development, stages in new product development, pricing strategy for new product. Branding - Concept of Branding, Types, Brand Equity, Branding strategies. Services Marketing & its Characteristics-tasks involved in service marketing, differentiating, positioning and brand building in services, premiumisation in service marketing. Market Segmentation, Targeting & Positioning (STP): Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Product Differentiation Strategies, Tasks involved in Positioning. Monitoring brands performance and positioning.	8
IV	Pricing decisions: Significance of pricing, factor influencing pricing (Internal factor and External factor), objectives, Pricing Strategies-Value based, Cost based, Market based, Competitor based, Pricing Procedure. Marketing Channels: Roles and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System, Network Marketing. Contemporary Channels and Retailing in India. Product Distribution Logistics: Product distribution Concept. Distinction between distribution logistics and Supply Chain Management.	8
V	Concept and scope of direct marketing. Digital marketing communications, digital marketing in India. Promotions- Marketing communications- Integrated Marketing. Communications (IMC)-communication objectives, steps in developing effective communication, Stages in designing message. Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern Media- Online and Mobile Advertising, Social Media for Advertising. Customer Relationship Management- components. Significance of Marketing Research- importance of data.	9

Text Book & References: Textbooks

1. Marketing Management- Indian Context, Global Perspective. Ramaswamy & Namakumari SAGE 6th Edition
2. Marketing Management: A South Asian Perspective. Kotler, Keller, Koshy & Jha Pearson Education Latest edition
3. New Product Management Merle Crawford and Anthony Di Benedetto McGraw-Hill Latest Editon
4. Advertisement Brands & Consumer Behaviour Ramesh Kumar Sage Publications 2020 Reference Books
5. Marketing in India: Text and Cases Neelamegham S Vikas Latest edition
6. Marketing Lamb, Hair, Mc Danniel Cengage Learning Latest edition
7. Fundamentals of Marketing Management, Etzel M J BJ Walker & William J Stanton Tata Macgraw Hill Latest edition

Evaluation/Assessment Methodology	
	Max. Marks
1. Class tasks/ Sessional Examination	10
2. Presentations /Seminar	5
3. Assignments	5
4. Research Project Report/Seminar On Research Project Report/Class performance	5
5. ESE	75
Total:	**100**
Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC	
Course Learning Outcomes: CLO1. Create comprehensive marketing strategies that align with organizational objectives. CLO2. Analyze consumer behavior to tailor marketing approaches effectively. CLO3. Utilize market research data to make informed marketing decisions. CLO4. Design and execute marketing mix strategies to optimize market presence. CLO5. Apply digital marketing techniques to enhance brand visibility and engagement. CLO6. Assess and refine marketing strategies based on performance metrics and feedback.	

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Program: MBA - Aviation Management **Class: MBA – AM With Dual Specialization**	**Year: I** **Semester: I**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Entrepreneurship & Innovation Fundamentals**
Course Code: AM-CC-008	**Title: Entrepreneurship & Innovation Fundamentals**

COURSE OBJECTIVES:

CO1. Provide a foundational understanding of entrepreneurship concepts, theories, and the entrepreneurial mindset.
CO2. Equip students with the ability to identify, evaluate, and develop business opportunities.
CO3. Introduce innovation frameworks, creative thinking techniques, and problem-solving approaches for business growth.
CO4. Familiarize students with the process of business model creation, validation, and resource mobilisation.
CO5. Enable students to analyse the role of innovation in sustaining competitive advantage in dynamic markets.
CO6. Encourage an ethical and sustainable approach to entrepreneurship aligned with social responsibility.

Nature of Paper: AECC

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 30
T: 15
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit Practical- 4 Hrs.=2 Credit

Unit	Contents	No. of Lectures Allotted
I	**Unit 1: Introduction to Entrepreneurship** Concept and importance of entrepreneurship in economic development. Types of entrepreneurs: necessity, opportunity, lifestyle, social entrepreneurs. Entrepreneurial mindset and skills. Role of entrepreneurship in India's start-up ecosystem. Government policies and initiatives: Start-up India, Make in India, MSME schemes. Case Example: Journey of Flipkart founders from start-up to acquisition.	10
II	**Unit 2: Innovation Fundamentals** Definition and types of innovation: product, process, business model, service, social innovation. Sources of innovation: R&D, market research, customer insights, reverse innovation. Creative thinking techniques: brainstorming, SCAMPER, mind mapping, design thinking basics. Technology and digital transformation as innovation enablers. Case Example: Ola Cabs – Business model innovation in Indian transportation.	9
III	**Unit 3: Opportunity Identification & Evaluation** Environmental scanning and market gap analysis. Feasibility study: technical, financial, and market feasibility. Industry analysis: Porter's Five Forces, SWOT/TOWS for start-ups. Risk	9

	assessment in entrepreneurial ventures. Case Example: Zomato – Identifying and scaling a digital food delivery opportunity	
IV	**Unit 4: Business Model & Venture Planning** Business Model Canvas – components and application. Value proposition design and customer segmentation. Revenue streams and cost structures. Lean start-up methodology and MVP (Minimum Viable Product) development. Case Example: BYJU'S – Scaling an EdTech model through innovative planning.	8
V	**Unit 5: Financing, Growth & Sustainability** Sources of finance: bootstrapping, angel investors, venture capital, crowd funding, bank loans. Financial planning and budgeting for start-ups. Scaling strategies and growth hacking techniques. Social entrepreneurship and sustainable innovation. Case Example: Amul – Cooperative model as a sustainable entrepreneurship success story.	9

Reference / Text Books:

1. **Vasant Desai (2021)** – *Dynamics of Entrepreneurship Development and Management*, Himalaya Publishing House, 8th Edition. **S.S. Khanka (2020)** – *Entrepreneurial Development*, S. Chand Publishing, 5th Edition **Rajeev Roy (2019)** – *Entrepreneurship*, Oxford University Press, 3rd Edition R.G. Bapat – *Entrepreneurship Development*, Nirali Prakashan. Peter F. Drucker – *Innovation and Entrepreneurship* (Indian Adaptation), Harper Business. Osterwalder, Pigneur – *Business Model Generation* (Indian Edition), Wiley.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Attendance and Punctuality	10
2) Presentations /Seminar	5
3) Assignments	5
4) Case Study /Research Project Report/ Seminar On Research Project Report	5
5) ESE	75
Total:	**100**

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC.

Course Learning Outcomes:

Upon completion of the course, Students will be able to

CLO1: Explain the principles of entrepreneurship and the characteristics of successful entrepreneurs.
CLO2: Analyse market opportunities and assess business feasibility.
CLO3: Apply innovation tools and creative problem-solving techniques to develop business ideas.
CLO4: Design business models and value propositions for new ventures.
CLO5: Evaluate the financing options, risks, and strategies for entrepreneurial success.
CLO6: Demonstrate an understanding of ethical, social, and sustainability considerations in entrepreneurship.

Format-3

IIMTU-NEP IMPLEMENTATION-2025
Year: I / Semester: I

Program: MBA - Aviation Management **Class: MBA – AM With Dual Specialization**	**Year: I** **Semester: I**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Data Wrangling and Visualization**
Course Code: DA-CC-253	**Title: Data Wrangling and Visualization**

Course Objective:
CO1: Understand the fundamentals, significance, and applications of data wrangling and visualization in data analysis.
CO2: Apply techniques for data cleaning, preprocessing, and transformation using appropriate tools and programming libraries.
CO3: Perform data integration, aggregation, and feature engineering for improved analytical outcomes.
CO4: Create and interpret various types of visualizations to effectively represent data patterns and insights.
CO5: Design interactive dashboards and utilize advanced visualization tools to communicate data-driven stories for decision-making.

Nature of Paper: Core Theory

Minimum Passing Marks/Credits: 40% Marks / 4 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4hrs./Week= 4 credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction to Data Wrangling & Visualization Definition and importance of data wrangling; Data types – structured, semi-structured, unstructured; Overview of data wrangling process – collection, cleaning, transformation; Introduction to data visualization – principles, objectives, and storytelling with data; Common tools and libraries for wrangling and visualization.	8
II	Data Cleaning & Preprocessing: Handling missing values, duplicates, inconsistent data; Data type conversions and formatting; Outlier detection and treatment; Data normalization and scaling; Encoding categorical data; Introduction to Python Pandas and NumPy / R for preprocessing.	8
III	Data Transformation & Integration Filtering, sorting, grouping, and aggregating data; Merging and joining datasets; Reshaping data – pivot, melt; Handling time-series data; Introduction to feature engineering for better analysis.	8

IV	Data Visualization Fundamentals Types of visualizations – bar chart, histogram, pie chart, line chart, scatter plot, heatmap, boxplot; Selecting appropriate charts for data; Visualization design principles – colors, labels, scales, avoiding misleading visuals; Creating plots using Matplotlib and Seaborn.	8
V	Advanced Visualization & Dashboards Interactive visualizations using Plotly, Tableau, and Power BI; Geospatial visualizations – maps; Real-time data visualization basics; Dashboard design and best practices; Case studies in business, marketing, and operations decision-making.	8

Reference / Text Books:
Jain, R Data Science and Analytics with Python, Wiley India 1st Edition

Evaluation/Assessment Methodology

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

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC.

Course Learning Outcomes:
CLO1: Understand the concepts, importance, and applications of data wrangling and visualization in data analysis.
CLO2: Apply techniques for data cleaning, preprocessing, and transformation using programming tools and libraries.
CLO3: Perform data integration, aggregation, and reshaping for effective analysis.
CLO4: Create and interpret different types of visualizations to identify patterns, trends, and relationships in data.
CLO5: Utilize advanced visualization tools and interactive dashboards for data storytelling and decision-making.
CLO6: Implement end-to-end data analysis workflows on real-world datasets to derive meaningful insights.

Format-3

IIMTU-NEP IMPLEMENTATION-2025
Year: I / Semester: I

Program: MBA - Aviation Management **Class: MBA – AM With Dual Specialization**	**Year: I** **Semester: I**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Business Communication & Presentation Skills**
Course Code: AM-SEC-251	**Title: Business Communication & Presentation Skills**

COURSE OBJECTIVES:.
CO1. Develop a strong foundation in business communication principles for professional success.
CO2. Equip students with effective verbal, non-verbal, and written communication skills.
CO3. Enhance abilities in creating and delivering impactful business presentations.
CO4. Train students in structuring persuasive messages for varied business contexts.
CO5. Improve confidence, clarity, and credibility in public speaking and corporate interactions.
CO6. Foster cross-cultural and digital communication competencies for global business environments.

Nature of Paper: SEC

Minimum Passing Marks/Credits: 50% Marks / 2 Credits

L: 30
T: 0
P: 15 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.= 2 Credit

Unit	Contents	No. of Lectures Allotted
I	**Unit 1: Fundamentals of Business Communication** Definition, scope, and importance of communication in business. Communication process and barriers. Types of communication: verbal, non-verbal, written, visual, and digital. Principles of effective business communication (7Cs & 4Ss). Communication ethics and corporate etiquette. Practical Activity: Self-introduction and elevator pitch.	10
II	**Unit 2: Written Communication Skills** Business letters, memos, notices, and circulars. Report writing: structure, types, and style. Email writing: professional tone, formatting, and etiquette. Proposal and business plan writing. Social media and digital communication guidelines. Practical Activity: Drafting a formal business proposal.	9
III	**Unit 3: Oral & Non-Verbal Communication** Public speaking fundamentals. Non-verbal cues: body language, facial expressions, gestures, posture, and eye contact. Voice modulation, pitch, and tone in professional settings. Listening skills and questioning techniques. Cross-cultural and virtual meeting communication. Practical Activity: Group discussion and mock interviews.	9
IV	**Unit 4: Presentation Skills** Planning and structuring a presentation. Designing slides: use of visuals, charts, and info graphics. Storytelling techniques for business presentations. Using tools like PowerPoint, Canva, and Prezi. Managing	8

	Q&A sessions and handling audience feedback. Practical Activity: Delivering a 10-minute business presentation with peer evaluation.	
V	**Unit 5: Persuasion, Negotiation & Communication in Teams** Persuasive communication strategies. Negotiation skills: preparation, tactics, and closure. Conflict resolution through communication. Leadership communication in teams. Feedback techniques for performance improvement. Practical Activity: Role-play – negotiation between client and service provider.	9

Reference / Text Books: Vasant Desai (2021) –

1. ***Meenakshi Raman & Prakash Singh (2022)*** – *Business Communication, Oxford University Press, 4th Edition.* ***R.C. Bhatia (2020)*** – *Business Communication, Ane Books, 3rd Edition.* ***Urmila Rai & S.M. Rai (2018)*** – *Business Communication, Himalaya Publishing House, 11th Edition* **K.K. Sinha (2019)** – *Business Communication: Principles, Methods and Techniques*, Galgotia Publishing, 4th Edition. Lesikar, Pettit & Flately – *Business Communication: Making Connections in a Digital World*, McGraw Hill (Indian Adaptation).

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Attendance and Punctuality	5
2) Presentations /Seminar/ Assignments	5
3) Case Study /Research Project Report/ Seminar On Research Project Report	5
4) ESE	35
Total:	**50**

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC.

Course Learning Outcomes:

Upon completion of the course, Students will be able to

CLO1: Explain the principles, types, and channels of effective business communication.

CLO2: Demonstrate proficiency in verbal, non-verbal, and written communication in professional contexts.

CLO3: Design structured, clear and engaging business presentations using modern tools.

CLO4: Apply persuasive communication techniques for negotiations, proposals, and meetings.

CLO5: Adapt communication strategies to cross-cultural, virtual, and diverse workplace settings.

CLO6: Evaluate the effectiveness of communication and presentation methods through feedback and self-reflection.

Format-3

IIMTU-NEP IMPLEMENTATION-2025
Year: I / Semester: II

Program: MBA - Aviation Management **Class: MBA – AM With Dual Specialization**	**Year: I** **Semester: II**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Strategic Business Management**
Course Code: AM-CC-009	**Title: Strategic Business Management**

COURSE OBJECTIVES:

CO1. Introduce the fundamental concepts, frameworks, and processes of strategic business management.
CO2. Develop analytical skills for environmental scanning and competitive analysis.
CO3. Equip students with tools for formulating, implementing, and evaluating business strategies.
CO4. Examine corporate, business, and functional-level strategies for different organisational contexts.
CO5. Integrate innovation, sustainability, and global trends into strategic thinking.
CO6. Enable application of strategy through real-world business cases, with a focus on Indian industries.

Nature of Paper: Core Theory

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 30
T: 15
P: (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=2 Credit

Unit	Contents	No. of Lectures Allotted
I	**Unit 1: Introduction to Strategic Business Management** Nature, scope, and importance of strategic management. Strategic decision-making process. Levels of strategy: corporate, business, functional. Vision, mission, goals, and objectives. Strategic intent and fit. Evolution of strategic management thought. Indian Corporate Example: Tata Group's vision-led diversification**.**	10
II	**Unit 2: Environmental Scanning & Analysis *(8–9 hrs)*** External environment analysis: PESTLE framework, industry analysis (Porter's Five Forces). Internal environment analysis: Resource-based view (RBV), value chain analysis, core competencies. SWOT/TOWS matrix application. Strategic gap analysis. Case Illustration: Reliance Jio's market entry strategy through industry & competitor analysis.	9
III	**Unit 3: Strategy Formulation** Corporate-level strategies: growth, stability, retrenchment, combination. Business-level strategies: cost leadership, differentiation, focus. Functional strategies: marketing, operations, HR, finance alignment. Strategic choices and competitive advantage. Indian Case: Maruti Suzuki's competitive strategy in the Indian automobile sector.	9
IV	**Unit 4: Strategy Implementation** Strategy-structure relationship. Leadership role	8

	in implementation. Resource allocation and budgeting. Change management and overcoming resistance. Organisational culture and strategy alignment. Case Study: Infosys – Strategy execution through culture and leadership.	
V	**Unit 5: Strategy Evaluation & Emerging Trends** Strategic control: premise, implementation, and strategic surveillance. Balanced scorecard approach. Globalisation and strategic alliances. Sustainability and corporate social responsibility as strategic imperatives. Digital transformation and its impact on strategy. Case Study: Mahindra & Mahindra – Sustainability as a strategic driver.	9

Reference / Text Books:

1. Azhar Kazmi & Adela Kazmi (2021) – *Strategic Management and Business Policy*, 5th Edition, Mc Graw Hill Education. P. Subba Rao (2020) – *Business Policy and Strategic Management*, Himalaya Publishing House. R. Srinivasan (2018) – *Strategic Management: The Indian Context*, PHI Learning.

Evaluation/Assessment Methodology

	Max. Marks
1)) Class tasks/ Attendance and Punctuality	10
2) Presentations /Seminar	5
3) Assignments	5
4) Case Study /Research Project Report/ Seminar On Research Project Report	5
5) ESE	75
Total:	**100**

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC.

Course Learning Outcomes:

Upon completion of the course, Students will be able to

CLO1: Explain the principles and importance of strategic business management.
CLO2: Analyse internal and external business environments using strategic tools.
CLO3: Formulate effective business strategies for competitive advantage.
CLO4: Evaluate strategic options and recommend suitable courses of action.
CLO5: Apply strategic frameworks to real-life business cases in Indian and global contexts.
CLO6: Demonstrate strategic decision-making skills considering ethics, sustainability, and innovation.

Format-3

IIMTU-NEP IMPLEMENTATION-2025
Year: I / Semester: II

Program: MBA Aviation Management **Class: MBA-AM with Dual Specialization**	**Year: I** **Semester: II**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Business Research Methods**
Course Code: AE-AM-12	**Title: Business Research Methods**

Course Objectives:

CO1. Understand the research process and methodologies used in business research.
CO2. Develop skills in designing and conducting research studies, including data collection and analysis.
CO3. Analyze qualitative and quantitative research techniques and their applications in business.
CO4. Evaluate the reliability and validity of research findings and data.
CO5. Apply statistical tools and software to analyze research data and interpret results.
CO6. Communicate research findings effectively through reports and presentations.

Nature of Paper: Core Course Theory (Major)

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 30
T: 15
P: 0
Theory – 1 Hr. = 1 Credit
Practical- 2Hrs.=1Credit

Unit	Contents	No. of Lectures Allotted
I	Introduction to Research; Understanding Research Philosophies; Research as Creative and Strategic Thinking Process; Theory Building: Research Concept, Construct, Propositions, Variable, and Hypothesis; Business Research Process; Ethical Issues in Business Research, Generating & Refining Ideas for Research Topic, Developing Research Questions, Indicators of Good Scientific Research.	8
II	**Reviewing Literature and Formulating Research Design** Importance of Literature Review; Finding & Managing the Literature, Writing Formal Literature Review; Building Theoretical Framework; Generation of Hypothesis; Formulation of Research Design; Exploratory Research Design; Descriptive Research Design; Experimental Research Design.	9
III	Measurement & Sampling Levels of scale measurement; Conceptualization & Operationalization; Criteria for Good measurement; Sampling Design: Probability and Non Probability Sampling Techniques; Sample Size Determination; Sampling and Non Sampling Errors.	10

IV	Research Methods & Data Collection: Questionnaire Design: Basic Considerations, Wording, Layout, Methods to Administer Questionnaire, Techniques for Measuring Attitudes; Comparative and Non Comparative Scaling Techniques; Overview of Qualitative Methods: Interview; Focus Group, Observation.	9
V	Data Analysis & Report Writing: Overview of SPSS: Descriptive and Inferential Statistical Analysis; Purpose and Components of Research Proposal; Components of Written Research; Overview of Academic Writing; Using MS Word for Referencing.	9

Text Book & References:

1. Zikmund, Babin, Carr, Adhikari, Griffin., Business Research Methods, Cengage Learning, 1e, 2012
2. Zina O'Leary, The Essential Guide to Doing Research, SAGE, 2004.

References:

1. Aaker, David A; Kumar V and George S., Marketing Research, Sixth edition, John Wiley & Sons

Evaluation/Assessment Methodology

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

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC

Course Learning Outcomes:

CLO1. Describe the research process and various methodologies used in business research.
CLO2. Design and conduct research studies, including effective data collection and analysis.
CLO3. Apply qualitative and quantitative research techniques to address business questions.
CLO4. Assess the reliability and validity of research findings and data.
CLO5. Utilize statistical tools and software to analyze data and derive meaningful insights.
CLO6. Present research findings clearly and effectively in written reports and oral presentations.

Format-3

IIMTU-NEP IMPLEMENTATION-2025
Year: I / Semester: II

Program: MBA - Aviation Management **Class: MBA – AM With Dual Specialization**	**Year: I** **Semester: II**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Fundamentals of Data Science & AI**
Course Code: AM-DA-1	**Title: Fundamentals of Data Science & AI**

COURSE OBJECTIVES:

CO1. Introduce the fundamental concepts, scope, and applications of data science and AI in business.
CO2. Familiarize students with the process of data collection, cleaning, analysis, and interpretation.
CO3. Develop basic understanding of statistical, machine learning, and AI techniques relevant to decision-making.
CO4. Enable students to apply AI and data-driven strategies for solving business problems.
CO5. Examine ethical, legal, and societal considerations in the use of AI and data science.
CO6. Provide hands-on experience with essential tools and platforms used in data analytics and AI.

Nature of Paper: DSE THEORY

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=2 Credit

Unit	Contents	No. of Lectures Allotted
I	**Unit 1: Introduction to Data Science & AI** Overview of data science: definition, lifecycle, and business applications. Introduction to AI: history, types (narrow AI, general AI, super AI). AI in business: marketing, finance, HR, operations, supply chain. Relationship between data science, machine learning, and AI. Trends and future of AI in business. Case Example: AI-driven customer personalization in Indian e-commerce (e.g., Flipkart).	10
II	**Unit 2: Data Collection, Preparation & Exploration *(8–9 hrs)*** Types of data: structured, unstructured, semi-structured. Data sources: internal, external, IoT, APIs, web scraping. Data cleaning: handling missing values, duplicates, outliers. Data exploration: descriptive statistics, visualization techniques. Introduction to tools: Excel, Python, R (basics). Practical: Data preprocessing and visualization with Excel/Python.	9
III	**Unit 3: Fundamentals of Statistics & Analytics for AI** Basic probability concepts and distributions. Descriptive vs inferential statistics. Hypothesis testing and confidence intervals. Correlation and regression analysis. Introduction to predictive analytics. Case Example: Predicting sales trends using regression in retail.	9
IV	**Unit 4: Machine Learning & AI Techniques** Overview of supervised, unsupervised, and reinforcement learning. Common algorithms: linear	8

	regression, logistic regression, decision trees, clustering (K-means). Introduction to natural language processing (NLP) and computer vision. AI platforms and cloud services: Google AI, Azure AI, AWS AI Practical: Building a simple predictive model with a small dataset**.**	
V	**Unit 5: Ethical, Legal & Strategic Aspects of AI in Business** AI ethics: transparency, fairness, accountability. Data privacy laws in India (IT Act, PDP Bill) and global frameworks (GDPR). Risks and challenges in AI adoption. Strategic integration of AI in business decision-making. Sustainable AI: balancing profit with social good. Case Example: AI-based recruitment screening and bias concerns in Indian companies**.**	9

Reference / Text Books:

1. **K.P. Soman, Shyam Diwakar & V. Ajay (2020) –** ***Insight into Data Science*****, PHI Learning, 1st Edition. V.K. Jain (2021) –** ***Artificial Intelligence for Managers*****, Dreamtech Press, 1st Edition. Seema Bawa & R. Ghosh (2019) –** ***Machine Learning and Artificial Intelligence*****, McGraw Hill Education, 1st Edition** ***Prateek Joshi (2018)*** *– Artificial Intelligence with Python, Packt Publishing (Indian Adaptation).* ***Rajendra Akerkar (2019)*** *– Artificial Intelligence, PHI Learning, 2nd Edition. Gareth James et al. – An Introduction to Statistical Learning (Indian Edition), Springer.*

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Attendance and Punctuality	10
2) Presentations /Seminar	5
3) Assignments	5
4) Case Study /Research Project Report/Seminar On Research Project Report	5
5) ESE	75
Total:	**100**

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC.

Course Learning Outcomes:

Upon completion of the course, Students will be able to

CLO1: Explain the key concepts, processes, and applications of data science and AI.

CLO2: Identify and prepare relevant datasets for business analysis.

CLO3: Apply basic data analytics and AI models to solve business-related problems.

CLO4: Interpret analytical results to support strategic decision-making.

CLO5: Evaluate the ethical implications of AI-driven decisions in business contexts.

CLO6: Demonstrate proficiency in using selected data science and AI tools through practical assignments**.**

Format-3

IMTU-NEP IMPLEMENTATION-2025
Year: I / Semester: II

Program: MBA – Aviation Management **Class: MBA – AM With dual specialization**	**Year: I** **Semester: II**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: International Marketing Strategies**
Course Code: ADE-MM-1	**Title: International Marketing Strategies**

Course Objectives:
CO1: To introduce students to the fundamental concepts and importance of international marketing.
CO2: To explore strategic approaches in entering and sustaining presence in foreign markets.
CO3: To understand the cultural, political, legal, and economic environment influencing global marketing decisions.
CO4: To develop the ability to plan and implement global branding and positioning strategies.
CO5: To analyze pricing, distribution, and promotional strategies for global markets.
CO6: To enable students to apply real-time strategic models to international marketing challenges.

Nature of Paper: DSE – Theory

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 30
T: 15
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- (4Hrs./Week= 2 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Fundamentals of International Marketing:** Introduction to International Marketing: Scope & Challenges, Global vs. Domestic Marketing, International Marketing Environment: Political, Legal, Socio-cultural, Technological, Drivers of Internationalization, Theories of International Trade (comparative advantage, product life cycle, Uppsala model) **Focus: Understand foundational concepts and environmental scanning.**	**10**
II	**Market Entry Strategies:** International Market Selection and Screening Modes of Entry: Exporting, Licensing, Franchising, Joint Ventures, Wholly Owned Subsidiaries, Strategic Alliances and Global Partnerships, Risk Assessment and Mitigation in Global Markets, Case Applications: Entry Strategy Decision-Making **Focus: Evaluate and select suitable entry strategies based on market analysis.**	**8**
III	**Global Segmentation, Targeting & Positioning (STP):** Basis for Global Segmentation: Demographic, Geographic, Behavioral Psychographic International Target Market Strategies, Positioning Approaches in a Multinational Context, Adaptation vs. Standardization Debate, Global Consumer Behavior and Buying Patterns. **Focus: Strategically design market coverage plans across international**	**9**

	segments.	
IV	**International Marketing Mix Strategies (4Ps/7Ps):** Product: Global Product Development, Packaging, Branding, Product Adaptation Price: Global Pricing Factors, Transfer Pricing, Dumping, Pricing Strategies Place: International Distribution Channels, Logistics, Intermediaries Promotion: Cross-Cultural Communication, Advertising Strategies, Global Campaigns Overview of 7Ps in service marketing (where applicable) **Focus: Design the marketing mix tailored for specific global regions.**	**9**
V	**Contemporary Issues and Digital Global Strategies:** Global E-commerce and Digital Platforms, Use of Social Media and Influencer Marketing in International Markets , Ethical and Legal Issues in International Marketing Sustainability and CSR in Global Markets, Crisis Management, Geopolitical Risks & Post-COVID Global Strategies **Focus: Adapt marketing to modern digital, ethical, and sustainability trends.**	**9**

Reference/Text Books:

1. Keegan, W. J. – Global Marketing Management Cateora, P. R., Gilly, M. C., & Graham, J. L. – International Marketing Hollensen, S. – Global Marketing: A Decision-Oriented Approach Harvard Business Review: Articles on Global Expansion, Cross-Cultural Strategy Market Line, Statista, World Bank, IMF – International Market Reports

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks / Attendance and punctuality	10
2) Presentations / Seminar	5
3) Case Study / Research Project Report / Seminar On Research Project Report	5
4) Assignment	5
5) ESE	75
Total:	**100**

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC

Course Learning outcome:

CLO1: Explain the dynamics of international marketing environments and strategic implications.
CLO2: Identify and evaluate modes of entry into foreign markets.
CLO3: Design effective global segmentation, targeting, and positioning strategies.
CLO4: Formulate pricing, distribution, and promotion strategies suitable for global operations.
CLO5: Apply analytical models and frameworks to solve international marketing problems.
CLO6: Assess global branding strategies and recommend approaches for competitive advantage.

Format-3

IIMTU-NEP IMPLEMENTATION-2025
Year: I / Semester: II

Program: MBA – Aviation Management **Class: MBA – AM With dual specialization**	**Year: I** **Semester: II**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Strategic Human Resource Marketing**
Course Code:ADE-HRM-1	**Title: Strategic Human Resource Marketing**

Course Objectives:
CO1: To introduce students to real-world international marketing strategy formulation through case analysis.
CO2: To analyze environmental, cultural, legal, and economic factors influencing global market operations.
CO3: To understand and critique strategic decisions related to global entry, expansion, and marketing mix.
CO4: To develop insights into global branding, digital marketing, and cross-cultural consumer behavior.
CO5: To build analytical and decision-making skills through problem-solving and case simulations.
CO6: To explore ethical, technological, and sustainability challenges in international marketing.

Nature of Paper: DSE Theory

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L:30
T:15
P:0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- (4Hrs./Week=2Credits)

Unit	Contents	No. of Lectures Allotted
I	Understanding the Global Marketing Environment: Introduction to global marketing and strategic relevance, PESTLE and CAGE frameworks for environmental analysis, Cultural dimensions and cross-cultural marketing considerations, Economic blocs, trade regulations, WTO, and FTA impact Global market attractiveness and risk assessment tools	**10**
II	International Market Entry and Expansion Strategies: Market entry modes: Exporting, Licensing, Franchising, JV, FDI, Entry barriers and risk mitigation , Evaluation criteria for selecting foreign markets Internationalization theories (Uppsala, Eclectic Paradigm), Strategic alliances and greenfield vs. brownfield entry	**9**
III	Global Segmentation, Targeting, and Positioning (STP): Segmentation approaches in international markets, Targeting strategies: concentrated, differentiated, undifferentiated, Global vs. local positioning strategy, Cultural relevance and positioning consistency, Case-based STP development in diverse regions	**8**

IV	Strategic International Marketing Mix Decisions (4Ps):Product adaptation vs. standardization, Global pricing strategies, transfer pricing, grey markets Channel strategies and international logistics, Cross-cultural advertising, IMC in global settings , Global branding and promotional planning.	**9**
V	Contemporary Issues in International Marketing Strategy: Global digital marketing and e-commerce, Cross-border influencer strategies, Legal and ethical considerations (e.g., GDPR, PDP, CSR), Sustainability and green marketing in global markets, Post-pandemic shifts and geopolitical tensions in global strategy.	**9**

Reference/Text Books:

1. Global Marketing Management – Warren Keegan
2. International Marketing – Cateora, Gilly, Graham
3. Global Marketing – Hollensen

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks / Attendance and punctuality	10
2) Presentations / Seminar	5
3) Case Study / Research Project Report / Seminar On Research Project Report	5
4) Assignment	5
5) ESE	75
Total:	**100**

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC

Course Learning outcome:

CLO1: Critically analyze international marketing strategies through practical case studies.
CLO2: Evaluate the selection and implementation of global market entry and expansion strategies.
CLO3: Apply segmentation, targeting, and positioning models in diverse international contexts.
CLO4: Design adaptive international marketing mix strategies in response to regional dynamics.
CLO5: Assess ethical, legal, and technological issues related to global marketing practices.
CLO6: Demonstrate teamwork and communication through presentations and strategic recommendations.

Format-3

IIMTU-NEP IMPLEMENTATION-2025
Year: I / Semester: II

Program: MBA - Aviation Management **Class: MBA – AM With Dual Specialization**	**Year: I** **Semester: II**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Financial Analytics-I**
Course Code: ADE-BF-1	**Title: Financial Analytics-I**

Course Objectives:
CO1: Understand the fundamentals of financial analytics and its relevance in modern financial decision-making.
CO2: Develop skills in data interpretation, visualization, and financial data modeling.
CO3: Apply analytical tools to evaluate financial statements, ratios, and performance metrics.
CO4: Use Excel and other analytical tools for building financial models and dashboards.
CO5: Explore predictive and descriptive analytics for investment and risk analysis.
CO6: Interpret real-time financial data to support strategic business and financial decisions.

Nature of Paper: DSE Theory

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45
T: 15
P: 60 (In Hours/Week)
Theory- 1 Hr.=1 Credit
Practical- 0

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Financial Analytics:** Meaning and scope of Financial Analytics, Role in modern business decision-making, Types of data in finance: Structured, Unstructured, Semi-structured, Types of analytics: Descriptive, Predictive, Prescriptive, Financial data sources (internal & external), Challenges in financial analytics and data quality issues **Practical Component:** Introduction to Excel and Google Sheets for financial data Hands-on: Cleaning and sorting financial data.	**12**
II	**Financial Statement Analysis & Ratio Interpretation:** Components of Financial Statements: Balance Sheet, Income Statement, Cash Flow Common-size analysis and trend analysis, Key financial ratios: Liquidity, Profitability, Efficiency, Solvency, Market, Interpretation of ratios and benchmarking, Linking ratios with financial performance and strategic goals **Practical Component:** Using Excel to perform ratio analysis on real company financials Case Study: Analysis of 3 years of financial performance of a listed **company** (Excel, Tableau, Power BI) Creating dashboards for financial insights.	**11**

III	**Tools and Techniques for Financial Modeling:** Introduction to Financial Modeling concepts, Basics of Forecasting and Projections, Revenue and Expense modeling, Scenario Analysis and Sensitivity Analysis, Goal Seek and Data Tables in Excel, Common errors in financial modeling **Practical Component:** Building a basic Profit and Loss model in Excel Scenario-based modeling for budgeting	**12**
IV	**Dash boarding and Visualization in Financial Analytics:** Importance of visualization in financial decision-making, Excel Dashboards: Charts, Slicers, Pivot Tables, Creating interactive dashboards for financial KPIs Dashboard design best practices, Introduction to data visualization tools: Power BI/Tableau (Introductory Overview) **Practical Component:** Designing a financial KPI dashboard using Excel Case: Monthly report dashboard for a company	**11**
V	**Advanced Applications of Financial Analytics:** Predictive Analytics for Budgeting and Forecasting, Credit Scoring and Risk Analysis Models Valuation Techniques using analytics (DCF Overview), Investment Portfolio Optimization (Intro Concepts),Fraud Detection using financial data patterns Role of AI & Machine Learning in Financial Analytics (Overview) **Practical Component:** Forecasting revenue using regression in Excel Case Study: Risk profiling for investment decisions	**14**

Reference/Text Books:

1. Financial Analytics: The Path to Real-Time Decision-Making – by S. Arora Data Science for Finance – by Sergio M. Focardi Financial Modeling in Excel for Dummies – by Danielle Stein Fairhurst
2. Principles of Corporate Finance – by Brealey, Myers, and Allen

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks / Attendance and punctuality	10
2) Presentations / Seminar	5
3) Case Study / Research Project Report / Seminar On Research Project Report	5
4) Assignment	5
5) ESE	75
Total:	**100**

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC.

Course Learning outcome:

CO1: Explain the concepts and components of financial analytics and data-driven decision-making.
CO2: Analyze financial statements using key financial ratios and indicators.
CO3: Create dynamic reports and dashboards using Excel and basic financial tools.
CO4: Apply descriptive and predictive analytics for financial forecasting and budgeting.
CO5: Demonstrate the use of financial data for investment decision-making and risk evaluation.
CO6: Communicate insights derived from financial data through visual and analytical reporting.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: II

Program: MBA - Aviation Management **Class: MBA – AM With Dual Specialization**	**Year: I** **Semester II**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Global Competitiveness Analysis**
Course Code:ADE-IB-1	**Title: Global Competitiveness Analysis**

Course Objectives:
CO1: To provide a comprehensive understanding of global competitiveness and its drivers.
CO2: To enable students to analyze national and firm-level competitiveness using recognized frameworks.
CO3: To examine global trade patterns, competitiveness indices, and economic integration.
CO4: To explore the role of innovation, human capital, and government policy in shaping competitiveness.
CO5: To apply competitive intelligence techniques in a global business environment.
CO6: To equip students with tools for strategic decision-making in globally competitive markets.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40%Marks / 4 Credits

L: 45
T: 1
P: 60 (In Hours/Week)
Theory- 1 Hr.=1 Credit
Practical-0

Unit	Contents	No. of Lectures Allotted
I	**Foundations of Global Competitiveness:** Meaning and Dimensions of Competitiveness, Levels: National, Sectoral, and Firm-Level Competitiveness Key Drivers: Productivity, Innovation, Infrastructure, Institutions, Globalization and its Impact on Competitive Positioning, Comparative vs. Competitive Advantage. **Case Examples:** Why Switzerland Tops Global Competitiveness Rankings Singapore vs. Brazil: Institutional Drivers of Competitiveness. **Activities:** Class Debate: "Can developing nations be truly competitive on a global scale?" Short Presentation: Competitiveness of India vs. China	**10**
II	**Competitiveness Frameworks and Indices:** Michael Porter's Diamond Model World Economic Forum's Global Competitiveness Index (GCI), IMD World Competitiveness Yearbook, Ease of Doing Business Index, Global Innovation Index and its Indicators, Limitations and Criticisms of Indices **Case Examples:** India's Ranking on GCI and its Interpretation, Finland's Global Innovation Strategy **Activities:** Analysis of 3 Countries using GCI Dimensions, Group Report: Comparative Competitiveness Dashboard	**10**

III	**Sectoral and Firm-Level Competitiveness:** Factors Affecting Sectoral Competitiveness: Input Costs, Demand Conditions, Regulatory Environment Firm-Level Competitiveness: Cost Leadership, Differentiation, Innovation Capability, Competitive Benchmarking Techniques, Global Supply Chains and Value Chain Management, **Case Studies:** India's IT Sector vs. Philippines' BPO Sector Tesla: Disruptive Innovation and Competitive Edge, Apple vs. Samsung: Global Value Chain Rivalry **Activities:** SWOT + Benchmark Analysis of a Global Firm Value Chain Mapping Workshop	**09**
IV	**National Competitiveness and Economic Policy:** Role of Government in Enhancing Competitiveness, Industrial and Trade Policies, Human Capital Development and Education Quality, Infrastructure and Digital Competitiveness, Case of Emerging Economies: India, Vietnam, Indonesia **Case Examples:** Make in India: Strategy or Slogan? Ireland's Competitiveness in the Post-EU World **Activities:** Policy Review: Analyze one country's economic strategy for competitiveness Class Simulation: National Competitiveness Policy Forum.	**08**
V	**Strategic Applications and Global Competitiveness Challenges:** Competitive Intelligence & Strategic Forecasting, Innovation Ecosystems and Clusters Sustainable Competitiveness and ESG Factors, Challenges: Trade Wars, Supply Chain Shocks, Digital Disruption, Building a Competitive Strategy for Global Expansion **Case Studies:** China's Belt and Road Initiative – Strategic or Competitive? Global Competitive Strategy of AmazonCOVID-19 and Resilience of National Competitiveness **Activities:** Strategic Report: Improving India's Competitive Position by 2030 Final Group Presentation: Competitiveness Strategy for a Selected Country or Company	**08**

Reference/Text Books:

1. Michael E. Porter – The Competitive Advantage of Nations, World Economic Forum – Global Competitiveness Reports, IMD Business School – World Competitiveness Yearbook, Harvard Business Review Articles on Global Strategy, Reports from McKinsey, World Bank, UNCTAD, and OECD, Academic Journals: Journal of International Business Studies, Competitiveness Review.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks / Attendance and punctuality	10
2) Presentations / Seminar	5
3) Case Study / Research Project Report / Seminar On Research Project Report	5
4) Assignment	5
5) ESE	75
Total:	**100**

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC .

Course Learning outcome:

CLO1: Define and explain the key concepts and determinants of global competitiveness.
CLO2: Analyze and interpret global competitiveness indices and reports.
CLO3: Compare the competitiveness of nations using real data and case analysis.
CLO4: Evaluate the competitive positioning of firms in international markets.
CLO5: Apply global strategy models and frameworks to real-world scenarios.
CLO6: Recommend strategic actions for firms or nations to improve competitiveness.

Format-3

IIMTU-NEP IMPLEMENTATION-2025
Year: I / Semester: II

Program: MBA - Aviation Management **Class: MBA – AM With Dual Specialization**	**Year: I** **Semester: II**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: LEAN SIX SIGMA & QUALITY MANAGEMENT**
Course Code: AM – OM – 1	**Title: LEAN SIX SIGMA & QUALITY MANEGEMENT**

COURSE OBJECTIVES:.

CO1. To develop foundational understanding of Lean and Six Sigma principles for quality and process improvement.

CO2. To familiarize students with the DMAIC (Define–Measure–Analyse–Improve–Control) framework and Lean tools for reducing defects.

CO3. To enhance skills in statistical and analytical techniques for driving data-driven decisions.

CO4. To cultivate capabilities in designing and implementing quality management systems and continuous improvement projects.

CO5. To promote a mindset of operational excellence, ethical quality practices, and stakeholder value creation.

CO6. To apply case-based learning through real-world examples of Lean Six Sigma implementation across industries.

Nature of Paper: DSE Theory

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 30
T: 15
P: 0 (In Hours/Week.
Theory - 1 Hr. = 1 Credit
Practical- (4Hrs./Week=2Credits)

Unit	Contents	No. of Lectures Allotted
I	**Fundamentals of Quality & Lean Thinking:** Introduction to Quality Management–Definition, evolution, and significance in global competitiveness. Principles of Total Quality Management (TQM) – Customer focus, continuous improvement, employee involvement. Lean Principles – Waste identification (Muda, Mura, Muri), value-added vs. non-value-added activities, flow and pull systems. Six Sigma Overview – Concept, history, key metrics (DPMO, Sigma Level, Yield), benefits and challenges Value Stream Mapping (VSM) – Purpose, symbols, current and future state mapping. Case Studies – Toyota Production System, Motorola's Six Sigma journey.	**10**
II	**Define & Measure Phases:** Project Selection & Prioritization – Identifying improvement opportunities, project charter, stakeholder analysis. SIPOC Diagram – Suppliers, Inputs, Process, Outputs, Customers. Critical to Quality (CTQ) – Identification and translation of customer needs into measurable performance. Data Collection Methods – Check sheets, sampling methods,	**9**

	operational definitions. Measurement System Analysis (MSA) – Accuracy, precision, repeatability, reproducibility. Process Capability Analysis – Cp, Cpk, Pp, Ppk calculations and interpretations. Case Studies – DMAIC project definition in healthcare and manufacturing sectors.	
III	**Analyse Phase:** Purpose of Analyse Phase – Identifying root causes of defects or waste. Root Cause Analysis Tools – Fishbone (Ishikawa) diagram, 5 Whys, Pareto analysis. Statistical Analysis for Problem Diagnosis – Hypothesis testing (t-test, chi-square), correlation, regression analysis. Failure Modes and Effects Analysis (FMEA) – Steps, RPN calculation, prioritization of risks. Cause–Effect Verification – Validation through data analysis. Case Studies – Reduction of process variation in electronics manufacturing.	**8**
IV	**Improve Phase & Lean Tools:** Improvement Strategies–Brainstorming, creative problem solving. Lean Implementation Tools–5S workplace organization, Kaizen (continuous improvement), Kanban systems, Poka-Yoke (mistake-proofing). Design of Experiments (DOE)–Basics, factorial design, optimization of process parameters. Piloting Solutions–Planning, execution, evaluation of pilot runs. Financial Evaluation of Improvements–ROI, cost–benefit analysis. Case Studies – Service industry cycle time reduction, assembly line optimization.	**9**
V	**Control, Sustain & Quality Management Systems:** Control Phase Objectives – Maintaining gains and preventing backsliding. Control Charts & Statistical Process Control (SPC) – Types (X-bar, R, p, np, c, u), interpretation. Control Plans – Standardization, documentation, training. Quality Management Systems (QMS) – ISO 9001 requirements, certification process. Integrating Lean Six Sigma with TQM – Synergies and combined approaches. Ethics in Quality Management – Transparency, compliance, and social responsibility. Case Studies – Sustaining Six Sigma results in global supply chains, QMS implementation in SMEs.	9

Reference / Text Books:

1. **Mikel J. Harry (2000)** – *Six Sigma: The Breakthrough Management Strategy Revolutionizing the World's Top Corporations* , **Thomas Pyzdek & Paul Keller (2018)** –

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and Punctuality	10
2) Presentations/Seminar	5
3) Assignments	5
4) Case Study /Research Project Report/Seminar On Research Project Report	5
5) ESE	75
Total:	**100**

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC .

Course Learning Outcomes:

Upon completion of the course, Students will be able to

CLO1: Interpret the purposes and components of Lean and Six Sigma methodologies.

CLO2: Apply the DMAIC roadmap to structure and solve process-focused quality improvement cases.

CLO3: Use statistical and process capability tools to evaluate performance and variation.

CLO4: Design Lean-based interventions (e.g., Kaizen, 5S, poka-yoke) to eliminate waste and enhance flow.

CLO5: Evaluate quality management systems (e.g., ISO 9001, TQM frameworks) critically.

CLO6: Construct structured case analyses modeling project charters, root cause diagnosis, and control strategies.

Format-3

IIMTU-NEP IMPLEMENTATION-2024
Year: I / Semester: II

Program: MBA - Aviation Management **Class: MBA – AM With Dual Specialization**	**Year: I** **Semester: II**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Excel Mastery**
Course Code: AM-SEC-14	**Title: Excel Mastery**

COURSE OBJECTIVES:.

CO1: Build a strong foundation in Microsoft Excel for data management, analysis, and business decision-making.
CO2: Develop proficiency in using Excel formulas, functions, and data tools for solving business problems.
CO3: Train students in creating professional reports, dashboards, and visualizations.
CO4: Introduce advanced Excel tools such as PivotTables, Power Query, and What-If Analysis for strategic planning.
CO5: Equip students with skills to automate repetitive tasks using Macros and basic VBA.
CO6: Enable students to integrate Excel with other business tools for efficient workflow and reporting.

Nature of Paper: SEC

Minimum Passing Marks/Credits: 40 Marks / 2 Credits

L: 30
T: 0
P: 15 (In Hours/Week)
Theory - 1 Hr. = 1 Credit Practical- 4 Hrs.=2 Credit

Unit	Contents	No. of Lectures Allotted
I	**Unit 1: Excel Basics & Data Management** Excel interface, workbook & worksheet management. Data entry, formatting, and cleaning techniques. Data validation rules and error handling. Sorting, filtering, and conditional formatting for insights. Named ranges and structured references. Practical: Clean and format a raw dataset for analysis.	10
II	**Unit 2: Formulas & Functions for Business** Logical functions: IF, AND, OR, IFS. Text functions: CONCATENATE, TEXT, LEFT, RIGHT, MID, TRIM. Date & time functions: TODAY, NOW, NETWORKDAYS, EOMONTH. Lookup & reference functions: VLOOKUP, HLOOKUP, XLOOKUP, INDEX-MATCH. Math & statistical functions: SUMIFS, COUNTIFS, AVERAGEIFS, ROUND, RANK. Practical: Build a sales performance tracker using advanced formulas.	9
III	**Unit 3: Data Analysis & Visualization** Creating and customizing charts: column, line, bar, pie, scatter, combo charts. Dynamic charts with named ranges and drop-downs. Pivot Tables and Pivot Charts: grouping, calculated fields, slicers, timelines. Power Query basics for data transformation. Conditional visual cues for KPIs. Practical: Create a management dashboard for monthly sales analysis.	9
IV	**Unit 4: Advanced Analysis Tools in Excel** What-If Analysis: Scenario Manager, Goal Seek, Data Tables. Solver for optimization problems (e.g., resource	8

	allocation). Forecasting tools: trendlines, FORECAST. ETS function. Working with large datasets using Excel Tables & Power Pivot. Linking Excel with other Office tools (Word, PowerPoint). Practical: Build a break-even and profit forecast model.	
V	**Unit 5: Automation & Professional Reporting** Introduction to Macros: recording, editing, and running macros. Basic VBA programming for automation (variables, loops, conditions). Creating automated reports and scheduled tasks. Best practices in professional reporting and dashboard design. Capstone Project: Design an automated business performance dashboard integrating multiple datasets.	9

Reference / Text Books:

1. **Vasant Desai (2021)** – ***S.J. Rajesh & P.K. Paul (2021)*** – *Mastering MS Excel 365, BPB Publications, 1st Edition.* ***Srinivasa K. G. (2020)*** – *Data Analysis and Business Modelling using Excel, PHI Learning, 2nd Edition.* ***Deepali Jain (2019)*** – *Business Analytics with MS Excel, McGraw Hill Education, 1st Edition.* Michael Alexander & Dick Kusleika – *Excel 2021 Power Programming with VBA* (Indian Adaptation), Wiley. Wayne Winston – *Microsoft Excel Data Analysis and Business Modeling* (Indian Edition), PHI Learning. John Walkenbach – *Excel Bible* (Indian Edition)

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and Punctuality	5
2) Presentations/Seminar/Assignments	5
3) Case Study/Research Project Report/Seminar On Research Project Report	5
4) ESE	35
Total:	**50**

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC.

Course Learning Outcomes:

Upon completion of the course, Students will be able to

CLO1: Apply Excel tools and functions for business calculations and data analysis.

CLO2: Manage large datasets using sorting, filtering, conditional formatting, and data validation.

CLO3: Create dynamic dashboards, charts, and reports for business insights.

CLO4: Utilize advanced data analysis tools like PivotTables, Power Query, and Solver for strategic decisions.

CLO5: Automate processes using Macros and basic VBA scripts.

CLO6: Integrate Excel outputs with presentations and business systems for professional reporting.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Program: MBA - Aviation Management **Class: MBA – AM With Dual Specialization**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Introduction to python Programming**
Course Code: DA-DSE-252	**Title: Introduction to python Programming**

Course Objective:
CO1: Understand fundamentals, significance, and applications of data wrangling and visualization in data analysis
CO2: Apply techniques for data cleaning, preprocessing, and transformation using tools and programming libraries
CO3: Perform data integration, aggregation, and feature engineering
CO4: Create and interpret various types of visualizations
CO5: Design dashboards and use advanced visualization tools.

Nature of Paper: Core Theory

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 40
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4hrs./Week=4credits)

Unit	Contents	Lectures
I	Introduction to Python: Basics, setup, variables, data types, id(), type(), coding standards, input-output, control structures (if-else, elif, loops, break, continue, pass)	**8**
II	String Manipulation, Lists, Tuples: operations, slicing, functions, methods, working with lists & tuples	**8**
III	Dictionaries, Functions: accessing values, working with dictionaries, function definition, arguments, recursion, scope of variables	**8**
IV	Modules & Packages: standard libraries (random, numpy, scipy, sys), regex, file handling (create, open, close, delete, binary files)	**8**
V	Exception Handling: try-except-finally, user-defined exceptions, basics of Python for data analysis, series & data frames	**8**

Reference / Text Books:
- Jain, R Data Science and Analytics with Python, Wiley India 1st Edition

Evaluation/Assessment Methodology

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

Prerequisites For The Course: Certificate in BBA with 42 credit (min.) or as per UGC guidelines
Course Learning Outcomes: CLO1: Understand the fundamentals of Python programming, including syntax, data types, and control structures. CLO2: Apply Python concepts to perform input-output operations, decision making, and looping techniques. CLO3: Develop programs using functions, modules, and standard libraries for problem solving. CLO4: Implement data structures such as lists, tuples, dictionaries, and strings for efficient data handling. CLO5: Analyze and handle errors using exception handling techniques to build robust applications. CLO6: Apply Python for basic data analysis, including working with libraries like NumPy and Pandas to process real-world datasets.

Format-3

IIMTU-NEP IMPLEMENTATION-2025
Year: II / Semester: III

Programme: MBA – Aviation Management **Class: MBA – Aviation Management With dual specialisation**	**Year: II** **Semester: III**
Credits 3 **Theory: 3** **Practical: 0**	**Subject: CORPORATE GOVERNANCE & ETHICS**
Course Code: AM24	**TITLE: CORPORATE GOVERNANCE & ETHICS**

Course Objectives:
CO1: Understand the fundamental principles and theories of corporate governance.
CO2: Analyze the role and responsibilities of boards of directors in governance.
CO3: Explore the significance of business ethics in corporate decision-making.
CO4: Learn about corporate social responsibility and its relationship with governance.
CO5: Examine the role of risk management in effective corporate governance.
CO6: Understand the internal control systems and their importance in governance

Nature of Paper: CORE Theory

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 30
T: 15
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4 Hrs./Week= 2 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Corporate Governance:** Overview of corporate governance and its significance, Historical development and evolution of corporate governance, Key stakeholders in corporate governance. Agency theory, stewardship theory, stakeholder theory, and resource dependence theory.	8
II	**Corporate Governance Framework:** Role, composition, and responsibilities of the board, Board committees: Audit, Nomination, Remuneration, Board independence and diversity, Overview of major governance codes: Cadbury Report, OECD Principles, Sarbanes-Oxley Act. Implementation of corporate governance standards.	9
III	**Ethical Theories and Business Ethics:** Definition and importance of ethics in business, Ethical theories: Utilitarianism, deontology, virtue ethics, and relativism, Ethical Decision Making-Frameworks for ethical decision-making in business.	10
IV	**Corporate Social Responsibility (CSR):** Definition and significance of CSR, Theories of CSR: Classical vs. contemporary views. Relationship between CSR and corporate governance, CSR in different industries, CSR reporting and disclosure, Impact of CSR on stakeholders and society.	9

V	**Current Trends and Future Directions in Corporate Governance:** Technological advancements and their impact on governance, Governance in the age of digitalization and globalization, Evolving governance practices in response to global challenges, the future role of corporate governance in sustainable development.	9

Reference / Text Books:

1. **"Corporate Governance and Ethics: An Indian Perspective"***Author:* C. S. V. Murthy *Edition Year:* 2023
2. **"Corporate Governance: Principles, Policies, and Practices"** *Author:* Bob Tricker *Edition Year:* 2024
3. **"Corporate Governance: Theory and Practice"** *Author:* Richard Leblanc, James Gillies *Edition Year:* 2018
4. **"Business Ethics and Corporate Governance"** *Author:* A. K. Bhattacharya *Edition Year:* 2016

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and punctuality	10
2) Presentations/Seminar	5
3) Case Study/Research Project	5
4) Report/Seminar On Research Project Report	5
5) ESE	75
Total:	**100**

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC

Course Learning Outcomes:

CLO1: Apply strategic marketing concepts to real-world business challenges.
CLO2: Conduct comprehensive market analysis to identify opportunities and threats.
CLO3: Develop effective positioning strategies for competitive advantage.
CLO4: Make informed decisions in the strategic marketing mix.
CLO5: Manage and develop brand equity in a competitive market.
CLO6: Implement strategic marketing plans aligned with organizational goals.

Format-3

IIMTU-NEP IMPLEMENTATION-2025
Year: II / Semester: III

Program: MBA - Aviation Management **Class: MBA – AM With Dual Specialization**	**Year: II** **Semester: III**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case study – corporate governance & ethics**
Course Code: AM-24P	**Title: Case study – corporate governance & ethics**

COURSE OBJECTIVES:.
CO1: Provide a comprehensive understanding of corporate governance principles, frameworks, and their significance in modern business.
CO2: Analyse ethical theories, moral philosophies, and their application to corporate decision-making.
CO3: Develop the ability to critically evaluate corporate governance failures and ethical dilemmas using real-world case studies.
CO4: Familiarize students with Indian and international governance codes, laws, and compliance frameworks.
CO5: Build analytical and problem-solving skills for resolving governance and ethics-related challenges in corporate settings.
CO6: Promote responsible leadership, transparency, and accountability through ethical business practices.

Nature of Paper: Core Practical

Minimum Passing Marks/Credits: 40% Marks / 2 Credits

L: 0
T: 0
P: 30 (In Hours/Week)
Theory - 1 Hr. = 1 Credit Practical- 4 Hrs.=2 Credit

Unit	Contents	No. of Lectures Allotted
I	**Unit 1: Introduction to Corporate Governance & Ethics:** Concepts, scope, and objectives of corporate governance. Theories: Agency, Stewardship, Stakeholder. Principles: OECD, Indian governance principles. Ethical theories: Utilitarianism, Deontology, Virtue Ethics. ESG role in business. **Case Studies:** Tata Group – Values-driven governance: How Tata upheld trust through decades, e.g., Tata Nano pricing ethics. Godrej Group – Sustainability and stakeholder focus: Integrating ethics into long-term growth. Infosys under Narayana Murthy – Transparent governance model: Setting new standards in corporate accountability.	7
II	**Unit 2: Corporate Governance Framework in India:** Companies Act 2013, SEBI guidelines, Clause 49. Board composition, role of independent directors. CSR obligations. Shareholder rights and investor protection. **Case Studies:** Infosys – Board independence & shareholder engagement: How governance reforms were implemented. HDFC Bank – Compliance	6

	with RBI norms: Managing regulatory governance. Asian Paints – Balanced governance model: Role of family ownership with modern corporate governance.	
III	**Unit 3: Ethics in Corporate Decision Making:** Ethical decision-making frameworks. Leadership ethics, whistleblowing, anti-bribery, anti-corruption. Codes of conduct & ethical culture. **Case Studies:** Wipro – Ethics & sustainability reporting: Integrating CSR and ethical supply chain practices. Marico – Ethical leadership in FMCG: Managing business without compromising principles. Biocon – Ethical pharma practices: Clinical trial ethics and patient rights.	6
IV	**Unit 4: Corporate Governance Failures & Lessons Learned:** Governance lapses, fraud, misconduct. Causes, impact, prevention. Profitability vs ethics**.** **Case Studies:** Satyam Computers – Accounting fraud: How governance collapse triggered reforms. IL & FS Crisis – Risk governance failure: Mismanagement in infrastructure financing. Kingfisher Airlines – Ethical negligence: Employee dues, investor losses, and governance breakdown**.**	6
V	**Unit 5: Emerging Trends in Governance & Ethics:** ESG reporting & integrated reporting. Governance in family businesses/start-ups. Digital governance & AI ethics. Global best practices. **Case Studies:** Reliance Industries – Governance in a conglomerate: Handling transparency in a large diversified group. Zomato – Startup governance & investor relations: Managing IPO scrutiny and public expectations. Mahindra Group – ESG leadership: Incorporating sustainability into corporate governance strategy**.**	5

Reference / Text Books:

1. **A.C. Fernando (2022)** – *Corporate Governance: Principles, Policies and Practices* (4th Ed.), Pearson.**N. Balasubramanian (2019)** – *Corporate Governance and Stewardship*, Mc Graw-Hill. **S.K. Bhatia (2018)** – *Business Ethics and Corporate Governance* (3rd Ed.), Deep & Deep Publications.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Attendance and Punctuality	5
2) Presentations /Seminar/ Assignments	5
3) Case Study /Research Project Report/ Seminar On Research Project Report	5
4) ESE	35
Total:	**50**

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC.

Course Learning Outcomes:

Upon completion of the course, Students will be able to

CLO1: Explain the concepts, frameworks, and importance of corporate governance and ethics.

CLO2: Analyse corporate governance structures, processes, and ethical practices in diverse organisations.

CLO3: Evaluate real-world case studies to identify governance gaps and ethical concerns.

CLO4: Apply legal and ethical frameworks in formulating responsible business strategies.

CLO5: Recommend governance improvements and ethical solutions to corporate challenges.

CLO6: Demonstrate responsible leadership and decision-making skills with integrity.

Format-3

IIMTU-NEP IMPLEMENTATION-2025
Year: II / Semester: III

Program: MBA - Aviation Management **Class: MBA – AM With Dual Specialization**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Ground Handling & Cargo Management**
Course Code: AM-CC-15	**Title: Ground Handling & Cargo Management**

COURSE OBJECTIVES:

CO1. Provide an in-depth understanding of ground handling operations in the aviation industry.
CO2. Familiarize students with the processes, regulations, and infrastructure for cargo management.
CO3. Develop knowledge of passenger handling, baggage services, and ramp operations.
CO4. Train students in safety, security, and compliance aspects of ground and cargo handling.
CO5. Introduce modern technologies and automation in airport ground and cargo services.
CO6. Equip students with skills to analyse operational challenges and propose efficiency-improvement strategies.

Nature of Paper: CORE THEORY

Minimum Passing Marks/Credits: 40 Marks / 3 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.= 2 Credit

Unit	Contents	No. of Lectures Allotted
I	**Unit 1: Overview of Ground Handling Operations** Introduction to ground handling: scope and significance. Key stakeholders: airlines, ground service providers, airport operators. ICAO and IATA guidelines for ground services. Airport handling contracts and SLAs. Categories: passenger services, ramp services, cargo and mail handling. Case Example: IndiGo's outsourced ground handling model.	10
II	**Unit 2: Passenger Handling & Customer Service** Check-in procedures and technologies (CUSS, biometrics). Boarding gate operations and load control. Special assistance: unaccompanied minors, PRMs (Passengers with Reduced Mobility), VIP handling. Baggage handling processes and baggage reconciliation systems. Lost and mishandled baggage handling procedures. Case Example: Delhi International Airport – passenger service innovations.	9
III	**Unit 3: Ramp Handling & Aircraft Servicing** Ramp operations: marshalling, chocking, refueling, towing, catering services. Ground support equipment (GSE) types and usage. Aircraft turnaround management and coordination. Safety protocols and apron management. Winter and adverse weather operations. Case Example: Mumbai Airport – turnaround efficiency strategies.	9

IV	**Unit 4: Air Cargo Management** Overview of air cargo industry and value chain. Types of cargo: general, special (perishable, dangerous goods, live animals). Cargo documentation: AWB, manifests, customs clearance. Cargo revenue management and capacity planning. Warehousing, storage, and handling facilities. Case Example: Blue Dart Express – cargo hub operations.	8
V	**Unit 5: Safety, Security & Emerging Trends in Ground & Cargo Handling** IATA Safety Audit for Ground Operations (ISAGO). Aviation security protocols for passengers, baggage, and cargo. Regulatory compliance: DGCA, BCAS, ICAO Annexes. Technology adoption: RFID, IoT, blockchain in cargo tracking. Sustainability in ground handling and cargo logistics. Case Example: Emirates Sky Cargo – automation and AI in cargo tracking.	9

Reference / Text Books:

1. P.S. Senguttuvan (2015) – *Fundamentals of Airport Transport Management*, Excel Books, 1st Edition. S.K. Sharma (2018) – *Civil Aviation Management*, S. Chand Publishing, 2nd Edition. Ruwantissa Abeyratne (Indian Adaptation, 2019) – *Aviation and International Cooperation*, McGraw Hill Education P.S. Senguttuvan – *Principles of Airport Economics*, Excel Books. Doganis, R. – *The Airline Business* (Indian Edition), Routledge. IATA Training Manuals – *Ground Operations & Cargo Handling*.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and Punctuality	10
2) Presentations/Seminar	5
3) Assignments	5
4) Case Study/Research Project Report/ Seminar On Research Project Report	5
5) ESE	75
Total:	**100**

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC .

Course Learning Outcomes:

Upon completion of the course, Students will be able to

CLO1: Explain the functions, processes, and stakeholders in ground and cargo handling.
CLO2: Analyse standard operating procedures for passenger, baggage, and ramp services.
CLO3: Apply IATA and DGCA guidelines in cargo and ground handling operations.
CLO4: Evaluate safety, security, and quality assurance measures in aviation handling.
CLO5: Recommend improvements using modern technology in ground and cargo operations.
CLO6: Demonstrate operational planning and decision-making skills through case-based assignments.

Format-3

IIMTU-NEP IMPLEMENTATION-2025
Year: II / Semester: III

Program: MBA - Aviation Management **Class: MBA – AM With Dual Specialization**	**Year: II** **Semester: III**
Credits: 2 **Theory: 0** **Practical: 2**	**Subject: Case Study - Ground Handling & Cargo Management**
Course Code: AM-CC-15P	**Title: Case Study - Ground Handling & Cargo Management**

COURSE OBJECTIVES:
CO1. Analyse real-world ground handling and cargo management operations in the aviation industry.
CO2. Apply regulatory frameworks (IATA, ICAO, DGCA, BCAS) in operational decision-making.
CO3. Evaluate efficiency, safety, and service quality in passenger, ramp, and cargo operations.
CO4. Study operational failures and best practices to draw strategic lessons.
CO5. Integrate technology and innovation in improving ground handling and cargo services.
CO6. Develop problem-solving and managerial skills through actual industry cases.

Nature of Paper: CORE PRACTICAL

Minimum Passing Marks/Credits: 40% Marks / 2 Credits

L: 0
T: 0
P: 30 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=2 Credit

Unit	Contents	No. of Lectures Allotted
I	**Unit 1: Overview of Ground Handling Operations:** Ground handling functions and stakeholders. Regulatory framework: IATA AHM, ICAO Annex 9, DGCA guidelines. Outsourcing models and service level agreements. **Case Studies:** IndiGo Airlines – Outsourced ground handling efficiency model in India. Delhi International Airport – Role of Celebi Aviation in improving turnaround times. Singapore Changi Airport – Integrated ground handling and passenger service excellence**.**	7
II	**Unit 2: Passenger Handling & Customer Service:** Check-in, boarding, special assistance services. Baggage handling, reconciliation, and mishandled baggage recovery. Customer service standards and complaint management**.** **Case Studies:** Air India – Passenger handling challenges during winter fog delays at IGI Airport. Vistara – Enhancing premium passenger experience through service differentiation. Heathrow Airport – Baggage management automation and its impact on passenger satisfaction.	6
III	**Unit 3: Ramp Handling & Aircraft Servicing:** Aircraft turnaround coordination. Ramp safety protocols and apron management. Ground support	7

	equipment (GSE) and efficiency optimisation. **Case Studies:** Mumbai Airport – Rapid turnaround strategy for domestic flights. Spice Jet – Operational disruptions due to ramp safety incidents. Dubai International Airport – Ramp operations management for A380 aircraft.	
IV	**Unit 4: Air Cargo Management:** Cargo handling processes and documentation. Special cargo: perishables, dangerous goods, live animals. Customs clearance and security protocols. **Case Studies:** Blue Dart Express – Hub operations and same-day delivery efficiency. Emirates Sky Cargo – Handling of COVID-19 vaccine distribution globally. GMR Hyderabad International Airport – Perishable cargo handling for export markets.	5
V	**Unit 5: Safety, Security & Emerging Trends** ISAGO audits and compliance. Digital transformation in ground and cargo operations. Sustainability initiatives in aviation handling. **Case Studies:** Bengaluru Airport – RFID baggage tracking and AI-based cargo monitoring. Qatar Airways Cargo – Blockchain-based cargo tracking system. IndiGo – Implementation of green ground handling equipment for sustainability.	5

Reference / Text Books:

1. P.S. Senguttuvan (2015) – *Fundamentals of Airport Transport Management*, Excel Books, 1st Edition. S.K. Sharma (2018) – *Civil Aviation Management*, S. Chand Publishing, 2nd Edition. Ruwantissa Abeyratne (Indian Adaptation, 2019) – *Aviation and.*

Evaluation/Assessment Methodology

	Max. Marks
1. Class tasks/Attendance and Punctuality	5
2. Presentations /Seminar/Assignments	5
3. Case Study /Research Project Report/Seminar On Research Project Report	5
4. ESE	35
Total:	**50**

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC.

Course Learning Outcomes:

Upon completion of the course, Students will be able to

CLO1: Explain ground handling and cargo management concepts through real-life examples.
CLO2: Analyse operational processes using actual airline and airport case studies.
CLO3: Evaluate regulatory compliance and safety measures in different scenarios.
CLO4: Identify gaps and recommend improvements in ground and cargo handling systems.
CLO5: Apply innovative and sustainable practices from global and Indian best cases.
CLO6: Demonstrate critical thinking and managerial decision-making in real operational challenges.

Format-3

IIMTU-NEP IMPLEMENTATION-2025
Year: II / Semester: III

Program: MBA - Aviation Management **Class: MBA – AM With Dual Specialization**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Merger, Acquisition and Corporate Restructure**
Course Code: ADE-IB-3	**Title: Merger, Acquisition and Corporate Restructure**

Course Objectives:
CO1: To provide students with foundational and strategic knowledge of mergers, acquisitions, and corporate restructuring.
CO2: To understand the economic and financial rationale behind M&A transactions.
CO3: To examine the legal, regulatory, and procedural frameworks governing mergers and acquisitions in India and globally.
CO4: To equip students with analytical tools to evaluate deal valuation, financing, and structuring.
CO5: To explore the strategic impact and post-merger integration issues.
CO6: To enable students to analyze and evaluate real-life cases and corporate restructuring initiatives.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 30
T:15
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.= 2 Credit

Unit	Contents	No. of Lectures Allotted
I	Introduction to Mergers, Acquisitions and Restructuring: Definition and nature of Mergers, Acquisitions, Amalgamations, Takeovers, Motives and drivers of M&A: strategic, financial, operational, Types of mergers: horizontal, vertical, conglomerate, reverse, Corporate restructuring: meaning, types (spin-off, demerger, LBO, MBO, etc.), Economic rationale and industry examples	10
II	M&A Process and Deal Strategy: Stages in the M & A process: strategy formulation, target identification, due diligence, deal execution, Role of investment bankers, consultants, and legal advisors, Synergy analysis – operational, financial, and managerial, Deal structuring: stock vs. cash, leveraged buyouts, earn-outs, Hostile vs. friendly takeovers, Cross-border M & A challenges	9
III	Financial Evaluation and Valuation Techniques: Business valuation methods: Discounted Cash Flow (DCF), Market multiples approach, Net Asset Valuation Precedent transaction analysis, Synergy valuation and control premium Accretion/dilution analysis, Financing the deal: cash, equity, debt, hybrid instruments, Role of credit rating and risk assessment	9
IV	Legal, Taxation and Regulatory Framework: Companies Act 2013 provisions	8

	(Section 230–234), SEBI (Substantial Acquisition of Shares and Takeover) Regulations, Competition Commission of India (CCI) guidelines, FEMA and RBI regulations on cross-border transactions, Income Tax Act – capital gains implications, tax neutral mergers, Stamp duty and compliance procedures	
V	Post-Merger Integration and Restructuring Strategies: Integration planning and execution: HR, IT, operations, culture, Change management and employee issues, Measuring M & A success: KPIs, shareholder value, ROIC, Financial restructuring: debt restructuring, asset sale, capital reduction, Reasons for M & A failures and turnaround strategies, Global and Indian M&A case studies and restructuring success stories	9

Reference/Text Books: Sudi Sudarsanam – Creating Value from Mergers and Acquisitions, Pearson\\G. Godbole – Mergers, Acquisitions and Corporate Restructuring, Vikas Publishing Weston,

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks / Attendance and punctuality	10
2) Presentations / Seminar	5
3) Case Study / Research Project Report / Seminar On Research Project Report	5
4) Assignment	5
5) ESE	75
Total:	**100**

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC

Course Learning outcome:

CLO1: Explain the conceptual and strategic framework of mergers, acquisitions, and corporate restructuring.

CLO2: Identify different types of restructuring strategies and their business implications.

CLO3: Evaluate legal, regulatory, and taxation aspects of mergers and acquisitions in India.

CLO4: Apply financial tools and valuation models to analyze the feasibility of mergers and acquisitions.

CLO5: Assess the strategic fit and post-deal integration issues involved in corporate restructuring.

CLO6: Analyze real-world business cases to understand success and failure factors in M&A deals.

Format-3

IIMTU-NEP IMPLEMENTATION-2025
Year: II / Semester: III

Program: MBA - Aviation Management **Class: MBA – AM With Dual Specialization**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Digital Marketing & Analytics**
Course Code: AM -MM-3	**Title: Digital Marketing & Analytics**

COURSE OBJECTIVES:

CO1: Provide a comprehensive understanding of digital marketing concepts, strategies, and tools.
CO2: Develop skills to plan, execute, and manage integrated digital marketing campaigns.
CO3; Equip students with knowledge of SEO, SEM, social media, email, and content marketing.
CO4: Introduce analytics tools and techniques to measure and optimize marketing performance.
CO5: Enable students to integrate data-driven decision-making into marketing strategies.
CO6: Foster the ability to design innovative, ethical, and customer-centric digital marketing initiatives.

Nature of Paper: DSE THEORY

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=2 Credit

Unit	Contents	No. of Lectures Allotted
I	**Unit 1: Fundamentals of Digital Marketing** Evolution of marketing in the digital era. Key concepts: inbound vs outbound marketing, omni-channel strategies. Digital marketing channels: search, display, social, email, content, affiliate. Customer journey mapping and buyer personas. Case Example: Swiggy's multi-channel digital campaign strategy.	10
II	**Unit 2: Search Engine Optimization (SEO) & Search Engine Marketing (SEM)** ***(8–9 hrs)*** SEO fundamentals: on-page, off-page, and technical SEO. Keyword research and competitor analysis. Google Ads: search, display, and shopping campaigns. SEM campaign structure, bidding, and budgeting. Performance tracking and reporting. Practical: Build a sample SEO plan for an Indian e-commerce brand**.**	9
III	**Unit 3: Social Media & Content Marketing** Social media platforms: Facebook, Instagram, LinkedIn, Twitter, You Tube. Content strategy: blogs, videos, infographics, reels, podcasts. Influencer marketing and brand collaborations. Social media advertising and audience targeting. Engagement metrics and campaign optimization. Case Example: Zomato's real-time content marketing on social platforms**.**	9
IV	**Unit 4: Web Analytics & Performance Measurement** Importance of analytics in digital marketing. Google Analytics: setup, dashboard, and key metrics. KPIs: CTR, CPC, CPA, ROI, ROAS, conversion rates. Funnel analysis and attribution models. A/B testing and conversion rate optimization (CRO). Practical: Analyse	8

	website traffic data using Google Analytics demo account.	
V	**Unit 5: Emerging Trends, Ethics & Strategy Integration** AI, automation, and personalization in digital marketing. Voice search, chatbots, and conversational marketing. Programmatic advertising and retargeting. Ethical issues, data privacy laws (GDPR, Indian PDP Bill). Integration of digital and traditional marketing strategies.Case Example: MakeMyTrip's AI-based personalization in travel booking.	9

Reference / Text Books:

1. Seema Gupta (2020) – *Digital Marketing*, 2nd Edition, McGraw Hill Education. Puneet Bhatia (2019) – *Essentials of Digital Marketing*, 2nd Edition, Pearson Education. Vandana Ahuja (2015) – *Digital Marketing*, 1st Edition, Oxford University Press.
2. S. Sahni (2021) – *The Growth Hacking Book 2*, Digital Gurukul Publications. Chaffey, D. & Ellis-Chadwick, F. – *Digital Marketing: Strategy, Implementation & Practice* (Indian Adaptation), Pearson Education. Kotler, P., Kartajaya, H. & Setiawan, I. – *Marketing 5.0*

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Attendance and Punctuality	10
2) Presentations /Seminar	5
3) Assignments	5
4) Case Study /Research Project Report/ Seminar On Research Project Report	5
5) ESE	75
Total:	**100**

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC.

Course Learning Outcomes:

Upon completion of the course, Students will be able to

CLO1: Explain the core concepts and channels of digital marketing.
CLO2: Design integrated digital marketing strategies aligned with business objectives.
CLO3: Iimplements SEO, SEM, and social media campaigns effectively.
CLO4: Analyse digital marketing performance using analytics tools and KPIs.
CLO5: Optimize campaigns based on insights from data analytics.
CLO6: Apply ethical and legal considerations in digital marketing practice

Format-3

IIMTU-NEP IMPLEMENTATION-2025
Year: II / Semester: III

Program: MBA - Aviation Management **Class: MBA – AM With Dual Specialization**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject:Organizational Change and Development**
Course Code: ADE-HRM-3	**Title: Organizational Change and Development**

Course Objectives:
CO1: To provide an understanding of the nature, causes, and impact of organizational change.
CO2: To familiarize students with the theories and models of organizational development (OD).
CO3: To develop skills for diagnosing organizational issues and implementing change interventions.
CO4: To explore resistance to change and strategies for effective change management.
CO5: To understand the role of leadership and communication in facilitating successful transformation.
CO6: To equip students with practical tools and frameworks for organizational diagnosis and development planning.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 30
T: 15
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=2 Credit

Unit	Contents	No. of Lectures Allotted
I	Introduction to Organizational Change: Meaning and importance of change in organizations, Types of organizational change: strategic, structural, technological, people-oriented Forces driving change: internal and external Planned vs. emergent change, The change process and its stages Tools/Models Introduced: Lewin's Change Model (Unfreeze–Change–Refreeze)McKinsey 7S Framework	10
II	Organizational Development – Concept and Evolution: Definition and objectives of organizational development (OD), Historical evolution and foundations of OD, Characteristics and values of OD, Role of OD in enhancing organizational effectiveness, The OD practitioner: roles, skills, and ethical considerations Frameworks/Readings: Action Research Model, Role of internal vs. external OD consultants	9
III	Diagnosing Organizational Systems: Organizational diagnosis: definition and importance, Data collection methods: surveys, interviews, observation, Levels of diagnosis: individual, group, and organizational, Force Field Analysis, SWOT and PESTLE in organizational assessment Practical Activities: Organizational audit report preparation, Diagnostic simulation using case examples	9

IV	Managing Resistance and Change Interventions: Understanding resistance to change: reasons and types, Techniques for overcoming resistance Communication strategies for change, Types of OD interventions: human process, techno-structural, strategic, and HRM-based, Role of training, coaching, and team building in O, Interventions Introduced, T-Groups, Process Consultation, Appreciative Inquiry Team Development and Role Negotiation OD Interventions:	8
V	Implementing and Evaluating OD Efforts: Steps in implementing change and OD programs, Sustaining change and institutionalization, Measuring the effectiveness of change initiatives, Evaluation tools and metrics, Change failure case studies and lessons learned, Tools & Cases: Balanced Scorecard for evaluation Case: Nokia's failure to adapt to changing market dynamics Case: Infosys' internal transformation programs	9

Reference/TextBooks:

1. Thomas G. Cummings & Christopher G. Worley – Organization Development and Change, Cengage Learning W. Warner Burke – Organization Change: Theory and Practice, Sage Jeffrey M. Hiatt – ADKAR: A Model for Change in Business,

Evaluation/Assessment Methodology

	Max. Marks
1. Class tasks/Attendance and punctuality	10
2. Presentations/Seminar	5
3. Case Study/Research Project Report/Seminar On Research	5
4. Project Report Assignment	5
5. ESE	75
Total:	**100**

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC

Course Learning outcome:

CLO1: Explain the principles and significance of organizational change and development.
CLO2: Analyze organizational environments to diagnose needs for change.
CLO3: Apply models and strategies to manage planned and unplanned change.
CLO4: Identify sources of resistance and suggest appropriate interventions.
CLO5: Design and implement OD strategies aligned with organizational goals.
CLO6: Evaluate the effectiveness of organizational change initiatives.

Format-3

IIMTU-NEP IMPLEMENTATION-2025
Year: II / Semester: III

Program: MBA - Aviation Management **Class: MBA – AM With Dual Specialization**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: LOGISTICS & RESOURCE PLANNING**
Course Code: AM – OM - 2	**Title: LOGISTICS & RESOURCE PLANNING**

COURSE OBJECTIVES:.
CO1: Understand fundamental concepts and scope of logistics and resource planning in business operations.
CO2: Analyse the role of logistics in supply chain efficiency and customer satisfaction.
CO3: Apply forecasting and demand planning techniques for optimal resource utilization.
CO4: Evaluate logistics network design, transportation, and inventory management strategies.
CO5: Integrate technology and ERP systems in resource planning.
CO6: Solve real-world case studies to develop decision-making skills in logistics operations.

Nature of Paper: DSE Theory

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 30
T: 15
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=2 Credit

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Logistics & Resource Planning** Covers the meaning, scope, and objectives of logistics; its role in supply chain management; key logistics components such as transportation, warehousing, and inventory; fundamentals of resource planning; integration between logistics and business strategy; and introductory case study on the strategic importance of logistics in business success.	10
II	**Demand Forecasting & Planning** Includes qualitative and quantitative forecasting techniques, time series methods, regression analysis, and moving averages; aggregate planning processes; capacity planning strategies; demand–supply balancing; and case study on correcting forecasting errors in large-scale operations**.**	9
III	**Logistics Network & Inventory Management** Focuses on logistics network design, location analysis, route optimization, transportation modes and cost trade-offs, warehousing strategies, and distribution management; inventory control models including EOQ, JIT, and ABC analysis; safety stock planning; and case study on inventory management challenges in FMCG.	9
IV	**Technology in Logistics & Resource Planning** Explores ERP, MRP, and DRP systems; automation in warehouses; application of	8

	Artificial Intelligence, Internet of Things (IoT), and blockchain in logistics; data analytics for resource optimization; and case study on ERP implementation in a manufacturing firm**.**	
V	**Strategic Issues & Case Studies** Covers sustainable logistics and green supply chain practices, reverse logistics and returns management, key performance indicators (KPIs) for logistics efficiency, benchmarking methods, and multiple real-world case studies from global and Indian companies to analyze best practices and failures in logistics and resource planning.	9

Reference / Text Books:

1. Ballou, R.H. (2004). *Business Logistics/Supply Chain Management*. Pearson Education. Chopra, S. & Meindl, P. (2021). *Supply Chain Management: Strategy, Planning, and Operation*. Pearson.
2. Rushton, A., Croucher, P., & Baker, P. (2017). *The Handbook of Logistics and Distribution Management*. Kogan Page. Stevenson, W.J. (2020). *Operations Management*. McGraw-Hill. Jacobs, F.R., & Chase, R.B. (2018). *Operations and Supply Chain Management*. McGraw-Hill.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and Punctuality	10
2) Presentations /Seminar	5
3) Assignments	5
4) Case Study/Research Project Report/ Seminar On Research Project Report	5
5) ESE	75
Total:	**100**

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC.

Course Learning Outcomes:

Upon completion of the course, Students will be able to

CLO1: Explain logistics systems, components, and their relationship to supply chain management.
CLO2: Develop demand forecasting models for effective planning.
CLO3: Design and optimize distribution networks considering cost and service trade-offs.
CLO4: Manage resources through ERP and MRP systems.
CLO5: Implement inventory control techniques to balance demand and supply.
CLO6: Evaluate logistics and resource planning solutions through case-based analysis.

Format-3

IIMTU-NEP IMPLEMENTATION-2025
Year: II / Semester: IV

Program: MBA - Aviation Management **Class: MBA – AM With Dual Specialization**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Consumer Behavior**
Course Code: AM-CC-25	**Title: Consumer Behavior**

COURSE OBJECTIVES:

CO1: Provide a comprehensive understanding of consumer behavior concepts, processes, and influencing factors.
CO2: Develop analytical skills to interpret consumer decision-making models in different market contexts.
CO3: Examine psychological, cultural, social, and personal determinants of buying behaviour.
CO4: Enable application of consumer insights to marketing strategy, branding, and communication.
CO5: Familiarize students with tools and research methods to study consumer behaviour.
CO6: Integrate ethical and sustainable considerations into consumer behaviour analysis and marketing decisions.

Nature of Paper: Core THEORY

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=2 Credit

Unit	Contents	No. of Lectures Allotted
I	**Unit 1: Introduction to Consumer Behavior** Meaning, scope, and significance of consumer behavior. Evolution of consumer behavior as a discipline. Applications in marketing and strategy. Consumer roles: buyer, payer, and user. Overview of the Indian consumer market. Practical Example: Shift in Indian consumer habits post-digital revolution**.**	10
II	**Unit 2: Consumer Decision-Making Process** Stages: problem recognition, information search, evaluation of alternatives, purchase, post-purchase behavior. Types of decision-making: routine, limited, and extensive problem solving. Models: Engel-Kollat-Blackwell, Howard-Sheth, Nicosia. Role of involvement and perceived risk. Case Example: Online vs. offline purchase decision-making in Indian retail.	9
III	**Unit 3: Psychological Influences on Consumer Behavior** Motivation: Maslow's hierarchy, Herzberg's theory. Perception: process, selective attention, and perception mapping. Learning: classical conditioning, operant conditioning, cognitive learning. Attitude formation and change: multi-attribute models. Personality and self-concept in consumption. Case Example: Brand personality alignment in Indian apparel brands.	9

IV	**Unit 4: Social, Cultural & Personal Influences** Social class and its measurement in India. Reference groups and opinion leaders. Family lifecycle and roles in buying decisions. Culture, subculture, and cross-cultural behavior. Lifestyle and psychographics. Case Example: Impact of social media influencers on Gen Z buying habits in India**.**	8
V	**Unit 5: Consumer Research & Contemporary Issues** Consumer research process: qualitative and quantitative techniques. Neuromarketing basics and consumer neuroscience. Consumerism, ethics, and privacy concerns. Green consumerism and sustainability in buying behavior. Emerging trends: omni-channel shopping, experiential consumption. Case Example: Ethical challenges in targeted advertising in India.	9

Reference / Text Books:

1. S. Ramesh Kumar (2020) – *Consumer Behaviour: Insights from Indian Market*, Pearson Education, 2nd Edition.
2. S.H.H. Kazmi & Satish K. Batra (2019) – *Consumer Behaviour: Text and Cases*, Excel Books, 4th Edition.
3. Suja R. Nair (2021) – *Consumer Behaviour in Indian Perspective*, Himalaya Publishing House, 3rd Edition.
4. R. Srinivasan (2018) – *Case Studies in Consumer Behaviour*, PHI Learning.
5. V.K. Kaushik (2019) – *Consumer Behaviour and Marketing Research*, Regal Publications.
6. Solomon, M.R. – *Consumer Behaviour: Buying, Having and Being* (Indian Edition), Pearson Education.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and Punctuality	10
2) Presentations /Seminar	5
3) Assignments	5
4) Case Study/Research Project Report/Seminar On Research Project Report	5
5) ESE	75
Total:	**100**

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC.

Course Learning Outcomes:

Upon completion of the course, Students will be able to

CLO1: Explain the fundamental concepts and theories of consumer behavior.
CLO2: Analyse individual and environmental factors that influence buying decisions.
CLO3: Apply consumer decision-making models to practical marketing problems.
CLO4: Interpret consumer research findings for strategy formulation.
CLO5: Design marketing programs that align with consumer needs, motivations, and values.
CLO6: Evaluate ethical implications of marketing practices on consumer welfare.

Format-3

IIMTU-NEP IMPLEMENTATION-2025
Year: II / Semester: III

Program: MBA - Aviation Management **Class: MBA – AM With Dual Specialization**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Aviation Customer Service & Hospitality**
Course Code: AM-CC-254	**Title: Aviation Customer Service & Hospitality**

COURSE OBJECTIVES:.

CO1. Provide comprehensive knowledge of customer service principles within the aviation and hospitality industries.
CO2. Develop skills in handling diverse passenger needs, expectations, and special assistance requirements.
CO3. Familiarize students with international standards of in-flight and ground hospitality services.
CO4. Equip learners with techniques for managing challenging customer interactions and conflict resolution.
CO5. Highlight the role of cultural awareness, empathy, and communication in aviation service excellence.
CO6. Train students to design service improvement plans that enhance passenger experience and loyalty.

Nature of Paper: Core THEORY

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=2 Credit

Unit	Contents	No. of Lectures Allotted
I	**Unit 1: Fundamentals of Aviation Customer Service** Concept and importance of customer service in aviation. Service quality dimensions in the airline industry. Customer expectations and service value creation. Service standards: IATA, ICAO, and airline-specific protocols. Role of customer service in brand positioning and loyalty. Case Example: Singapore Airlines' world-class service strategy.	10
II	**Unit 2: Ground Hospitality & Passenger Handling** Check-in process: counters, self-service kiosks, online check-in. Baggage handling and passenger assistance. Special needs assistance: PRM (Passengers with Reduced Mobility), unaccompanied minors, VIPs. Airport lounge services and hospitality standards. Managing queues, delays, and disruptions. Case Example: Delhi International Airport – GMR's customer-first initiatives.	9
III	**Unit 3: In-Flight Hospitality & Service Management** In-flight service design for economy, business, and first class. Catering, menu planning, and meal service procedures. Cabin crew roles, grooming, and etiquette. Communication skills for in-flight announcements and passenger engagement. Managing difficult	9

	passengers and emergencies. Case Example: Emirates Airlines' premium in-flight hospitality.	
IV	**Unit 4: Cross-Cultural Communication & Passenger Experience** Importance of cultural sensitivity in aviation service delivery. Handling passengers from different nationalities and cultures. Language skills and non-verbal communication in service contexts. Passenger experience mapping and touch point management. Building emotional intelligence in hospitality staff. Case Example: Qatar Airways' multicultural crew service approach.	8
V	**Unit 5: Service Quality, Feedback & Innovation in Hospitality** Measuring service quality: SERVQUAL model, Net Promoter Score (NPS). Passenger feedback systems and complaint resolution. Service recovery strategies in aviation. Role of technology: chatbots, AI, and personalization in service delivery. Trends in aviation hospitality: sustainable catering, VR entertainment, biometric boarding. Case Example: Vistara'spersonalised service model in Indian aviation.	9

Reference / Text Books:

1. P.S. Senguttuvan (2015) – *Fundamentals of Airport Transport Management*, Excel Books, 1st Edition.
2. S.K. Sharma (2018) – *Civil Aviation Management*, S. Chand Publishing, 2nd Edition. R. Doganis (Indian Adaptation) – *The Airline Business*, Routledge Ruwantissa Abeyratne (Indian Context Adaptation) – *Aviation and International Cooperation*, McGraw Hill Education. Philip Kotler & Kevin Keller (Indian Adaptation) – *Marketing Management*, Pearson Education. IATA Training Manual – *Passenger Ground Services*.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Attendance and Punctuality	10
2) Presentations /Seminar	5
3) Assignments	5
4) Case Study /Research Project Report/ Seminar On Research Project Report	5
5) ESE	75
Total:	**100**

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC .

Course Learning Outcomes:

Upon completion of the course, Students will be able to.

CLO1: Explain the key principles and frameworks of aviation customer service and hospitality.
CLO2: Identify passenger needs and expectations in various travel classes and situations.
CLO3: Demonstrate effective communication, interpersonal, and service delivery skills in aviation settings.
CLO4: Apply customer service protocols to in-flight, ground, and lounge operations.
CLO5: Analyse passenger feedback to improve service quality and enhance customer satisfaction.
CLO6: Integrate cultural, ethical, and safety considerations into service delivery strategies

Format-3

IIMTU-NEP IMPLEMENTATION-2025
Year: II / Semester: IV

Program: MBA - Aviation Management **Class: MBA – AM With Dual Specialization**	**Year: III** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Globalization and Indian Business Scenario**
Course Code: ADE-IB-2	**Title: Globalization and Indian Business Scenario**

Course Objectives:
CO1: To understand the concept and dimensions of globalization and its impact on the global business environment.
CO2: To explore India's integration with the global economy and its policy evolution post-liberalization.
CO3: To examine the challenges and opportunities faced by Indian businesses in a globalized world.
CO4: To analyze sector-wise performance and competitiveness of Indian industries globally.
CO5: To study international business strategies adopted by Indian firms.
CO6: To enhance critical thinking about global trade, FDI, WTO, and policy reforms in the Indian context.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 30
T: 15
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.= 2 Credit

Unit	Contents	No. of Lectures Allotted
I	**Globalization – Concepts and Evolution:** Meaning, Drivers, and Dimensions of Globalization**,** Historical Evolution of Global Trade and Globalization Phases**,** Globalization of Markets vs. Globalization of Production**,** Impact of Globalization on Developed and Developing Nations**,** Role of Technology, Innovation, and Communication in Global Integration**,** Global Institutions: WTO, IMF, World Bank **Activities:** Debate on "Is Globalization a Threat or Opportunity for Developing Nations?" Presentation on key globalization milestones and global trade shifts	10
II	**Indian Economic Reforms and Global Integration:** Pre-1991 Economic Scenario and Structural Bottlenecks, Liberalization, Privatization, Globalization (LPG) Reforms of 1991, Evolution of Industrial Policy, Trade Policy, and FDI Policy, India's Role in WTO and Multilateral Trade Agreements, Exchange Rate Reforms and India's Forex Reserves, Success and Criticism of Economic Reforms **Case Studies:** Impact of 1991 reforms on IT and Telecom sectors. FDI inflow patterns post-liberalization.	9
III	**Indian Business in the Global Arena:** Global Expansion Strategies of Indian Firms (Tata, Infosys, Mahindra, etc.), Mergers, Acquisitions, and	9

	Joint Ventures by Indian Corporations**,** Role of Indian Diaspora in Business Expansion. Challenges for Indian SMEs in International Markets, Case Studies of Global Success and Failures, Government Initiatives: Make in India, Digital India, Startup India **Activities:** Group project on international strategies of an Indian MNC, Role-play: International business pitch for an Indian SME	
IV	**Sectoral Analysis of Indian Industry in Global Context:** Performance of Key Sectors: IT, Pharma, Textiles, Automotive, Agriculture, Competitive Advantage of India in Services Sector, Global Supply Chains and India's Position, Global Challenges: Protectionism, Trade Barriers, Climate Policies, Impact of Free Trade Agreements (FTAs) on Indian Industries, Global Value Chains and Indian Manufacturing **Case Studies:** Indian Pharma exports post-COVID, Role of ITES in positioning India as a services hub	8
V	**Unit V: Contemporary Issues and Future of Indian Business in Global Context** India's Position in Global Innovation and Ease of Doing Business Index, Impact of Geopolitical Trends (US-China trade war, BREXIT), Sustainability and ESG in Global Business Practices, Digital Globalization and Cross-border E-commerce, India's Strategic Partnerships and Bilateral Agreements, Future Vision: India as a Global Economic Power **Activities:** Class discussion on India's G20 Presidency and Global Image, Policy review on India's stance on climate-related trade negotiations.	9

Reference/Text Books:

1. *Global Business Environment – Francis Cherunilam International Business – Charles W.L. Hill Indian Economy Since Independence – Uma Kapila*
2. *Business Environment – A.C. Fernando Liberalization and Indian Business – R. Vaidyanathan* University Press

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks / Attendance and punctuality	10
2) Presentations / Seminar	5
3) Case Study / Research Project Report / Seminar On Research Project Report	5
4) Assignment	5
5) ESE	75
Total:	**100**

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC.

Course Learning Outcomes:

CLO1: Explain the key drivers and consequences of globalization on business and economies.
CLO2: Analyze the impact of economic reforms and liberalization on Indian industries.
CLO3: Evaluate the opportunities and risks for Indian businesses in global markets.
CLO4: Assess sector-specific performances of Indian businesses in the global arena.
CLO5: Interpret India's trade and investment policies and their alignment with global trends.
CLO6: Formulate strategic responses for Indian firms to compete in international markets.

Format-3

IIMTU-NEP IMPLEMENTATION-2025
Year: II / Semester: IV

Program: MBA - Aviation Management **Class: MBA – AM With Dual Specialization**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**SUBJECT: BIG DATA ANALYTICS**
Course Code: BDA	**TITLE: BIG DATA ANALYTICS**

Course Objective

CO1: To introduce students to the fundamental concepts of Big Data.
CO2: To explore the architecture and components of Hadoop and its ecosystem.
CO3: To understand data ingestion techniques for large-scale data.
CO4: To learn about the storage solutions used in Big Data environments.
CO5: To develop skills in data processing using Map Reduce and Spark.
CO6: To analyze large datasets using Pig, Hive, and Spark SQL.

Nature of Paper: DSE Theory

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.= 2 Credit

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Big Data-** Overview of Big Data: Definition, characteristics, and challenges, Big Data Technologies: Hadoop, Spark, and NoSQL databases, Data Types: Structured, unstructured, and semi-structured data.	10
II	**Big Data Architecture**- Hadoop Ecosystem: HDFS, Map Reduce, YARN, and HBase, Data Ingestion: Sqoop, Flume, and Kafka, Data Storage: HDFS, NoSQL databases, and data lakes.	9
III	**Data Processing and Analysis**-Map Reduce Programming: Concepts and examples, Data Transformation: Pig, Hive, and Spark SQL, Real-time Analytics: Stream processing with Spark Streaming and Storm	9
IV	**Data Visualization and Reporting-** Data Visualization Tools: Tableau, Power BI, and D3.js, Reporting Techniques: Dashboards, scorecards, and reports, Visual Analytics: Integrating visualizations with big data.	8
V	**Advanced Big Data Analytics-** Machine Learning with Big Data: Algorithms and use cases, Big Data in Cloud: AWS, Google Cloud, and Azure, Big Data Security and Privacy: Challenges and solutions	9

Reference / Text Books:

1. "Big Data: A Practical Guide for Managers" *Author:* James L. Davis *Edition Year:* 2023
2. "Hands-On Big Data Analytics with Spark: A practical guide to large-scale data processing and analytics using Apache Spark"*Author:* Saurabh Gupta *Edition Year:* 2023
3. "Hadoop: The Definitive Guide" *Author:* Tom White *Edition Year:* 2015

Evaluation/Assessment Methodology

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

Prerequisites for the course:- Under graduate in any program or as per NEP 2020 or as per UGC

Course Learning Outcomes:

CO1 Demonstrate an understanding of Big Data concepts and challenges.
CO2: Describe the architecture and components of the Hadoop ecosystem.
CO3: Implement data ingestion techniques using Sqoop and Flume.
CO4: Utilize HDFS and NoSQL databases for Big Data storage.
CO5: Apply Map Reduce and Spark for data processing tasks.
CO6: Perform data analysis using Pig, Hive, and Spark SQL.

Format-3

IIMTU-NEP IMPLEMENTATION-2025
Year: II / Semester: IV

Program: MBA - Aviation Management **Class: MBA – AM With Dual Specialization**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Introduction to Services Marketing**
Course Code: ADE-MM -2	**Title: Introduction to Services Marketing**

Course Objectives:

CO1: To introduce the concept, scope, and nature of services and services marketing.
CO2: To understand how service products are developed, priced, distributed, and promoted.
CO3: To examine the differences between goods and services and their implications for marketers.
CO4: To explore customer expectations, perceptions, and satisfaction in service contexts.
CO5: To study the service delivery process, service quality, and service recovery mechanisms.
CO6: To apply service marketing strategies across various sectors such as hospitality, banking, healthcare, and retail.

Nature of Paper:DSE Theory

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 30
T: 15
P: (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=2 Credit

Unit	Contents	No. of Lectures Allotted
I	**Foundations of Services Marketing:** Definition, Nature, and Scope of Services , Characteristics of Services: Intangibility, Inseparability, Variability, Perishability, Evolution and Growth of Service Sector in India and Globally Classification of Services: Consumer, Business, Professional, and PublicGoods vs Services Marketing – Key Differences, Service Marketing Triangle and Service-Profit Chain **Case Example: Evolution of hospitality and airline services in India**	10
II	**Understanding the Service Consumer:** Customer Expectations and Perceptions of Service, Service Encounter and Moments of Truth, Customer Behavior in Service Settings, Customer Satisfaction vs Customer Delight Service Quality Models – SERVQUAL, Gap Model, Managing Customer Relationships (CRM) in Services **Activity: Group discussion on poor service experiences and gap analysis**	9
III	**Services Marketing Mix (7Ps):** Product: Designing and Packaging the Service Offer, Pricing: Pricing Strategies for Services (Cost-Based, Demand-Based, Competition-Based) Place: Service Distribution Channels, Franchising, Direct Delivery, Promotion: Advertising, Personal Selling, Public Relations in Services, People: Role of Employees in Service Delivery, Internal Marketing Process: Service Blueprinting and Flowcharting, Physical Evidence: Service Scapes, Tangible Cues, Facility Design	9

	Case Example: McDonald's service design strategy in India.	
IV	**Managing Service Delivery and Quality:** Designing and Managing the Service Process, Role of Technology in Service Delivery (Self-Service, AI, Chatbots), Capacity Planning and Demand Management in Services Service Quality Measurement Tools, Handling Complaints and Service Recovery Strategies, Service Failure: Causes, Impacts, and Recovery **Case Example: Zomato and Swiggy's handling of service failures**	8
V	**Sectoral Applications and Emerging Trends in Services Marketing:** Marketing of Financial Services, Healthcare and Educational Services Marketing, Tourism, Hospitality, and Event Services, Retail and E-commerce Services, Emerging Trends: Digital Services, Personalization, Green Services, and Experience Marketing, Future of Services Marketing in India	9

Reference/Text Books:

- *Services Marketing: Integrating Customer Focus Across the Firm – Valarie Zeithaml, Mary Jo Bitner*
- *Services Marketing – Lovelock, Wirtz, and Chatterjee*
- *Essentials of Services Marketing – Wirtz and Lovelock*
- *Services Marketing: People, Technology, Strategy – Christopher Lovelock*

Evaluation/Assessment Methodology

	Max. Marks
1. Class tasks / Attendance and punctuality	10
2. Presentations / Seminar	5
3. Case Study / Research Project Report / Seminar On Research Project Report	5
4. Assignment	5
5. ESE	75
Total:	**100**

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC.

Course Learning Outcomes (CLO):

CLO1: Describe the characteristics and classification of services and the nature of service marketing.
CLO2: Analyze customer behavior in service settings and the challenges of service delivery.
CLO3: Design service marketing strategies using the 7Ps model.
CLO4: Evaluate service quality and implement service recovery practices.
CLO5: Develop promotional and pricing strategies specific to service offerings.
CLO6: Apply service marketing principles to real-world industries and business scenarios.

Format-3

IIMTU-NEP IMPLEMENTATION-2025
Year: II / Semester: IV

Program: MBA - Aviation Management **Class: MBA – AM With Dual Specialization**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Talent Acquisition & Retention**
Course Code: AM-HRM-2	**Title: Talent Acquisition & Retention**

COURSE OBJECTIVES:.

CO1. Provide an in-depth understanding of talent acquisition concepts, strategies, and processes.
CO2. Develop skills to design effective recruitment, selection, and on boarding programs aligned with organizational goals.
CO3. Equip students with tools to assess talent needs, source high-potential candidates, and enhance employer branding.
CO4. Introduce retention strategies that address employee engagement, career growth, and work-life balance.
CO5. Examine the role of analytics, technology, and AI in modern talent management.
CO6. Promote ethical and legal compliance in talent acquisition and retention practices.

Nature of Paper: DSE THEORY

Minimum Passing Marks/Credits: 40% Marks / 3 credits

L: 45
T: 0
P: (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=2 Credit

Unit	Contents	No. of Lectures Allotted
I	**Unit 1: Introduction to Talent Acquisition & Retention** Definition, scope, and importance in strategic HRM. Workforce planning and talent forecasting. Linking talent acquisition to organizational strategy. Overview of Indian and global talent market trends. Case Example: Infosys' talent acquisition model for global expansion**.**	9
II	**Recruitment Strategies & Employer Branding** Internal vs external recruitment. Sourcing channels: job portals, social media, referrals, campus recruitment, head hunting. Employer branding strategies for attracting talent. Diversity and inclusion in hiring. Case Example: TCS campus hiring and diversity recruitment programs.	9
III	**Unit 3: Selection & On boarding** Selection process: screening, testing, interviewing, background checks. Competency-based interviewing and assessment centers. Legal aspects of hiring under Indian labour laws. Structured on boarding and induction programs. Case Example: Wipro's global on boarding process for IT professionals.	10
IV	**Unit 4: Employee Retention Strategies** Understanding turnover and attrition metrics. Retention drivers: compensation, career development, work-life balance. Employee engagement and motivation strategies. Succession planning and internal mobility. Case Example: HCL Technologies' "Employee First"	8

	philosophy and retention initiatives.	
V	**Unit 5: HR Analytics, Technology & Future Trends** HR analytics for recruitment and retention metrics. AI in talent sourcing and predictive attrition analysis. Remote work and hybrid workforce implications for HR. Emerging trends: gig economy, skill-based hiring, global mobility. Case Example: Reliance Industries' use of HR tech platforms for talent management**.**	9

Reference / Text Books:

1. **K. Aswathappa (2020)** – *Human Resource Management: Text and Cases*, Mc Graw Hill Education, 9th Edition.
2. **P. Subba Rao (2019)** – *Personnel and Human Resource Management: Text and Cases*, Himalaya Publishing House, 5th Edition.
3. **M. N. Mishra (2018)** – *Human Resource Management*, Himalaya Publishing House, 3rd Edition.
4. **Snigdha Pattnaik & R.K. Sahu (2020)** – *HR Analytics: Understanding Theories and Applications*, Sage Publications.
5. **Gary Dessler & Biju Varkkey** – *Human Resource Management* (Indian Adaptation), Pearson Education.
6. **V.S.P. Rao (2019)** – *Human Resource Management: Text and Cases*, Excel Books.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Attendance and Punctuality	10
2) Presentations /Seminar	5
3) Assignments	5
4) Case Study /Research Project Report/ Seminar On Research Project Report	5
5) ESE	75
Total:	**100**

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC.

Course Learning Outcomes:

Upon completion of the course, Students will be able to

CLO1: Explain the processes and principles of talent acquisition and retention.
CLO2: Design recruitment and selection strategies to attract top talent.
CLO3: Evaluate employer branding and sourcing channels for effectiveness.
CLO4: Apply retention techniques to reduce turnover and enhance employee engagement.
CLO5: Use HR analytics and technology tools for data-driven talent decisions.
CLO6: Integrate ethical, legal, and diversity considerations into HR strategies**.**

Format-3

IIMTU-NEP IMPLEMENTATION-2025
Year: II / Semester: IV

Program: MBA - Aviation Management **Class: MBA – AM With Dual Specialization**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT**
Course Code: AM – BF - 2	**Title: INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT**

COURSE OBJECTIVES:
CO1: Understand fundamental concepts and principles of investment and portfolio management.
CO2: Analyse different types of financial instruments and their risk–return characteristics.
CO3: Apply security valuation models for equity, debt, and derivatives.
CO4: Evaluate portfolio performance using standard techniques and metrics.
CO5: Develop investment strategies considering market trends and economic indicators.
CO6: Solve real-world investment case studies to enhance decision-making skills.

Nature of Paper: DSE Theory

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 30
T: 15
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.=2 Credit (4Hrs./Week=2 Credits)

Unit	Contents	No. of Lectures Allotted
I	**Introduction to Investments** Covers the nature, scope, and objectives of investments, the role of investments in the economy, and the investment process from planning to performance review. Discusses different types of financial assets such as equity, debt, derivatives, and mutual funds, along with the risk–return trade-off and factors affecting investment decisions.	9
II	**Security Analysis** Explores fundamental analysis including economy, industry, and company analysis; and technical analysis tools such as charts, moving averages, and momentum indicators. Introduces the Efficient Market Hypothesis (EMH) and its forms, and includes a case study on stock selection using combined analysis techniques**.**	9
III	**Valuation of Securities**. Covers valuation models for bonds, including yield measurement, duration, and convexity; equity valuation models such as Dividend Discount Model (DDM), Price–Earnings (P/E) ratio, and Free Cash Flow to Equity (FCFE); and basic valuation of derivatives like options and futures. Case study on identifying mispriced securities is included.	9

IV	**Portfolio Theory and Construction** Introduces Modern Portfolio Theory, risk–return optimization, Markowitz portfolio model, Capital Asset Pricing Model (CAPM), and Arbitrage Pricing Theory (APT). Discusses portfolio diversification strategies, efficient frontier, and portfolio construction for different investor profiles. Includes a practical case study on portfolio optimization**.**	9
V	**Portfolio Evaluation and Revision** Covers portfolio performance evaluation measures such as Sharpe, Treynor, and Jensen's alpha. Discusses portfolio revision techniques, active and passive management strategies, and behavioural finance concepts influencing portfolio decisions. Includes case studies analyzing real-world portfolio performance and revision strategies**.**	9

Reference / Text Books:

1. Bodie, Z., Kane, A., & Marcus, A.J. (2021). *Investments*. McGraw-Hill Education.
2. Reilly, F.K., & Brown, K.C. (2019). *Investment Analysis and Portfolio Management*. Cengage Learning.
3. Elton, E.J., Gruber, M.J., Brown, S.J., & Goetzmann, W.N. (2014). *Modern Portfolio Theory and Investment Analysis*. Wiley.
4. Sharpe, W.F., Alexander, G.J., & Bailey, J.V. (1998). *Investments*. Prentice Hall.
5. Fischer, D.E., & Jordan, R.J. (2010). *Security Analysis and Portfolio Management*. Pearson Education.

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Attendance and Punctuality	10
2) Presentations /Seminar	5
3) Assignments	5
4)Case Study/Research Project Report/ Seminar On Research Project Report	5
5) ESE	75
Total:	**100**

Prerequisites for the course:- Under graduate in any program or as per NEP 2020 or as per UGC

Course Learning Outcomes:

Upon completion of the course, Students will be able to

CLO1: Explain the investment environment, process, and objectives.
CLO2: Analyse and value securities using fundamental and technical analysis.
CLO3: Apply modern portfolio theory to optimize risk and return.
CLO4: Construct diversified portfolios aligned with investor goals.
CLO5: Evaluate portfolio performance using Sharpe, Treynor, and Jensen's measures.
CLO6: Recommend investment strategies based on case-based scenarios and market conditions**.**

Format-3

IIMTU-NEP IMPLEMENTATION-2025
Year: II / Semester: III

Program: MBA - Aviation Management **Class: MBA – AM With Dual Specialization**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: PROJECT MANAGEMENT**
Course Code: AM – OM - 3	**Title: PROJECT MANAGEMENT**

COURSE OBJECTIVES:.

CO1. To impart a solid understanding of foundational project management theories and frameworks.
CO2. To equip students with structured methodologies such as the Project Life Cycle, PERT/CPM, and Earned Value Management for real-world application.
CO3. To develop proficiency in tools for planning, scheduling, risk analysis, cost control, and resource allocation.
CO4. To foster leadership and stakeholder management skills critical to project execution and delivery.
CO5. To encourage application of analytical decision-making tools (e.g. decision trees, AHP) in project prioritization.
CO6. To engage students in learning through case study analysis, simulating actual project challenges and solutions.

Nature of Paper: DSE Theory

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 30
T: 15
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 4 Hrs.= 2 Credit

Unit	Contents	No. of Lectures Allotted
I	**Foundations & Project Initiation** Introduction to project management concepts, characteristics, and objectives; project life cycle phases; project selection models; organizational structures and roles; overview of project initiation processes**.**	10
II	**Planning** Work Breakdown Structure (WBS); scheduling techniques including CPM, PERT, and Gantt charts; budgeting methods such as NPV, IRR, and Payback; resource allocation, leveling, and crashing; planning case examples**.**	9
III	**Risk & Control** Risk identification, qualitative and quantitative risk analysis; decision trees and sensitivity analysis; Earned Value Management; schedule and cost control techniques.	9
IV	**Procurement & Quality** Procurement process, contract types, stakeholder and communication management; quality planning, assurance, and control; application of Six Sigma tools**.**	8

V	**Advanced & Closure** Advanced tools like GERT and portfolio management; project closure procedures; lessons learned and post-implementation review; sustainability considerations; case studies of notable project successes and failures**.**	9

Reference / Text Books:

Gray, C. F., Larson, E. W., & Joshi, R. (8th ed.) – *Project Management: The Managerial Process* **Pinto, J. K.** (5th ed.) – *Project Management: Achieving Competitive Advantage* **Meredith, J. R., & Mantel, S. J.** – *Project Management: A Managerial Approach* (Wiley, with PMBOK® guidelines) **Gido, J., & Clements, J. P.** (6th ed.) – *Successful Project Management* **Nicholas, J. M.** – *Project Management for Business and Technology: Principles and Practice* **Prasanna Chandra** – *Projects Planning, Analysis, Selection, Implementation & Review* **Kerzner, H.** (2017, 13th ed.) – *Project Management: A Systems Approach to Planning, Scheduling and Controlling* **Goldratt, E. M.** (1997) – *Critical Chain* (Theory of Constraints approach in project management)

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/Attendance and Punctuality	10
2) Presentations /Seminar	5
3) Assignments	5
4) Case Study/Research Project Report/ Seminar On Research Project Report	5
5) ESE	75
Total:	**100**

Prerequisites for the course: Undergraduate in any program or as per NEP 2020 or as per UGC.

Course Learning Outcomes:

Upon completion of the course, Students will be able to

CLO1: Explain key project management concepts, life cycles, and methodologies.

CLO2: Apply network scheduling techniques (PERT, CPM) to plan and monitor project timelines.

CLO3: Analyze project risks, performance (e.g., through Earned Value Management), and make corrective decisions.

CLO4: Utilize decision-making tools like Analytical Hierarchy Process (AHP) and decision-tree modeling in project selection and prioritization.

CLO5: Demonstrate effective stakeholder, cost, and procurement management strategies.

CLO6: Construct and present structured case-based project management reports that showcase planning, execution, control, and closure phases.

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SCHOOL OF COMMERCE & MANAGEMENT

ACADEMIC HAND BOOK



+91-9897474598 www.iimtu.edu.in O-Pocket, Ganga Nagar, Mawana Road, Meerut-250001

ORDINANCE &ACADEMIC REGULATION
MASTER OF BUSINESS ADMINISTRATION
MBA (Agri-business Management)
(Academic Session 2025-26)

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1. PREAMBLE

As per the recommendations of UGC/Higher Education Institutions in India/ UP Higher Education department, the IIMT-University has introduced Choice Based Credit System (CBCS) from the academic year 2024-25. Choice Based Credit System (CBCS) is a proven, flexible mode of learning in higher education which facilitates a student to have guided freedom in selecting his/her own choices of courses in the curriculum for completing a degree program.

CBCS offers a flexible system of learning.
The system permits a student to

(i) Learn at their own pace through flexible registration process.
(ii) Choose electives from a wide range of courses offered by parent and other departments.
(iii) Undergo additional courses to acquire the required number of credits for obtaining MBA (Agribusiness).
(iv) Undergo additional courses in their special areas of interest and earn additional credits to obtain MBA (Agri-business) with Specialization.
(v) Adopt an interdisciplinary approach in learning.
(vi) Avail transfer of Credits.
(vii) Gain Non – CGPA credits to enhance skill/employability by taking up project work, entrepreneurship, co-curricular and vocational training.
(viii) Make the best use of the expertise of available faculty.
(ix) Learn and earn credits through MOOC, and Project Based Learning.
(x) Enhance their Knowledge, Skill and Attitude through participation in innovative Curriculum Design, Delivery and Assessments.

The Curriculum is designed to take into the factors listed in the Choice Based Credit System (CBCS) with focus on Project Based Learning and Industrial Training to enable the students to become eligible and fully equipped for employment in industries choose higher studies or entrepreneurship.

2. DEFINITIONS AND NOMENCLATURE

In these Regulations, unless the context otherwise requires:

1. "Programme" means Degree Programme like (MBA-Agribusiness) Degree Programme.

2. "Discipline" means specialization or branch of (MBA-Agribusiness) Degree Programme.

3. "Course" means a theory or practical subject that is normally studied in a semester.

4. "Vice–Chancellor of IIMT-University" means the Head of the University.

5. "Registrar" is the Head of all General Administration of the University.

6. "Dean" means the authority of the School who is responsible for all academic activities of various programmes and implementation of relevant rules of these Regulations pertaining to the Academic Programmes.

7. "Controller of Examinations" means the authority of the University who is responsible for all activities related to the University Examinations, publication of results, award of grade sheets and degrees.

8. "Dean – Student Welfare" is responsible for all student related activities including student discipline, extra and co–curricular activities, attendance and meetings with class representatives, Student Council and parent – teacher meet.

9. "HoD" means the Head of the Department concerned.

10. "University" means IIMT-University, Meerut.

11. "TCH" means Total Contact Hours – refers to the teaching – learning periods.

12. "BoS" means Board of Studies.

13. "Class Co-ordinator" is a faculty of the class who takes care of the attendance, academic performance, and the general conduct of the students of that class.

14. "IA" is Internal Assessment which is assessed for every student for every course during the semester.

15. "ESE" is End Semester Examination conducted by the University at the End of the Semester for all the courses of that semester.

16. "UGC" means University Grants Commission.

17. "MOE" means Ministry of Education, Govt. of India.

18. "HEI" means Higher Education Institutions.

3. VISION AND MISSION

Vision of School of Commerce and Management

To evolve into centre of excellence imparting management education, consultancy & research promoting corporate excellence, entrepreneurship & global leadership.

Mission of School of Commerce and Management

M1 The essence of School of Commerce & Management is to constantly strive to provide an in-depth knowledge to its students so that they add value to the existing treasures of business and managerial concepts.

M2 To promote critical thinking and spirit of enquiry among our students so that they develop creative approach by which they are able to provide workable solutions to complex business problems.

M3 To deliver multidisciplinary knowledge through modern pedagogy in a way where ethics and social commitments will be the corner stone for our students.

4. PROGRAMME EDUCATIONAL OBJECTIVES (PEO)

The Programme Educational Objectives (PEOs) of MBA (AGRIBUSINESS):

PEO1:	The program will include insightful information on agricultural principles required for agricultural applications.
PEO2:	Program participants will learn about current technological trends and find solutions to business and agricultural issues.
PEO3:	Program will have the interpersonal skills and practical experience to work in both domestic and foreign situations.
PEO4:	Program participants will be committed to society, ethically aware, and creatively professional.

5. PROGRAM OUTCOMES (PO'S)

PO1:	To manage and solve agricultural business issues, apply your knowledge of management theories and procedures.
PO2:	To make decisions about agricultural concerns that are supported by evidence, encourage analytical and critical thinking.
PO3:	Understanding, analysing, and being able to convey worldwide economic, legal, and ethical elements of management and business in agriculture.
PO4:	Able to work well in a team atmosphere and effectively lead themselves and others to the accomplishment of corporate goals.
PO5:	Expert at organising, fostering, and incubating innovative agribusiness
PO6:	Ability to plan, carry out, analyse, and monitor strategic projects, programmes, and management-related policies.

6. PROGRAM SPECIFIC OUTCOMES: (PSO'S)

Graduates of the department will attain:

PSO1:	Recognize the elements of an agriculture business strategy.
PSO2:	To familiarize students with the setting in which the agricultural industry is run.
PSO3:	To educate students on the effects of macro- and micro-environmental factors on agriculture.
PSO4:	To introduce global, Indian, and agribusiness policy as well as agricultural heritage

7. ADMISSION

The admission policy and procedure shall be decided from time to time by the University based on the guidelines issued by the UGC/ Ministry of Education (M), Government of India. Seats are also made available for Non-Resident Indians and foreign nationals, who satisfy the admission eligibility norms of the University as per the UGC Norms.

8. ELIGIBILITY IN ALL YEAR AS NEP (ENTRY & EXIT) AS PER NHEQF AND NSQF (IF APPLICABLE)

(i) Regular Entry

The Candidate should have qualified in 10 + 2 + 3 examination and should have obtained at least 45% marks (Passing Marks in case of candidate belonging to reserved category) in the qualifying examination.

9. CURRICULUM

The curriculum for Bachelor of Business Administration Programme is designed to have minimum and maximum credits as per the evaluation scheme. Credits that are distributed across six semesters of study for the award of degree.

10. MEDIUM OF INSTRUCTION

The medium of instruction is English for all courses, examinations, seminar presentations and project reports.

11. UNDER CHOICE BASED CREDIT SYSTEM (CBCS)/LOCF/OBE

Structure of the MBA (Agri-Business Management) Degree Programme

MBA (Agri-Business Management) Degree Programmes will have the curriculum and syllabi (for 2 years) as approved by the respective Board of Studies and Academic Council of the University.

The curriculum for MBA (Agri-Business Management) programme is designed to have minimum and maximum credits as per the scheme of 110 credits that are distributed across four semesters of study for the award of degree.

Under CBCS, the degree programme will consist of the following categories of courses:

1. Core Course-CC
2. Core Course (Practical)-CC(P)
3. Discipline Specific Elective-DSE
4. Ability Enhancement Compulsory Courses-AECC
5. Research Project-RP
6. Value Added Coues (VAC)
7. Internship (Industrial/Research)
8. MOOCS
9. Comprehensive Viva

Table-2. Distribution of Credits (Evaluation Scheme)

S.No.	Category	
1.	Core Course (Theory)-CC	**As per Format 1 & 2 of CBCS**
2.	Core Course (Practical)-CC(P)	
3.	Discipline Specific Elective (Practical)- DSE(P)	
4.	Ability Enhancement Compulsory Courses-AECC	
5.	Research Project (RP)	
6.	Value Added Coues (VAC)	
7.	Internship (Industrial/Research)	
8.	MOOCS	
9.	Comprehensive Viva	

12. REGISTRATION FOR COURSES IN A SEMESTER

A student will be eligible for registration of courses only if he/she satisfies the regulation (progression), and has cleared all dues to the University, Hostel and Library up to the end of the previous semester if student is not debarred from enrolment on disciplinary grounds.

The university follows a flexible Choice Based Credit System and Slot based table. Accordingly, the students shall be given the option for selecting their courses and credits. The student is given the option of selecting the number of credits to undergo in a semester, subject to the curriculum requirements of minimum and maximum.

Except for the first-year courses, registration for a semester will be done during a specified week before the start of the semester as per the Academic Calendar.

Late registration /enrolment will be permitted by the Dean of the School for genuine cases, on recommendation by the Head of the respective department, with a late fee as decided from time to time.

The student shall make the choice of course in consultation with the Class Coordinator and as stipulated from time to time.

13. ATTENDANCE

The faculty handling a course must finalise the attendance, 3 calendar days before the last instructional day of the course and submit to the HoD through the class teacher.

a. A student with less than 75% attendance (Total Contact Hours -"TCH") in any course, will not be permitted to appear for the end-semester examination in that course, irrespective of the reason for the shortfall of the attendance. The student is however permitted to avail Academic Leave up to 10% for attending academic related activities like, Industrial Visits, Seminars, Conferences, Competitions etc., with the prior approval of the HoD. After the event, the student should submit the relevant documents for proof to the HoD for approval of the Academic Leave.

b. The remaining 25% allowance in attendance is given to account for activities under NCC / NSS / Cultural / Sports/Medical exigencies etc.

13.1 Condonation of medical cases

For medical cases, submission of complete medical history and records with prior information from the parent / guardian to Dean (Students Welfare) DSW is mandatory. And put-up recommendations to the Vice–Chancellor. Such condo nation is permitted only twice for a student in the entire duration of the programme.

13.2 Additional Condonation

Additional condo nation may be considered in rare and genuine cases which includes, approved leave for attending select NCC / Sports Camps, cases requiring prolonged medical treatment and critical illness involving hospitalization. For such select NCC / Sports Camps prior permission for leave shall be obtained by the respective Dean / Director of sports from the designated authority, before deputing the students.

The Vice-Chancellor, based on the recommendation may then give condonation of attendance, only if the Vice-Chancellor deems it fit and deserving. But in any case, the condonation cannot exceed 10%.

14. ASSESSMENT PROCEDURE

14.1 Internal Assessment – 25 Marks (IA) & Eternal Assessment (EA) 75 Marks
14.2 Practical Assessment (as per format 1 and 2)

15. RESEARCH PROJECT/SEMESTER PROJECT – ASSESSMENT CRITERIA

The general guidelines for assessment of Project are given in Table 5.

Table-5: Assessment pattern for Research Project / Semester Project

S.No.	Review / Examination scheme	Broad Guidelines	Weightage
1	First Review	Concept	10%
2	Second Review	Design	10%
3	Third Review	Experiment/Analysis	20%
4	Final Review/ESM	Project report and Viva – Voce, Results and Conclusion	60%

16. INTERNSHIP – RESEARCH/INDUSTRIAL INTERNSHIP

A student has to compulsorily attend Summer / at the end of 2nd semester internship during 2nd year for a minimum period of4 to 6 weeks. In lieu of Summer / Winter internship, the student is permitted to register for undertaking project work under a faculty of the University and carry out the project for minimum period of 4 to 6 weeks. In both the cases, the internship report in the prescribed format duly certified by the faculty in-charge shall be submitted to the HoD. The evaluation will be done through presentation and viva. The course will have a weightage as defined in the respective curriculum.

For the final year project and Viva – Voce end semester examination, the student shall submit a Project Report in the prescribed format issued by the University. The reviews will be conducted by a committee constituted by the Head of the Department. The end – semester assessment will be based on the project report and a viva on the project conducted by a committee constituted by Controller of examination. This may include an external expert.

17. FOR NON – CGPA COURSES/ AUDIT COURSES

The Assessment will be done based on the respective assessment as per rubrics issued by the Head of the Department (BOS).

A student securing less than the minimum specified internal assessment marks in any course will not be permitted to appear for the end-semester examination in that course and will be graded under "CO (Carry Over)" category for that course. This will be denoted in the grade sheet as "CO (Carry Over)", till the course is successfully completed in the subsequent semester(s).

18. CREDIT WEIGHTAGE

Credit are the weightage, assigned to the courses based on the following general pattern:
One Hour 1 credits.
Two Hour Practical 0.5 credits.

19. MAXIMUM DURATION OF THE PROGRAMME/PROMOTION POLICY

A student may complete the programme at a slower pace than the regular pace, but in any case, in not more than N+2 years.

A student completing the degree programmes in the extended period will not be eligible for university ranking.

20. MAXIMUM GAPS BETWEEN SEMESTER / YEAR

As per UGC Guidance

21. CREDIT SYSTEM AND GRADING

21.1 Introduction

IIMT-University implemented the UGC guidelines to all Universities in 2015 for implementation of the choice-based credit system with a view to offer student's choice of courses within a programme with a flexibility to complete the programme by earning credits at a pace decided by the students themselves. The system allowed students to choose inter-disciplinary, intra-disciplinary courses according to their learning needs, interest and aptitude. It was considered as a cafeteria approach and was expected to provide mobility to students.

As per the Current credit system practiced in institutions needs comprehensive reforms as they offer very little flexibility, choice and are less learner centric. Degrees offered today are more self-contained focusing on a specialization area and depend a lot on knowledge available with the faculty from the department only. Though the most requisite credit system does exist, wherein students are given a wide choice and flexibility, these exist as small islands in the vast ocean of thousands of educational institutes in India. In such institutions, the curriculum is frequently designed which is learner centric and offering a wide specialization area for students to pick and choose courses from.

The institutions shall make attempts wherein the design of the credit system and the teaching and evaluation modes shall be the responsibility of individual course teachers. The students should have the freedom to opt for courses from other specializations and not just from their core specialization. For this there has to be stronger collaborations between departments of the University and outside.

21.1 Grading system

Most institutions follow the absolute grading system which is a simple procedure wherein the marks obtained by students correspond to a specific grade and grade point. It reflects the individual performance in a particular subject without any reference to the group/class. The absolute grading system has limitations and may be susceptible to some inconsistencies.

The relative grading system on the other hand provides relative performance of a student to a group/class wherein the student is ranked in a group/class on basis of relative level of achievement. In this system decisions are made in advance by the faculty members as to what proportion of students would be awarded a particular grade on the basis of their relative performance and which is done by assigning grades on basis of a normal curve. This facilitates comparative performance and eliminates negative effect of pass or fail.
Relative grading system may be used if the number of students registered for the course is at least 30. For a class of smaller size, an absolute grading scheme may be used. The statistical

method may be used with adjustments to calculate the mean (M), median (Md) and standard deviation (SD) of the total marks (TM) obtained by the students registered for the course. If the mean and median coincide, the mean may be used for further computations, otherwise the median may be used. If suppose the mean is used, then the letter grades may be awarded based on the ranges specified in table below:

A grading system as shown in Table 8 will be followed.

Table 8: Grading System

Letter Grade	Range
A+	TM>M+1.75SD
A	M+1.25 SD ≤TM<M+1.75SD
B+	M+0.75 SD ≤TM<M+1.25SD
B	M+0.25 SD ≤ TM < M+0.75 SD
C+	M-0.25 SD ≤ TM < M-0.25 SD
C	M-0.75 SD ≤ TM < M-0.25 SD
D+	M-1.25 SD ≤ TM < M-0.75 SD
D	M-1.75 SD ≤ TM < M-1.25 SD
E+	M-2.0 SD ≤ TM < M-1.75 SD
E	M-2.25 SD ≤ TM < M-2.0 SD
F	M-2.25 SD > TM
CO	Carry Over (Summer / Winter) due to Attendance deficiency (between 40% and 75%)and/orI. Lack of minimum IA marks as specified in clause 10.0 Table 3.
RA	Repeat the course due to (i) Lack of minimum attendance (below 40%) in regular course.
--	DETAINED "RC" or "RA" or both in all registered theory courses of a semester. The student is detained and has to repeat the entire semester. Clause 12.3

Letter grades may be improved based on the following scheme: Use the table above to determine grade boundaries. Look for natural gaps in the neighbourhood of grade boundaries. Choose the largest gap in the neighbourhood and make this as the grade boundary.

An 'E', 'E+' and 'F' grade may not be a purely relative grade. These may be assigned on the following basis:

- A minimum, say 30/100, may be set as pass marks for the course. A fail grade may then be awarded only if the Total Marks for the course are less than 30. Otherwise, the students may be awarded the Just Pass Grade D.

- A fail grade may be awarded to students whose marks are below the prescribed minimum even if the table above leads to a pass grade.

Similarly, a lower limit may be set for the A grade also, for instance greater than or equal to 86. Students not achieving the prescribed minimum may be awarded a lower letter grade even if the table above indicates otherwise. A pass grade may be made mandatory for both internal as well as external examinations in the case of a separate internal and external assessment,

a. Internal and External marks may be summed up with appropriate weightages to compute a total out of 100 marks. The letter grade may be assigned on this computed total.

b. Internal and external marks may be graded separately and then the assigned grade points may be used, with appropriate weightages, to compute a final grade point and letter grade.

Grading in the case of Re-evaluations, Retests and Remedial Examinations may be based on the following guidelines:

a. The ranges of marks once computed for awarding letter grades the first time, called the First Distribution (FD), will not be modified.

b. If a re-evaluation leads to a change in marks, then FD will be used to award an appropriate letter grade.

c. A retest may be permitted if

i. A student gets a letter grade of E+ or E. In this case, irrespective of the marks obtained, at most D grade may be awarded.

ii. A student is unable to complete course requirements because of certified illness or tragedy. In this case FD will be used to award an appropriate letter grade.

The use of relative grading system may be recommended in autonomous institutions, institutes of national importance and institutions with high ranking. The results of the relative grading system may be shared by such institutions later with other interested institutions to implement the same.

21.2 GPA and CGPA

GPA is the ratio of the sum of the product of the number of credits Ci of course "i "and the grade points Pi earned for that course taken over all courses "i" registered and successfully completed by the student to the sum of Ci for all "i". That is,

$$GPA = \frac{\sum_i C_i P_i}{\sum_i C_i}$$

CGPA will be calculated in a similar manner, in any semester, considering all the courses enrolled from the first semester onwards.

The Grade card will not include the computation of GPA and CGPA for courses with letter grade CO, RC and U until those grades are converted to the regular grades.
A course successfully completed cannot be repeated.

22. CLASS/DIVISION

22.1 Classification is based on CGPA and is as follows:
CGPA ≥ 8.0: First Class with distinction

6.5 ≤ CGPA <8.0: First Class
5.0 ≤ CGPA <6.5: Second Class.

22.2 (i) Further, the award of 'First class with distinction' is subject to the candidate becoming eligible for the award of the degree having passed the examination in all the courses in his/her first appearance with effect from II semester, within the minimum duration of the programme.

(ii) The award of 'First Class' is further subject to the candidate becoming eligible for the award of the degree having passed the examination in all the courses within 3 years for MBA (AGRIBUSINESS)-MBA (Agribusiness) (Hons.).

(iii) The period of authorized break of the programme (vide clause 11.0) will not be counted for the purpose of the above classification.

23. TRANSFER OF CREDITS / ACADEMIC CREDIT BANK

University Grants Commission initiated the concept of National Academic Credit Bank (NAC-Bank) which will be a digital / virtual / online entity to be established and managed by UGC. The main objective of the NAC-Bank would be to facilitate student mobility across the education system wherein the credits can be accumulated and be used at alter point of time for the requirements of partial fulfilment of a degree program.

a. "Credit-transfer" means the mechanism by which the eligible HEIs registered with ABC are able to receive or provide prescribed 'credits' to individual registered ABC account in adherence to the UGC credit norms for the 'course/s' registered by the desirous students in any eligible higher education institution within India.

b. Within the broad framework of these regulations, the Academic Council, based on the recommendation of the Credit Transfer Committee so constituted may permit students to transfer part of the credit earned in other approved Universities of repute & status in the India or abroad.

c. The Academic Council may also approve admission of students who have completed apportion of course work in another approved Institute of repute under Multiple entry& Exit system, based on the recommendation of the credit transfer committee on a case-to-case basis.

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d. Students who have completed coursework, at least first year, at some university other than the university to which transfer is sought (may request for transfer of admission to this university. A student may be granted admission only through an admission process that will follow the same policy as for fresh admissions. However, a uniform credit system must be followed by all universities to effect transfer of credits.

Credit Transfer request can be submitted only after the student has been admitted in the concerned program and the following conditions are met:

i. The course work has been completed at a UGC approved and accredited University through fulltime formal learning mode.

ii. The university accreditation grade/ranking is not lower than that of the university to which the transfer is sought.

iii. The courses prescribe to the common minimum syllabus under UGC CBCS system.

iv. The letter grade obtained in the courses is "B" or better.

v. The number of credits to be transferred does not exceed the prescribed limit.

vi. The program in question must have a similar credit system, in particular, modular or semester and the same numeric and letter grading system along with common meaning of the term "credit" in numerical terms.

The aspect of shelf life of courses needs to be considered while accepting credits as obsolescence of knowledge of certain field in terms of its current relevance needs to be investigated. The time lapsed between successful completion of certain courses of the program and the admission to which program transfer is sought needs to be considered. The maximum number of credit points that may be considered under a credit transfer needs to be specified. Contextual variables such as teaching-learning approach adopted, learning facilities offered, use of evaluation modes may also be considered while preparing the credit transfer policy.

23.1 Moderation

Moderation of assessment is an organized procedure which ensures use of valid assessment material and consistent application of criteria, to provide fair academic judgment and reliable outcome in the form of marks or grades. It assures appropriate designing and implementation of assessment activities along with generation of valid and reliable results.

Integration of moderation process with assessment system is imperative for the development of academic quality in higher educational institutions as:

- It addresses any difference in individual judgments of different evaluators.
- It ensures that all achievements in the form of marks and grades across courses reflect achievement of same level of standard.
- It is also carried out to develop a common understanding of the standards and criteria and to recognize performance which demonstrates that standard or fulfils those criteria.

Moderation may be conducted in case there are large number of fail grades or high grades, or when large numbers of students who have received the same grade or clustering of students on letter grades, or when there are discrepancies between grades allocated to individual students in different courses, or to find out the difficulty level of the question paper or whether the assessments modes used cover the entire syllabus or not.

Applicability - Moderation will be made applicable to both external and internal modes of assessment. All programs and courses will indicate, as part of their statements on assessment, arrangements for the moderation of assessed work. This can be done through formulation of a

moderation policy and implemented across all programs and courses of instruction and delivery. The time frame for the moderation will be linked with the time frame for assessment.

In the event a moderation is triggered, an evaluation will begin with a discussion on the following (though not exhaustive) lines:

a. What are the rubrics used for each of the different types of assessment in the course? Is a standardized/prescribed rubric used or has the instructor developed his/her own rubric. If the instructor is using a personally framed rubric, or if there is no identified rubric, then how does the assessment map to learning outcomes?

b. The difficulty level of the questions included in the assessments, i.e., is the difficulty level on the extremes, very easy or very hard.

c. The manner of awarding marks, i.e., has the correction been at the extremes, liberal or tough.

Each department will establish a committee and designate roles and responsibilities at different levels for smooth working of the moderation process. In order to maintain neutrality, it will be ensured that moderator should not be the assessor. Staff members will be trained professionally in assessment techniques and moderation procedures. All assessment material produced by learner including examination sheets, assignments, project reports, research reports etc. will be examined.

Institutions will be encouraged to make the moderation process online. In this system, assessment plans, moderation plans, assessment tools, samples of which may be submitted online. Moderation reports will be generated online so that progress can be tracked and submitted to the COE after the approval of dean by Head of the department. The moderation will not be restricted to just assessment but also include moderation of content and assessment design.

24. CHANGE OF DISCIPLINE

"Academic Flexibility" is the provision for innovative and interchangeable curricular structures to enable creative combinations of Courses/Programmes in Disciplines of study leading to Degree/Diploma/PG Diploma/Certificate of Study offering multiple entry and multiple exit facilities in tune with National Education Policy-2020, while removing the rigid curricular boundaries and creating new possibilities of life-long learning.

25. USE OF TECHNOLOGICAL INTERVENTIONS

With the proliferation of different types of access devices, especially mobile access devices, technology has the potential to augment traditional classroom practices and revolutionize learning and evaluation methods. Technology, in fact can be an important driver to enable lifelong learning. Learning and engagement of students is facilitated by use of technology through several modes such as synchronous learning, semi-synchronous learning, blended learning, collaborative learning, flipped classroom etc. MOOC's, especially provided through SWAYAM, are a window of opportunity for lifelong learning and are offered through technology-based platforms. Learning management systems (LMS) may be used by institutions to integrate the entire teaching, learning and evaluation process. The Learning Management

System may be used by institutions to deliver academic content in blended form and to assess learning through thesis, assignments etc. Open-source learning management systems such as Moodle, Edmodo may be used for posting content in the form of videos, audios, e-learning modules, live class sessions etc. Use of plagiarism detection software will be highly recommended to check originality of content.

In the conduct of examinations, universities face tremendous challenges such as need for trained manpower, distribution of question paper without delays and errors, delays in evaluation of answer scripts, lack of infrastructure to conduct examinations at a large scale, non-availability of faculty members for assessment, security issues faced during paper setting and paper distribution, tampering of certificates and answer scripts etc.

For a typical examination department of an institution will be an autonomous body right from registration of student to convocation through an integrated system. In fact, steps must be taken to implement a complete examination management system that considers the complete life cycle of examination process. The use of technology will reduce dependency on human intervention and be error free. The following functions will be automated:

i. Registration of students and generating unique PRN,

ii. Filling up of examination form,

iii. Generation of seat numbers and admit cards/hall tickets,

iv. Preparation of list of paper setter,

v. Use of question bank system to draw question sets, question paper generation,

vi. Online distribution of question papers on the day of examination with system of encryption,

vii. Barcode system for answer books (this will eliminate issues related to errors, avoid malpractices etc.),

viii. Digitization of answer scripts and onscreen evaluation of answer sheets,

ix. Tracking of student's performance,

x. Marks submission through online software,

xi. Viewing of result through online system,

xii. Online verification and revaluation system,

xiii. Digitization of certificates and marksheets (to avoid tampering and easy retrieval),

xiv. Certificate authentication system,

xv. Submission of various other applications through online system.

The above will lead to conduct of functions of the examination system in an efficient and transparent manner and timely availability of information to students.

26. STUDENT DISCIPLINE

Every student is required to observe utmost discipline and decorum both inside and outside the campus and not to indulge in any activity which may affect adversely the prestige reputation of the University.

27. STUDENT WELFARE

Any act of indiscipline of a student reported to the Dean (Students Welfare) and Head of the Department will be referred to a Discipline Committee constituted for the purpose. The Committee will enquire into the charges and decide on a suitable punishment if the charges are substantiated. The committee will also authorize the Dean (Students Welfare) to recommend to the Vice-Chancellor for the implementation of the decision. The student concerned may appeal to the Vice-Chancellor, whose decision will be the final.

28. RAGGING

Ragging in any form is a criminal and non-bailable offence in our country. The current State and Central legislations provide stringent punishments including imprisonment. Once the involvement of a student(s) is established in ragging, offending fellow students/staff, harassment of any nature to the fellow students/staff etc. the student(s) will be liable to be dismissed from the University, as per the laid down procedures of the UGC / Govt. /Institute. Every senior student of the University, along with their parent, shall give an undertaking every year in this regard and the same should be submitted at the time of Registration.

29. POWER TO MODIFY

Notwithstanding all that has been stated above, the Academic Council is vested withpowers to modify any or all the above regulations from time to time, if required, subjectto the approval by the Board of Studies and Final approval by Vice-Chancellor.

30. EXIT POINT

As per NEP

31. NC/CREDIT COURSE

For non-credit courses ‘Satisfactory’ or “Unsatisfactory’ shall be indicated instead of the letter grade and this will not be counted for the computation of SGPA/CGPA.

32. ANY OTHER HEADING AS PER YOUR PROGRAM-

NA

EVALUATION SCHEME

MASTERS IN BUSINESS ADMINISTRATION (Agri Business Management)
Effective from Batch (2025-27)

Evaluation Scheme
(Year: I / Semester: I)

Sl. No.	Subject Code	Subject Title	Course Category	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
1	ABM-R101	Modern concepts in crop production	Core	4	0	0	25	75	100	3
2	ABM-R102a	Data Analysis & Decision Tools	Core	4	0	0	25	75	100	3
3	ABM-R103a	Economics for Managers	Core	4	0	0	25	75	100	3
4	ABM-R104a	Accounting for Managers	Core	4	0	0	25	75	100	3
5	ABM-R105a	Principles and practices of organic farming	Core	4	0	0	25	75	100	3
6	ABM-R106a	Organizational Behavior	Core	4	0	0	25	75	100	3
7	ABM-R107	Business Communication	AEEC	4	0	0	15	35	50	3
8	ABM-R108	Computer & I.T. Skills-1	AECC	4	0	0	25	75	100	3
9	ABM-R111	Social Media and Web Analytics	VAC	2	0	0	15	35	50	2
10	NECC-111	Industrial Visit	SEC	0	0	2	25	0	25	0
11	NECC-112	University Social Responsibility	SEC	0	0	2	25	0	25	0
12	SPT-PC-111(as per annexure)	SPORTS	SEC	0	0	2	25	0	25	1
Total				**34**	**0**	**06**	**280**	**595**	**875**	**27**

Evaluation Scheme
(Year: I / Semester: II)

Sl. No.	Subject Code	Subject Title	Course Category	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
1	ABM-R201a	Quality Management in Agribusiness	Core	4	0	0	25	75	100	3
2	ABM-R202a	Human Resource Management	Core	4	0	0	25	75	100	3
3	ABM-R203	Business Environment	Core	4	0	0	25	75	100	3

4	ABM-R204a	Corporate Finance	Core	4	0	0	25	75	100	3
5	ABM-R205	Agribusiness & Rural Marketing	Core	4	0	0	25	75	100	3
6	ABM-R206a	Production & Operation Management	Core	4	0	0	25	75	100	3
7	ABM-R207a	Research Methodology	Core	4	0	0	25	75	100	3
8	ABM-R208	Computer & I.T. Skills 2	AECC	2	0	2	15	35	50	3
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	3	0	0	50	0	50	2
12	SPT-PC-211(as per annexure)	SPORTS	SEC	0	0	2	25	0	25	0
TOTAL				**33**	**0**	**08**	**315**	**560**	**875**	**26**

Evaluation Scheme
(Year: II / Semester: III)

Sl. No.	Subject Code	Subject Title	Course Category	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
1	ABM-R301	Strategic Management	Core	4	0	0	25	75	100	3
3	ABM-R303	Summer Training	RP	0	0	8	50	100	150	4
4	UVE -301	Universal Human Values & Professional Ethics	AECC	4	0	0	15	35	50	3
5	ABM-R304	Indian Knowledge System	VAC	3	0	0	15	35	50	2
6	NECC-223	MOOCS	DCE	3	0	0	50	0	50	2

GROUP 1 Agri Marketing										
1	ABM-RAM01	Rural Marketing	DSE	4	0	0	25	75	100	3
2	ABM-RAM02	Management of Agri business cooperatives Management	DSE	4	0	0	25	75	100	3
Agri Finance										
3	ABM-RAF01	Agribusiness Financial Management	DSE	4	0	0	25	75	100	3
4	ABM-RAF02	Farm Business Management	DSE	4	0	0	25	75	100	3
IT in Agriculture										
5	ABM-RIT01	Agriculture Information System	DSE	4	0	0	25	75	100	3
6	ABM-RIT02	Problem solving methodologies	DSE	4	0	0	25	75	100	3
GROUP-2 Agri Input										
1	ABM-RAI01	Fertilizer technology & Management	DSE	4	0	0	25	75	100	3
2	ABM-RAI02	Seed Production Technology & Management	DSE	4	0	0	25	75	100	3
Horticulture										
3	ABM–RHO01	Fruit Production & Post Harvest Management	DSE	4	0	0	25	75	100	3
4	ABM-RHO02	Organic Food Production Technology & Management	DSE	4	0	0	25	75	100	3
Livestock Production										
5	ABM-RLP01	Concept of Supply Chain & Livestock Management	DSE	4	0	0	25	75	100	3
6	ABM-RLP02	Dairy Product Management	DSE	4	0	0	25	75	100	3
TOTAL				**30**	**0**	**08**	**255**	**545**	**800**	**26**

Evaluation Scheme
Year: II /Semester: IV

Sl. No.	Subject Code	Subject Title	Course Category	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
1	ABM-R401	Corporate Governance & Ethics	Core	4	0	0	25	75	100	3
2	ABM-R402	Project Report	RP	6	0	16	50	100	150	14
	GROUP-1 (Agri Marketing)									
1	ABM-RAM03	Agriculture Marketing Management	DSE	4	0	0	25	75	100	3
2	ABM-RAM04	Food Retail Management	DSE	4	0	0	25	75	100	3
Agri Finance										
3	ABM-RAF03	Micro finance for Agribusiness	DSE	4	0	0	25	75	100	3
4	ABM-RAF04	Working Capital Management	DSE	4	0	0	25	75	100	3
IT in Agriculture										
5	ABM-RIT03	Web Design	DSE	4	0	0	25	75	100	3
6	ABM-RIT04	Information Delivery systems and models for agriculture	DSE	4	0	0	25	75	100	3
GROUP-2 (Agri Input)										
1	ABM-RAI03	Management of Agrichemical Industry	DSE	4	0	0	25	75	100	3
2	ABM-RAI04	Agri supply chain Management	DSE	4	0	0	25	75	100	3
Horticulture										
3	ABM-RHO03	Management of floriculture and landscaping	DSE	4	0	0	25	75	100	3

4	ABM-RHO04	Vegetable production and post harvest management	DSE	4	0	0	25	75	100	3
Livestock Production										
5	ABM-RLP03	Technology management for livestock products	DSE	4	0	0	25	75	100	3
6	ABM-RLP04	Poultry & Hatchery management	DSE	4	0	0	25	75	100	3
TOTAL				**26**	**0**	**16**	**175**	**475**	**650**	**29**

IIMT UNIVERSITY MEERUT
Transforming Education System, Transforming Lives
UGC Approved Section 2(f) & 12B
NAAC Accredited with A GRADE

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IIMTU-NEP IMPLEMENTATION
CBCS: Statement of Credit distribution

College/School: IIMT School of Commerce & Management **Programme: MBA Agri-Business Management** **Duration: 2 YEARS**	**Credit range: 110 (suggested by CBCS Committee)**

Attached guidelines to be followed:

		Sem.	Core Course/ Foundation Course Th (6 cr) or	Ability Enhancement Compulsory Course (AECC)	Skill Enhancement Course (SEC)	Discipline Specific Elective (DSE)	Generic Elective (GE) (From other Faculty)	Value Added Course (VAC)	Research Project (RP)	Total Credit
Provision to change the Core Papers (Main Subject)										
Master of Business Administration Agri Business Management		**I**	Modern Concepts in Crop Production ABM-R101(C=3) Data Analysis and Decision Tools ABM-R102a (C=3) Economics for Managers ABM -R103a (C=3) Accounting for Managers ABM -R104a (C=3) Principles and Practices of Organic Farming ABM -R105a (C=3) Organizational Behavior ABM-R106a (C=3)	Business Communication ABM -107 (C=3) Computer & I.T. Skills ABM -108 (C=3)	Industrial Visit NECC 111 (C=0) University Social Responsibility NECC 112 (C=0) Sports SPT-PC-111(C=1			Social Media and Web Analytics ABM-R111 (C=2)		27
		II	Quality Management	Computer & I.T.	Industrial Visit	NECC-123-				26

			in Agribusiness ABM-R201a (C=3) Human Resource Management ABM-R202a (C=3) Business Environment ABM-R203 (C=3) Corporate Finance ABM-R204a (C=3) Agribusiness & Rural Marketing ABM -R205 (C=3) Production & Operation Management ABM-R206a(C=3) Research Methodology ABM-R207a (C=3)	Skills-2 ABM-R208 (C=3)	NECC 121 (C=0) University Social Responsibility NECC 122 (C=0) Sports SPT-PC-211(C=0)	MOOCS (C=2)				
		III	Strategic Management ABM-R301(C=3)	Universal Human Values & Professional Ethics UVE-301 (C=3)		MOOCS NECC-223 (C=2) **GROUP-1** Rural Marketing ABM-RAM 01(C=3) Management of Agribusiness Cooperatives Management ABM-RAM 02(C=3) Agribusiness		Indian Knowledge System ABM-R304 (C=2)	Summer Training ABM-R303 (C=04)	26

						Financial Management ABM-RAF 01(C=3) Farm Business Management ABM-RAF 02 (C=3) Agriculture Information System ABM-RIT 01(C=3) Problem Solving Methodologies ABM-RIT 02(C=3) **GROUP-2** Fertilizer technology & management ABM-RAI 01(C=3) Seed Production Technology & management ABM-RAI 02(C=3) Fruit Production & Post Harvest Management ABM –RHO 01(C=3) Organic Food				

						Production Technology & Management ABM-RHO 02(C=3) Concept of Supply Chain & Live Stock Management ABM-RLP 01(C=3) Dairy Product Management ABM - RLP02(C=3) **Student will choose Any Two Specialization from each group**				
		IV	Corporate Governance & Ethics ABM-R401(C=3)			**GROUP-1** Agriculture Marketing Management ABM-RAM 03(C=3) Food Retail Management ABM-RAM 04(C=3) Micro Finance for Agri Business ABM-RAF			Project Report ABM-R402 (C=14)	29

						03(C=3) Working Capital Management ABM-RAF 04 (C=3) Web Design ABM-RIT 03(C=3) Information Delivery Systems and Models for Agriculture ABM-RIT 04(C=3) **GROUP-2** Management of Agrichemical Industry ABM-RAI 03(C=3) Agri Supply Chain Management ABM-RAI 04(C=3) Management of floriculture and landscaping ABM-RHO03(C=3) Vegetable production and post harvest				

						Management ABM-RHO 04(C=3) Technology Management for livestock products ABM-RLP 03(C=3) Poultry & Hatchery Management ABM-RLP04(C=3) **Student will choose Any Two Specialization from each group**				

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Format-2

Format - 2

Programme	Year	Semester (15 weeks)	Paper	Credit	Periods per Week	Periods (Hours) per Semester	Paper Title	Unit (Periods per semester)	Prerequisite	Elective (For other faculty)
Master of Business Administration (Agri-business Management)	FIRST YEAR	SEMESTER -I	i) ABM-R101	3	4Th	45	i) Modern Concepts in Crop Production	5	N.A	NA
			ii) ABM -R102a	3	4Th	45	ii) Data Analysis & Decision Tools	5		
			iii) ABM -R103a	3	4Th	45	iii) Economics for Managers	5		
			iv ABM -R104a	3	4Th	45	iv) Accounting for Managers	5		
			v) ABM -R105a	3	4Th	45	v) Principles and practices of Organic Farming	5		
			vi) ABM -R106a	3	4Th	45	vi) Organization Behaviour	5		
			vii) ABM -R107	3	4Th	45	vii) Business Communication	5		
			viii) ABM -R108	3	4Th	45	viii) Computer & I.T. skill-1	5		
			ix) ABM-R111	2	2Th	30	ix) Social Media and Web Analytics			
			NECC-111	0	2P	20	Industrial Visit			
			NECC-112	0	2P	20	University Social Responsibility			
			SPT-PC-111	1	2P	20	SPORTS			
		SEMESTER - II	i) ABM-R201a	3	4Th	45	i) Quality Management in Agri Business	5	NA	NA
			ii) ABM-R202	3	4Th	45	ii) Human Resource Management	5		
			iii) ABM -R203	3	4Th	45	iii) Business Environment	5		
			iv ABM -R204a	3	4Th	45	iv) Corporate Finance	5		
			v) ABM –R205	3	4Th	45	v) Agri Business & Rural Marketing	5		
			vi) ABM -R206	3	4Th	45	vi) Production & Operation Management	5		
			vii) ABM -R207	3	4Th	45	vii) Research Methodology	5		
			viii) ABM -R208	3	4Th	45	viii) Computer & I.T. skill 2	5		
			NECC-121	0	2P	20	Industrial Visit			
			NECC-122	0	2P	20	University Social Responsibility			
			SPT-PC-211	0	2P	20	SPORTS			
			NECC-123	2	3P	30	MOOCS			

			*Research project/ Industry Training/ Internship Survey							
***Dissertation report will be evaluated by external & internal examiners & Research topic may be selected from the main core paper**										

Programme	Year	Semester (15 weeks)	Paper	Credit	Periods per Week	Periods (Hours) per Semester	Paper Title	Unit (Periods per semester)	Prerequisite	Elective (For other faculty)
	SECOND YEAR	SEMESTER -III	i) ABM -R301	3	4Th	45	i) Strategic Management	5		
			ii) ABM -R303	4	8P		ii) Summer Training			
			iii) UVE-301	3	4Th	45	iii) Universal Human Values & Professional Ethics	5 5		
			iv) ABM-R304	2	3Th	30	iv) Indian Knowledge System	5		
			GROUP-1				**GROUP-1**			
			i) ABM -RAM01	3	4Th	45	i) Rural Marketing	5		
			ii) ABM -RAM01	3	4Th	45	ii) Management of Agribusiness cooperatives Management	5		
			iii) ABM -RAF01	3	4Th	45	iii) Agribusiness Financial Management	5		
			iv) ABM -RAF02	3	4Th	45	iv) Farm Business Management	5		
			v) ABM -RIT01	3	4Th	45	v) Agriculture Information System	5		
			vi) ABM -RIT02	3	4Th	45	vi) Problem solving methodologies	5		
			GROPU-2				**GROUP-2**			
			i) ABM -RAI01	3	4Th	45	i) Fertilizer technology & Management	5		
			ii) ABM -RAI02	3	4Th	45	ii) Seed Production Technology & Management	5		
			iii) ABM -RHO01	3	4Th	45	iii) Fruit Production & Post Harvest Management	5		
			iv) ABM -RHO02	3	4Th	45	iv) Organic Food Production Technology & Management	5		
			v) ABM -RLP 01	3	4Th	45	v) Concept of Supply Chain & live stock Management	5		
			vi) ABM -RLP02	3	4Th	45	vi) Dairy Product Management	5		
			Student will choose							

			Any Two Specialization from each group NECC-223	2	3	30	MOOCS	5		
			*Research project/ Industry Training/ Internship Survey ABM-R303	04	8P		vii) Summer Training			

Programme	**Year**	**Semester (15 weeks)**	**Paper**	**Credit**	**Periods per Week**	**Periods (Hours) per Semester**	**Paper Title**	**Unit (Periods per semester)**	**Prerequisite**	**Elective (For other faculty)**
		SEMESTER - IV	i) ABM-R401	3	4Th	45	i) Corporate Governance & Ethics	5		
			GROUP-1				**GROUP-1**			
			i) ABM-RAM03	3	4Th	45	i) Agriculture Marketing Management	5		
			ii) ABM-RAM04	3	4Th	45	ii) Food Retail Management	5		
			iii) ABM-RAF03	3	4Th	45	iii) Micro finance for Agri business	5		
			iv) ABM-RAF04	3	4Th	45	iv) Working Capital Management	5		
			v) ABM-RIT03	3	4Th	45	vi) Web Design	5		
			vi) ABM-RI04	3	4Th	45	vi) Information Delivery systems and models for agriculture	5		
			GROUP-2				**GROUP-2**			
			i) ABM-RAI03	3	4Th	45	i) Management of Agrichemical Industry	5		
			ii) ABM-RAI04	3	4Th	45	ii) Agri supply chain management	5		
			iii) ABM-RHO03	3	4Th	45	iii) management of floriculture and landscaping	5		
			iv) ABM-RHO04	3	4Th	45	iv) Vegetable production and post harvest management	5		
			v) ABM-RLP03	3	4^{Th}	45	v) Technology management for livestock products	5		
			vi) ABM-RLP04	3	4Th	45	vi) Poultry & Hatchery management	5		
			Student will choose Any Two							

			Specialization from each group							
			*Research project/ Industry Training/ Internship Survey ABM-R402	14	6^{Th}+16P		vii) Project Report			

***Research topic is to be selected from main core paper.**

Programme Outcome:	**Programme Specific Outcome:**
PO1: To manage and solve agricultural business issues, apply your knowledge of management theories and procedures. PO2: To make decisions about agricultural concerns that are supported by evidence, encourage analytical and critical thinking. PO3: Understanding, analysing, and being able to convey worldwide economic, legal, and ethical elements of management and business in agriculture. PO4: Able to work well in a team atmosphere and effectively lead themselves and others to the accomplishment of corporate goals. PO5: Expert at organising, fostering, and incubating innovative agribusiness PO6: Ability to plan, carry out, analyse, and monitor strategic projects, programmes, and management-related policies.	PSO1: Recognize the elements of an agriculture business strategy. PSO2: To familiarize students with the setting in which the agricultural industry is run. PSO3: To educate students on the effects of macro- and micro-environmental factors on agriculture. PSO4: To introduce global, Indian, and agribusiness policy as well as agricultural heritage

Format-3

EVALUATION SCHEME
MBA Year: I / Semester: I, (w.e.f. Session 2025)

Sl. No.	Subject Code	Subject Title	Course Category	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
1	ABM-R101	Modern concepts in crop production	Core	4	0	0	25	75	100	3
2	ABM-R102a	Data Analysis & Decision Tools	Core	4	0	0	25	75	100	3
3	ABM-R103a	Economics for Managers	Core	4	0	0	25	75	100	3
4	ABM-R104a	Accounting for Managers	Core	4	0	0	25	75	100	3
5	ABM-R105a	Principles and practices of organic farming	Core	4	0	0	25	75	100	3
6	ABM-R106a	Organizational Behavior	Core	4	0	0	25	75	100	3
7	ABM-R107	Business Communication	AEEC	4	0	0	15	35	50	3
8	ABM-R108	Computer & I.T. Skills-1	AECC	4	0	0	25	75	100	3
9	ABM-R111	Social Media and Web Analytics	VAC	2	0	0	15	35	50	2
10	NECC-111	Industrial Visit	SEC	0	0	2	25	0	25	0
11	NECC-112	University Social Responsibility	SEC	0	0	2	25	0	25	0
12	SPT-PC-111(as per annexure)	SPORTS	SEC	0	0	2	25	0	25	1
Total				**34**	**0**	**06**	**280**	**595**	**875**	**27**

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: PG(R) **Class: MBA (AGRI-BUSINESS MANAGEMENT)**	**Year: I** **Semester: I**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: MODERN CONCEPTS IN CROP PRODUCTION**
Course Code: ABM-R101	**Title: MODERN CONCEPTS IN CROP PRODUCTION**

Course Objectives:

1. To teach the basic concepts of soil management and crop production.
2. To familiarize students crop growth technique.
3. To teach students about agro biological concepts & principles.
4. To give them knowledge about Integrated farming system.
5. To design planning system about organic farming.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Crop growth analysis in relation to environment; gro-ecological zones of India.	9
II	Quantitative agro-biological principles and inverse yield nitrogen law; Mitscherlich yield equation, its interpretation and applicability; Baule unit.	9
III	Effect of lodging in cereals; physiology of grain yield in cereals; optimization of plant population and planting geometry in relation to different resources, concept of ideal plant type and crop modeling for desired crop yield.	9
IV	Scientific principles of crop production; crop response production functions; concept of soil plant relations; yield and environmental stress	9
V	Integrated farming systems, organic farming, and resource conservation technology including modern concept of tillage; dry farming; determining the nutrient needs for yield potentiality of crop plants, concept of balance nutrition and integrated nutrient management; precision agriculture.	9

Reference / Text Books:

1. Balasubramaniyan P & Palaniappan SP. 2001.
2. Principles and Practices of Agronomy. Agrobios. Fageria NK. 1992.
3. Maximizing Crop Yields. Marcel Dekker. Havlin JL, Beaton JD, Tisdale SL & Nelson WL. 2006.
4. Soil Fertility and Fertilizers. 7th Ed. Prentice Hall. Paroda R.S. 2003.
5. Sustaining our Food Security. Konark Publ. Reddy SR. 2000.
6. Principles of Crop Production. Kalyani Publ. Sankaran S & Mudaliar TVS. 1997.

7. Principles of Agronomy. The Bangalore Printing & Publ. Singh SS. 2006.
8. Principles and Practices of Agronomy. Kalyani.

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: Graduation

Course Learning Outcomes:
CO1: Crop production techniques and crop growth in relation to environment
CO2: Zero and minimum tillage: their basics and application
CO3: Precision agriculture and Precision farming, their concepts and application
CO4: Biotic and a biotic stresses; concept of ideal plant type
CO5: Basics and application crop production under protective agriculture

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: PG(R) **Class: MBA (AGRI-BUSINESS MANAGEMENT)**	**Year: I** **Semester: I**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: DATA ANALYSIS AND DECISION TOOLS**
Course Code: ABM-R102a	**Title: DATA ANALYSIS AND DECISION TOOLS**

Course Objectives:

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 / 3 Credits

L: 45,
T: 0,
P: 0
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3Credits)

Unit	Contents	No. of Lectures Allotted
I	Statistics and its importance for managers, Descriptive statistics: Tools & Techniques Applications of inferential statistics in managerial decision making, Measures of central tendency: Mean, Median and Mode and their managerial applications.	9
II	Measures of Dispersion: Concept and Significance Range, Mean deviation, Standard deviation, Coefficient of Variation & its application in organization, Skewness and Kurtosis, Percentiles & Quartiles.	9
III	Introduction to correlation: Concept, Significance, and Types Karl Pearson coefficient of correlation: Calculation and Interpretation Spearman Rank correlation, Regression equations: Estimation & Interpretation and their application: Concept and Managerial Applications method of least squares, line of best fit.	9
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;	9
V	Introduction to Hypothesis Testing, Errors in hypothesis testing: Type I and Type II Errors, Parametric test: t-test, f-test, z-test, Non parametric test chi-square (χ^2) test.	9

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: Graduation

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.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: PG(R) **Class: MBA (AGRI-BUSINESS MANAGEMENT)**	**Year: I** **Semester: I**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: ECONOMICS FOR MANAGERS**
Course Code: ABM-R103a	**Title: ECONOMICS FOR MANAGERS**

Course Objectives:

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 / 3 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3Credits)

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.	9
II	**Demand Analysis and Estimation:** Types of Demand, Determinants of demand, Demand Function, Demand Schedule, Demand curve, Law of Demand: Assumptions and Significance Exceptions to the law of Demand, Movements 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.	9
III	**Production and Cost:** The Production Function, Returns to Scale, Profit Maximization, Relationships, Input Demand Function, Derivation of Cost Curves, Short Run, Long-Run.	9
IV	**Market Structure:** Profit Maximization under Different Market Structures, Perfect Competition, Monopoly: Features, Price and Output Determination Barriers to entry, Price Discrimination: Types, conditions, Other Pricing	9

	Strategies of Firms, Monopolistic Competition: Product Differentiation and Price Determination, Oligopoly	
V	**Introduction to National Income:** National Income Concepts – Determination; Inflation-Types & Causes; Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP), Role of Central bank- Monetary policy, Industrial policy, NPA, Foreign Investment (FDI & FII)	9

Reference / Text Books:

1. Geetika, Ghosh P., & Roy Chowdhury, P. (2017). Managerial Economics (3rd ed.). Mc. Graw 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.
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: Graduation

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.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: PG(R) **Class: MBA (AGRI-BUSINESS MANAGEMENT)**	**Year: I** **Semester: I**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: ACCOUNTING FOR MANAGERS**
Course Code: ABM-R104a	**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 / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3Credits)

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.	9
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, Opening Entry, Compound Entry, Trial balance-Concept, need and Preparation of Trial Balance, Cash Book –Meaning, Importance, Types of Cash Book- Simple Cash Book, Two Column Cash Book, Three Column Cash Book and Petty Cash Book, Subsidiaries book: meaning, types & importance 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 Need for Charging Depreciation, Methods employed including numerical problems–Straight Line Method, Diminishing Balance Method and Annuity Method	9

IV	Cash Flow Statement- Concept, Need and Preparing a statement of Cash Flows. Fund Flow statement- Concept, Need, Preparing a statement of Fund Flow, Difference between cash flow statement and fund flow statement.	9
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 Statement; Comparative Statements-Comparative Balance Sheet & Comparative Income Statement.	8

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 Mc Graw 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.
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: Graduation

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.
CO3. 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.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: PG(R) **Class: MBA (AGRIBUSINESS MANAGEMENT)**	**Year: I** **Semester: I**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: PRINCIPLES AND PRACTICES OF ORGANIC FARMING**
Course Code: ABM-R105a	**Title: PRINCIPLES AND PRACTICES OF ORGANIC FARMING**

Course Objectives:

1. To study the principles and practices of organic farming for sustainable crop production.
2. To study about farming system, crop rotation.
3. To understand about weed control system.
4. To have knowledge of Socio-economic impact, Organic farming and national economy.
5. To know the process of marketing and export, certification and labeling

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3Credits)

Unit	Contents	No. of Lectures Allotted
I	Organic farming - concept and definition, its relevance to India and global agriculture and future prospects; land and water management - land use, minimum tillage; shelter zones, hedges, pasture management, agro-forestry.	9
II	Organic farming and water use efficiency; soil fertility, nutrient recycling, organic residues, organic manures, composting, soil biota and decomposition of organic residues, earthworms and vermin compost, green manures and biofertilizers.	9
III	Non-chemical weed management methods: preventive, physical, cultural, mechanical and biological measures - Bio-intensive pest and disease management.	9
IV	Indigenous Technical Knowledge (ITK) in organic agriculture - scientific rationale - soil, nutrient, weed, water, management - prospects and problems in organic farming.	9
V	Organic certification - NPOP guidelines - Certification agencies in India - crop production standards - Quality considerations - labeling and accreditation process - marketing and export opportunities.	9

Reference / Text Books:

Ananthakrishnan TN. (Ed.). 1992. Emerging Trends in Biological Control of Phytophagous Insects. Oxford & IBH. Gaur AC. 1982. A Manual of Rural Composting, FAO/UNDP Regional Project

Document, FAO. Lampin N. 1990. Organic Farming. Press Books, lpswitch, UK. Palaniappan SP & Anandurai K. 1999. Organic Farming – Theory and Practice. Scientific Publ. Rao BV Venkata. 1995. Small Farmer Focused Integrated Rural Development: Socio-economic Environment and Legal Perspective: Publ.3, Parisaraprajna Parishtana, Bangalore. Reddy MV. (Ed.). 1995. Soil Organisms and Litter Decomposition in the Tropics. Oxford & IBH. Sharma A. 2002. Hand Book of Organic Farming. Agrobios. Singh SP. (Ed.) 1994. Technology for Production of Natural Enemies. PDBC, Bangalore. Subba Rao NS. 2002. Soil Microbiology. Oxford & IBH. Trivedi RN.1993. A Text Book of Environmental Sciences, Anmol Publ. Veeresh GK, Shivashankar K & Suiglachar MA. 1997. Organic Farming and Sustainable Agriculture. Association for Promotion of Organic Farming, Bangalore. WHO. 1990. Public Health Impact of Pesticides Used in Agriculture. WHO. Woolmer PL & Swift MJ. 1994. The Biological Management of Tropical Soil Fertility. TSBF & 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: Graduation

Course Learning Outcomes:

CO1: Concept of organic farming including its relevance to India and global agriculture and future prospects

CO2: Knowledge of soil fertility, nutrient cycle manures and soil biota (earthworms and vermicomposting)

CO3: Concepts of marketing and export potential

CO4: Knowledge of cropping and farming systems for sustainable agriculture

CO5: Knowledge of Socio-economic impact, Organic farming and national economy

CO6: Knowledge of certification and labeling

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: PG(R) **Class: MBA (AGRI-BUSINESS MANAGEMENT)**	**Year: I** **Semester: I**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: ORGANIZATIONAL BEHAVIOUR**
Course Code: ABM-R106a	**Title: ORGANIZATIONAL BEHAVIOUR**

Course Objectives:

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 / 3 Credits

L: 45
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3 Credits)

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.	9
II	Perception and Attribution: Concept, Process and Management Applications of Perception; Personality: Concept, Nature, Types and Theories of Personality, Application of personality theory in organization Attitudes: Types, Components, Attitude change, Learning: introduction and theories & their application in organization.	9
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 behavior: Meaning of Interpersonal Behavior& Interpersonal skills, Transactional Analysis, Johari Window, Leadership style in Indian organization, Emotional Intelligence.	9
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, Strategies for developing high performance team	9

	Effectiveness Leadership Model; Work life balance: Strategies for Individuals and Organizations.	
V	Organizational Change: Kurt Lewin Model of change, Role of a Change Agent: Driving, Facilitating, and Sustaining Change Knowledge Management: Harnessing Organizational Intelligence for Competitive Advantage Emotional Intelligence.	9

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.). Mc Graw-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.
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: Graduation

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 behavioral approach to Managerial decision-making

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: PG(R) **Class: MBA (AGRI-BUSINESS MANAGEMENT)**	**Year: I** **Semester: I**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: BUSINESS COMMUNICATION**
Course Code: ABM-R107	**Title: BUSINESS COMMUNICATION**

Course Objectives:

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: AEEC

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3Credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction to Communication: Communication process, Basics of Communication (7Cs), Listening Skills, Models in communication, Strategies for Effective Listening Verbal and Non-Verbal communication, Communication channels. Barriers of communication, Interpersonal Communication	9
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.	9
III	Nonverbal communication: Body Language, Gestures, Postures, Facial Expressions, Dress codes in professional setting, The Cross Cultural Dimensions of Business Communication: High-context vs. Low-context cultures (e.g., Japan vs. USA), Misinterpretation of messages due to translation or cultural nuances.Business and social etiquettes: Greetings, gift-giving, dining etiquette, and dress codes across cultures. Forms of non-verbal communication, Interpreting body-language cues, Kinesics,	9

	Proxemics, Chronemics, Effective use of body language	
IV	Presentation Skills: Skills and Strategies for effective Presentations, Creating an effective PPT and delivering it, Public Speaking, Extempore, Group discussion: Types of group discussion	9
V	Time Management: the Concept and importance of Time Management, Managing Yourself and Identifying your priorities, Linking time to tour objectives: short and long term, Using planning and scheduling techniques, Tools of time management	9

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.
Open to all

Evaluation/Assessment Methodology

	Max. Marks
1) Class tasks/ Sessional Examination	5
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report Seminar On Research Project Report	-
5) ESE	35
Total:	**50**

Prerequisites for the course: Graduation

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. Understanding the nuances of presentation and speech delivery.
CO5. Exposure and training of technical writing, responsibilities of a communicator, Ethical Issues and Legal Issues.
CO6. Student will be equipped with necessary Time Management Skills.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: PG(R) **Class: MBA (AGRI-BUSINESS MANAGEMENT)**	**Year: I** **Semester: I**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: COMPUTER & I.T. SKILLS-1**
Course Code: ABM-R108	**Title: COMPUTER & I.T. SKILLS-1**

Course Objectives:

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 / 3 Credits

L: 45,
T: 0,
P: 0
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3Credits)

Unit	Contents	No. of Lectures Allotted
I	Features and capabilities of computers, Components of a computer system, Classification of computers, Concept of Hardware and Software (Input and Output units, Central Processing Unit (CPU), Types of Monitors, Printers, Plotters, Scanners), Computer Languages (Basic features, Classification, Applications in business), Operating Systems (Basic features, Types and components, System software vs. Application software, Operations of Windows OS such as Creating and naming files and folders, Copying, renaming, and deleting files and folders, Searching for files and folders, Installing applications, Creating shortcuts on the desktop, Overview of Control Panel, Taskbar functionalities	9
II	Overview of CMIE and its role in economic monitoring, Types of databases offered by CMIE (Prowess, CapEx, Consumer Pyramids, Industry Outlook, etc.), Company Financials Analysis (Prowess): Accessing company financial statements and reports, Analyzing key financial ratios and performance metrics, Comparative analysis of companies within the same industry.	9
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	9

	the google docs and google forms	
IV	Presentations using MS Power Point: 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.	9
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.	9

Reference / Text Books:

- Rajaraman, V. (2018*). Introduction of Information Technology*, New Delhi, India: PHI.
- ITL ESL .(2012). *Introduction to Information Technology*. New Delhi, India: Pearson.
- Lalit, M. (2017*). Introduction to Computers*. New Delhi, India: Notion Press.
- Brian, O. (2017*). Management Information System*. New Delhi, India: McGraw Hill

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: Graduation

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.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: I

Programme: PG(R) **Class: MBA (AGRI-BUSINESS MANAGEMENT)**	**Year: I** **Semester: I**
Credits: 2 **Theory: 2** **Practical: 0**	**Subject: SOCIAL MEDIA AND WEB ANALYTICS**
Course Code: ABM-R111	**Title: SOCIAL MEDIA AND WEB ANALYTICS**

Course Objectives:

1. To make students understand the role of social media data and analytics in helping organizations achieve their goals
2. To enable students to provide actionable and strategic recommendations based on thorough social media data analysis
3. To make students decode data and arrive at an effective social media strategy

Nature of Paper: VAC

Minimum Passing Marks/Credits: 40% Marks / 2 Credits

L: 30
T: 0
P: 0 (In Hours/Week)
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3Credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction to Social Media & Web Analytics Web sites, web apps, mobile apps and social media - Usability, user experience, customer experience, customer sentiments, web marketing, conversion rates, ROI, brand reputation, competitive advantages Web analytics and Web analytics 2.0 framework (click stream, multiple outcomes analysis, experimentation and testing, voice of customer, competitive intelligence, Insights)	6
II	Social media analytics Social media KPIs (reach and engagement) - Performing social media analytics (business goal, KPIs, data gathering, analysis, measure and feedback),	6
III	Web metrics and web analytics Pulse Metrics - Page views, Uptime, Latency, Seven-day active users) on business and technical issues Heart Metrics - Happiness, Engagement, Adoption, Retention, and Task success) on user behaviour issues; On-site web analytics, off-site web analytics, the goal-signal-metric process	6
IV	Data analysis language and tools Ready-made tools for Web and social media analytics - Key Google Analytics metrics, dashboard, social reports Statistical programming language (R), its graphical development environment (Deducer) for data exploration and analysis, and its social media analysis packages (R Google Trends, twitteR)	6

V	Case analysis User experience measurement cases and Web analytics cases	6

Reference / Text Books:

1. Marxhall Sponder. (2011): Social Media analytics: Effective Tools for building interpreting. McGraw Hills .
2. Ganis and Kohirker (2016). Social Media Analytics Pearson.
3. Vishnuprasad Nagadevare (2019): Social Media & we Analytics. Springer.

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	5
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report Seminar On Research Project Report	-
5) ESE	35
Total:	**50**

Prerequisites for the course: Graduation

Course Learning Outcomes:

CO1. Provide an overview of the importance of analytics in the context of social media and websites, emphasizing the role of data - driven decision – making.
CO2. Familiarize participants with fundamental metrics used in web analytics and social media analytics, such as traffic sources, page views, engagement rates, click-through rates, and conversions.
CO3. Define and understand key performance indicators (KPIs) for social media and web analytics.
CO4. Learn how to set up and track conversions on websites and social media platforms and understand the customer journey and optimize for conversion goals.
CO5. Understand the concepts of social listening and monitoring and use tools to monitor brand mentions, track sentiment, and stay informed about industry trends.
CO6. Analysis impact of social media on the various business function and growth.

EVALUATION SCHEME
MBA Year: I / Semester: II, (w.e.f. Session 2025).

Sl. No.	Subject Code	Subject Title	Course Category	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
1	ABM-R201a	Quality Management in Agribusiness	Core	4	0	0	25	75	100	3
2	ABM-R202a	Human Resource Management	Core	4	0	0	25	75	100	3
3	ABM-R203	Business Environment	Core	4	0	0	25	75	100	3
4	ABM-R204a	Corporate Finance	Core	4	0	0	25	75	100	3
5	ABM-R205	Agribusiness & Rural Marketing	Core	4	0	0	25	75	100	3
6	ABM-R206a	Production & Operation Management	Core	4	0	0	25	75	100	3
7	ABM-R207a	Research Methodology	Core	4	0	0	25	75	100	3
8	ABM-R208	Computer & I.T. Skills 2	AECC	2	0	2	15	35	50	3
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	3	0	0	50	0	50	2
12	SPT-PC-211 (as per annexure)	SPORTS	SEC	0	0	2	25	0	25	0
TOTAL				**33**	**0**	**08**	**315**	**560**	**875**	**26**

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: II

Programme: PG(R) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: I** **Semester: II**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: QUALITY MANAGEMENT IN AGRIBUSINESS**
Course Code: ABM-R201a	**Title: QUALITY MANAGEMENT IN AGRIBUSINESS**

Course Objectives:

1. To understand the concept of Quality
2. To understand the Implication of Quality on Business
3. To Implement Quality Implementation Programs
4. To have exposure to challenges in Quality Improvement Programs
5. To understand all quality control measures in agri business system.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Basic concepts of quality management, importance of quality and the role of quality assurance in agribusiness.	9
II	TQM and business strategy. Quality control process and its relevance. Quality improvement teams, functional linkage of quality with reliability and maintainability	9
III	The importance of quality and the role of quality assurance in agri business, the quality control process and its relevance, Quality grades and standards: overview and relevance, benefits to consumers, producers and food processors	9
IV	Process control in food processing plants in India and abroad to assess food quality-quality maintenance, quality improvement and quality deterioration.	9
V	Food quality standards and world food trade, differences in quality regulations in different countries and its impact on world food trade, HACCP, ISO 22000-205, ISO9000, auditing and certification.	9

Reference / Text Books:

1. **Smita Diwase (2017),** Indian Agriculture and Agribusiness Management (3rd Edition), KRISHI Resource Management Network
2. **Mangari. R.N. (2023),** Agri-Business Management: A Holistic Perspective Astitva Prakshan.

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

Evaluation/Assessment Methodology	
	Max. Marks
1) Class tasks/ Sessional Examination 2) Presentations /Seminar 3) Assignments 4) Research Project Report Seminar On Research Project Report 5) ESE	18 3 4 - 75
Total:	**100**
Prerequisites for the course: Graduation	
Course Learning Outcomes: CO1: To realize the importance of significance of quality. CO2: Manage quality improvement teams. CO3: Identify requirements of quality improvement programs. CO4: Able to control quality in agri products. CO5: Able to know the various certifications & auditing procedures in agri business. CO6: Able to quality management techniques in agribusiness in market.	

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: II

Programme: PG(R) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: I** **Semester: II**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: HUMAN RESOURCE MANAGEMENT**
Course Code: ABM-R202	**Title: HUMAN RESOURCE MANAGEMENT**

Course Objectives:

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 / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit, (4Hrs./Week=3 Credits)

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.	9
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.	9
III	Job Analysis: Meaning, Process, Job Description, Job Specification, and Competency Mapping, Recruitment: Policy, Methods, E-Recruitment, and Social Media Hiring, Selection Process: Application Design, Interviews, Tests, and Assessment Centres, Modern Selection Techniques: Psychometric Tests, Gamified Assessments, and AI-based Screening, Offer of Employment, Onboarding, and Induction Programs, Training and Development: Purpose, Process, and Strategic Importance, Training Design and Methods: On-the-Job, Off-the-Job, ADDIE Model, E-Learning, and LMS	9

IV	Performance Appraisal: Definition, Purpose of appraisal, Procedures and traditional as well as modern techniques of performance appraisal, Performance management system (PMS), Compensation Administration: Nature and Objectives of compensation, 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.	9
V	Employee Welfare: Concept, Measures, Intra-mural Facilities, Extra-mural Facilities,. Green HRM. Separation: Promotion, Transfer, lay-off, retrenchment, resignation, dismissal, Strategic HRM, HR Analytics, HR in ESG (Environmental, Social, Governance	9

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 McGrawHill.

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: Graduation

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 **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: I** **Semester: II**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: BUSINESS ENVIRONMENT**
Course Code: ABM- R203	**Title: BUSINESS ENVIRONMENT**

Course Objectives:

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 / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory – 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3Credits)

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	9
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;	9
III	Overview of Public, Private, Joint and Co-operative Sectors; MSME, Village and Cottage Industry; Privatization & Disinvestment; Competition Policy and Law; Liberalization, Globalization, MNCs.	9
IV	Societal Environment; Social Responsibility of Business; Business Ethics; Labour Welfare and Social Security; Consumer Rights & Consumer Protection; Corporate Governance.	9
V	Development and Regulation of Foreign Trade, GATT/WTO, FEMA Act, FDI, FII, etc, Foreign Trade, Balance of Payments;	9

Reference / Text Books:

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

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: Graduation

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 market environment.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: II

Programme: PG(R) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: I** **Semester: II**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: CORPORATE FINANCE**
Course Code: ABM-R204a	**Title: CORPORATE FINANCE**

Course Objectives:

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 / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3Credits)

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 Manager, Objectives of Financial Management-Profit Maximization vs. Wealth Maximization, Business Ethics and Social Responsibility, Time Value of Money concept.	9
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	9
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.	9
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	9

	practice.	
V	Working Capital Management – Meaning, Types, Factors affecting need for working capital requirement, Operating Cycle, Working Capital Policies, Inventory management- Tools & Techniques of inventory management; Cash management, Cash management model; Receivables management.	9

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.). Mc Graw Hill.

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 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) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: I** **Semester: II**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: AGRIBUSINESS & RURAL MARKETING**
Course Code: ABM-R205	**Title: AGRIBUSINESS & RURAL MARKETING**

Course Objectives:

1. To know the various socio economic factors prevailing in rural area.
2. To familiarize them with infrastructural problem in rural area.
3. The objective of this course is to develop understanding issues in rural markets like marketing environment, consumer behavior, distribution channels, marketing strategies, etc.
4. To design promotional strategies in rural areas.
5. To understand the various challenges in agri products with reference to rural area.

Nature of Paper: Core

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Concept and scope of rural marketing, nature and characteristics of rural markets, potential of rural markets in India, rural communication and distribution.	9
II	Environmental factors - socio-cultural, economic, demographic, technological and other environmental factors affecting rural marketing.	9
III	Rural consumer's behaviour - behavior of rural consumers and farmers; buyer characteristics and buying behaviour; Rural v/s urban markets, customer relationship management, rural market research.	9
IV	Rural marketing strategy - Marketing of consumer durable and non-durable goods and services in the rural markets with special reference to product planning; product mix, pricing Course Objective, pricing policy and pricing strategy, distribution strategy.	9
V	Promotion and communication strategy - Media planning, planning of distribution channels, and organizing personal selling in rural market in India, innovation in rural marketing.	9

Reference / Text Books:

1. Krishna macharyulu C & Ramakrishan L. 2002.
2. Rural Marketing. Pearson Edu. Ramaswamy VS & Nanakumari S. 2006.
3. Marketing Management. 3rd Ed. MacMillan Publ. Singh AK & Pandey S. 2005.
4. Rural Marketing. New Age. Singh Sukhpal. 2004.
5. Rural Marketing. Vikas Publ. 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: Graduation

Course Learning Outcomes:

CO1: Have focused understanding on the social, economic, political and cultural context of rural society
CO2: Address the economic and infrastructural challenges of rural India
CO3: Engage in the management of the rural community organizations, in areas of market linkages, rural financing, livelihoods and skill development, infrastructure, energy and natural resources management.
CO4: Able to design communication channel in rural area.
CO5: Able to address the distribution channel issues in rural area.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: II

Programme: PG(R) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: I** **Semester: II**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: PRODUCTION & OPERATION MANAGEMENT**
Course Code: ABM-R206a	**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 / 3 Credits

L: 45
T: 0
P: 0 (In Hours/Week
Theory - 1 Hr. = 1 Credit
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3Credits)

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.	9
II	Facilities location: Introduction, Location Planning Process, Globalization of operations & location strategies factors affecting location decisions: Economic, Political, Environmental, and Technological Factors, location planning methods. Facility or Layout Planning and Analysis: Introduction, Objectives and importance of Layout, Types of Layouts, Layout Planning, Modern Trends in Layout Planning, Lean Manufacturing and Just-in-Time (JIT) Layouts. Evaluating Plant Layouts, Emerging Trends in Facility Location, E-commerce and Last-Mile Delivery Considerations	9
III	Introduction and Meaning of Quality Management, Dimensions of Quality of Quality Control Tools, Statistical Process Control (SPC), Process and Six	9

	Sigma. ,Total Quality Management (TQM), TQM – ISO 9000 as a Platform, Total Productive Maintenance (TPM), PDCA, KAIZEN.	
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 Considered while Scheduling, Scheduling in Services, Routing, Loading and Dispatching.	9
V	Just-In-Time : Introduction, Characteristics of JIT, Key Processes to Eliminate Waste, Implementation of JIT, Introduction to SCM: digital supply chains SCM Infrastructure, Technology in SCM – Use of AI, Blockchain, and Big Data in Supply Chain Optimization Inventory; Inventory control Techniques. Value Engineering/Value Analysis: Concept and Importance of Value Engineering /Value Analysis, Steps, Tools, and Cost Reduction Strategies Lean operations and Toyota Production System, JIT in Modern Context – Integration with Digital Tools, IoT, and Industry 4.0, Sustainable Lean Manufacturing – Green Lean, Circular Economy Practices, global supply chain challenges and risk management (post-COVID, geopolitical risks).	9

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. 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. 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 AGRIBUSINESS MANAGEMENT**	**Year: I** **Semester: II**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: RESEARCH METHODOLOGY**
Course Code: ABM-R207a	**Title: RESEARCH METHODOLOGY**

Course Objectives:

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 / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=3Credits)

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	9
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	9
III	Sample Design and Field Work: Meaning, importance, and process of designing an appropriate sample Probability Sampling: Simple random, stratified, cluster, and systematic sampling and Non-Probability Sampling: Convenience, judgmental, quota, and snowball sampling, Sample Size determination, use of software Data collection: ethical considerations in data collection coding and data preparation, tabulation, Graphical presentation, sampling and non-sampling errors Hypothesis Testing and Data Analysis: Concepts, Parametric and Non-parametric Testing: t-test, z-test, ANOVA, chi-square, Mann-Whitney U test, Kruskal-Wallis test. Use of statistical Software; Univariate: Frequency distribution, measures of	9

	central tendency and dispersion Bivariate: Correlation, cross-tabulations, chi-square and Multivariate data analyses: Regression, factor analysis	
IV	Report Writing: Types of report, Format of writing the report, Ethical issues in Research, Ensuring ethical use of AI tools in data collection, analysis, and decision-making, data security in online surveys Plagiarism, plagiarism tools, Using APA style, Use of Artificial Intelligence in Research 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.	9
V	Descriptive statistics: Frequency, mean, median, mode, choosing the right statistics Statistical techniques: One sample and two sample t test, paired sample t test, one way analysis of variance.	9

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: Graduation

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

Format-3

IIMTU-NEP IMPLEMENTATION
Year: I / Semester: II

Programme: PG(R) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: I** **Semester: II**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: COMPUTER & I.T.SKILLS-2**
Course Code: ABM-R208	**Title: COMPUTER & I.T.SKILLS-2**

Course Objectives:

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 / 3 Credits

L: 40,
T: 0,
P: 10 (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.	8
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.	8
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.	8
IV	Descriptive statistics: Frequency, mean, median, mode, choosing the right statistics.	8
V	Statistical techniques: One sample and two sample t test, paired sample t test, one way analysis of variance.	8

Reference / Text Books:

1. ITL ESL. (2012). *Introduction to Information Technology*. New Delhi, India: Pearson.

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

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	5
2) Presentations /Seminar	5
3) Assignments	5
4) Research Project Report Seminar On Research Project Report	-
5) ESE	35
Total:	**50**

Prerequisites for the course: Graduation

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 control various IT tools like ERP, CRM.
CO6. Students will be able to apply these skills in corporate world.

EVALUATION SCHEME
Year: II / Semester: IIII

Sl. No.	Subject Code	Subject Title	Course Category	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
1	ABM-R301	Strategic Management	Core	4	0	0	25	75	100	3
3	ABM-R303	Summer Training	RP	0	0	8	50	100	150	4
4	UVE-301	Universal Human Values & Professional Ethics	AECC	4	0	0	15	35	50	3
5	ABM-R304	Indian Knowledge System	VAC	3	0	0	15	35	50	2
6	NECC-223	MOOCS	DCE	3	0	0	50	0	50	2
GROUP 1 Agri Marketing										
1	ABM-RAM01	Rural Marketing	DSE	4	0	0	25	75	100	3
2	ABM-RAM02	Management of Agri business cooperatives Management	DSE	4	0	0	25	75	100	3
Agri Finance										
3	ABM-RAF01	Agribusiness Financial Management	DSE	4	0	0	25	75	100	3
4	ABM-RAF02	Farm Business Management	DSE	4	0	0	25	75	100	3
IT in Agriculture										
5	ABM-RIT01	Agriculture Information System	DSE	4	0	0	25	75	100	3
6	ABM-RIT02	Problem solving methodologies	DSE	4	0	0	25	75	100	3
GROUP-2 Agri Input										
1	ABM-RAI01	Fertilizer technology &Management	DSE	4	0	0	25	75	100	3
2	ABM-RAI02	Seed Production Technology & Management	DSE	4	0	0	25	75	100	3
Horticulture										
3	ABM–RHO01	Fruit Production &Post Harvest Management	DSE	4	0	0	25	75	100	3
4	ABM-RHO02	Organic Food Production Technology Management	DSE	4	0	0	25	75	100	3
Livestock Production										
5	ABM-RLP01	Concept of Supply Chain & Livestock	DSE	4	0	0	25	75	100	3
6	ABM-RLP02	Dairy Product Management	DSE	4	0	0	25	75	100	3
TOTAL				**30**	**0**	**08**	**255**	**545**	**800**	**26**

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: PG(R) **Class: MBA- AGRIBUSINESS MANAGEMENT**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: STRATEGIC MANAGEMENT**
Course Code: ABM- R301	**Title: STRATEGIC MANAGEMENT**

Course Objectives:

1. To make students understand the role & importance of strategy in organization.
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 / 3 Credits

L: 45,
T: 0,
P: 0(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.	9
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)	9
III	Strategy formulation. Generic competitive Strategic: Meaning of generic competitive strategies, Grand Strategies: Integration strategies, mergers & Acquisition, Disinvestment, liquidation.	9
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.	9
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.	9

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 Mc Graw Hill Publication.
3. Thompson, Strickland, Gamble & Jain. (2006). Crafting and Executing Strategy. 14th Edition. New Delhi, India: Tata Mc Graw 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. & Tampoe, 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.
NA

Evaluation/Assessment Methodology

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

Prerequisites for the course: MBA Ist 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: 3 **Theory: 3** **Practical: 0**	**Subject: Universal Human Values and Professional Ethics**
Course Code: UVE-301	**Title: Universal Human Values and Professional Ethics**

Course Objectives:

1. To reinstate the rich cultural legacy and human values of which we are the custodians.
2. To focus on professional ethics which are broader indicators of desirable actions vis-à-vis undesirable actions.
3. To lay down broader guidelines of values and ethics for internal and external stakeholders.
4. To suggest operational guidelines for value-based and ethical practices in the higher educational institutions leading to implementation and monitoring.
5. To indicate the outcomes of creating a value-based and ethical culture in HEIs.
6. To suggest indicative reinforcement programmes for nurturing human values and ethics in HEIs.

Nature of Paper: AECC

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory- 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (3Hrs./Week=3Credits)

Unit	Contents	No. of Lectures Totted
I	**Course Introduction-Need, Basic Guidelines, Content and Process for Value Education** Understanding the need, basic guidelines, content and process for Value Education, Self-Exploration–what is it? - its content and process; 'Natural Acceptance' and Experiential Validation-as the mechanism for self-exploration, Continuous Happiness and Prosperity-A look at basic Human Aspirations, Right understanding, Relationship and Physical Facilities-the basic requirements for fulfillment of aspirations of every human being with their correct priority, Understanding Happiness and Prosperity correctly-A critical appraisal of the current scenario, Method to fulfill the above human aspirations: understanding and living in harmony at various levels.	9
II	**Understanding Harmony in the Human Being Harmony in Myself** Understanding human being as a co-existence of the sentient 'I' and the material 'Body', Understanding the needs of Self ('I') and 'Body' - Sukh and Suvidha, Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer), Understanding the characteristics and activities of 'I' and	9

	harmony in 'I', Understanding the harmony of I with the Body: Sanyam and Swasthya; correct appraisal of Physical needs, meaning of Prosperity in detail, Programs	
III	**Understanding Harmony in the Family and Society-Harmony in Human Relationship** Understanding harmony in the Family-the basic unit of human interaction, Understanding values in human-human relationship; meaning of Nyaya and program for its fulfillment to ensure Ubhay-tripti; Trust (Vishwas) and Respect (Samman) as the foundational values of relationship, Understanding the meaning of Vishwas; Difference between intention and competence, Understanding the meaning of Samman, Difference between respect and differentiation; the other salient values in relationship, Understanding the harmony in the society (society being an extension of family): Samadhan, Samridhi, Abhay, Sah-astitvaas comprehensive Human Goals, Visualizing a universal harmonious order in society-Undivided Society (Akhand Samaj), Universal Order (Sarvabhaum Vyawastha)-from family to world family!.	9
IV	**Understanding Harmony in the Nature and Existence-Whole existence as Co-existence** Understanding the harmony in the Nature, Interconnectedness and mutual fulfillment among the four orders of nature-recyclability and self-regulation in nature, Understanding Existence as Co-existence (*Sah-astitva*) of mutually interacting units in -pervasive space, Holistic perception of harmony at levels of existence.	9
V	**Implications of the above Holistic Understanding of Harmony on Professional Ethics** Natural acceptance of human values, Definitiveness of Ethical Human Conduct, Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order, Competence in Professional Ethics: a) Ability to utilize the professional competence for augmenting universal human order, b) Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems, technologies and management models, Case studies of typical holistic technologies, management models and production systems, Strategy for transition from the present state to Universal Human Order: a) At the level of individual: as society and ecology responsible engineers, technologists and managers, b) At the level of society: as mutually enriching institutions and organizations.	9

Reference / Text Books:

1. RR Gaur, R Sangal, GP Bagaria, 2009, A Foundation Course in Human Values and Professional Ethics.
2. IvanIllich,1974, Energy & Equity, The Trinity Press, Worcester, and Harper Collins, USA
3. E.F. Schumacher, 1973, Sm is Beautiful: a study of economics as if people mattered, Blond & Briggs, Britain.
4. Sussan George, 1976, How the Other Half Dies, Penguin Press. Reprinted 1986, 1991.
5. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, Limits to Growth–Club of Rome's report, Universe Books.
6. A Nagraj, 1998, Jeevan Vidya Ek Parichay, Divya Path Sansthan, Amarkantak.

7. PL Dhar, RR Gaur, 1990, Science and Humanism, Common wealth Publishers.	
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	10
2) Presentations /Seminar	2
3) Assignments	3
4) Research Project Report/Seminar On Research Project Report	-
5) ESE	35
Total:	**50**
Prerequisites for the course: MBA Ist Year	
Course Learning Outcomes: CO1: On completion of this course, the students will be able to understand the following course objectives which are beautifully designed. CO2: The learning process for holistic development. CO3: Impeccable governance. CO4: Effective institutional management. CO5: Well laid system of rewards and chastisement. CO6: Institutional climate where 'rights' enjoy and 'wrongs' are discouraged.	

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: PG(R) **Class: MBA**	**Year: II** **Semester: III**
Credits: 2 **Theory: 2** **Practical: 0**	**Subject: INDIAN KNOWLEDGE SYSTEM**
Course Code: ABM-R304	**Title: INDIAN KNOWLEDGE SYSTEM**

Course Objectives:

1. Introduce students to the foundational concepts and historical development of Indian Knowledge systems (IKS), including their relevance in contemporary management and leadership.
2. Explore classical Indian philosophies and examine their applications in ethical decision-making, value-based leadership, and organizational behavior.
3. Analyze indigenous models of governance and public administration, specify insights from *Arthashastra* and Kautilyan principles.
4. Understand traditional Indian concepts of teamwork, duty, and hierarchy, and their integration into modern organizational behavior and corporate governance.
5. Examine the educational philosophies of key Indian thinkers and assess the changes and opportunities of integrating IKS into modern educational and management systems.

Nature of Paper: VAC

Minimum Passing Marks/Credits: 40% Marks / 2 Credits

L: 30,
T: 0,
P: 0 (In Hours/Week),
Theory-1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (3Hrs./Week=2Credits)

Unit	Contents	No. of Lectures allotted
I	**Unit 1: Introduction to Indian Knowledge Systems (IKS)** Overview and significance of IKS in contemporary management Historical evolution of Indian knowledge traditions Key philosophies: Dharma, traditional Indian systems of management: Arthashastra, Chanakya principles.	6
II	**Unit 2: Classical Indian Philosophies and Management** Concepts from Vedanta, Buddhism, Jainism, and Samkhya. Application of Indian philosophical principles in leadership and decision-making, ethics, and value-based management	6
III	**Unit 3:** Indian Systems of Governance and Administration Arthashastra: Strategies of statecraft and economic management	6
IV	**Unit 4:** Indian Approaches to Organizational Behavior, concepts of teamwork, duty, and hierarchy from Indian traditions, Integrating Indian ethical frameworks into corporate governance.	6
V	**Unit 5:** Thoughts on Indian education system by Mahatama Gandhi, Swami Vivekananda, Rabindra Nath Tagore Changes and opportunities in integrating Indian Knowledge Systems	6

Reference / Text Books:

1. Indian Knowledge System: An Introduction" by Kapil Kapoor
2. "Science and Technology in Ancient India" by Debiprasad Chattopadhyaya
3. "The Beautiful Tree" by Dharampal
4. Classical texts: Arthashastra, Bhagavad Gita, Upanishads. Modern interpretations and commentaries.

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	10
2) Presentations /Seminar	2
3) Assignments	3
4) Research Project Report/Seminar On Research Project Report	-
5) ESE	35
Total:	50

Prerequisites for the course: MBA Ist Year

Course Learning Outcomes:

CO1: Describe the key components, philosophies, and historical evolution of Indian Knowledge Systems.
CO2: Explain and interpret classical Indian philosophical ideas such as Dharma, Karma, and Vedantic ethics in the context of contemporary leadership and management
CO3: Analyze governance and strategic frameworks from *Arthashastra* and assess their applicability to modern policy and management systems
CO4: Apply Indian ethical and cultural values to real-life organizational behavior scenarios including teamwork, leadership, and HR practices
CO5: Compare and evaluate the educational thoughts of Mahatma Gandhi, Swami Vivekananda, Rabindranath Tagore, and others for relevance to present-day curriculum and corporate training.
CO6: Propose strategies for integrating Indian Knowledge Systems into modern educational and managerial practices, based on critical thinking and interdisciplinary insights

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: PG(R) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: II** **Semester: III**
Credits: 4 **Theory: 4** **Practical: 0**	**Subject: Summer Training**
Course Code: ABM-R303	**Title: Summer Training**

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 (paperback) 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.

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 AGRIBUSINESS MANAGEMENT**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Rural Marketing**
Course Code: ABM -RAM 01	**Title: Rural Marketing**

Course Objectives:

1. The objective of this course is to develop understanding regarding issues in rural markets like marketing environment, consumer behavior.
2. To make students aware with infrastructural challenges prevailing in rural areas.
3. To make students aware with various socio economic challenges in rural area.
4. To design marketing strategies in rural market
5. To understand communication challenges of rural area

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Concept and scope of rural marketing, nature and characteristics of rural markets, potential of rural markets in India, rural communication and distribution.	9
II	Environmental factors - socio-cultural, economic, demographic, technological and other environmental factors affecting rural marketing.	9
III	Rural consumer's behavior - behavior of rural consumers and farmers; buyer characteristics and buying behaviour; Rural v/s urban markets, customer relationship management, rural market research.	9
IV	Rural marketing strategy - Marketing of consumer durable and non-durable goods and services in the rural markets with special reference to product planning; product mix, pricing Course Objective, pricing policy and pricing strategy, distribution strategy.	9
V	Promotion and communication strategy-Media planning, planning of distribution channels, and organizing personal selling in rural market in India, innovation in rural marketing.	9

Reference / Text Books:

- Krishnamacharyulu C & Ramakrishan L. 2002. *Rural Marketing*. Pearson Edu.
- Ramaswamy VS & Nanakumari S. 2006. *Marketing Management*. 3rd Ed. Mac Millan Publication.
- Singh AK & Pandey S. 2005. *Rural Marketing*. New Age.

• Singh Sukhpal. 2004. *Rural Marketing*. Vikas Publ. 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	10
2) Presentations /Seminar	5
3) Assignments	10
4) Research Project Report Seminar On Research Project Report	-
5) ESE	75
Total:	**100**

Prerequisites for the course: MBA Ist Year

Course Learning Outcomes:

CO1. Develop an understanding of rural marketing, rural marketing environment, and rural consumer behavior.
CO2. Identify the rural marketing strategy, distribution strategy, pricing policy and strategy.
CO3. Understand communication strategy and promotion strategy.
CO4. Able to solve the challenges in rural area regarding products
CO5. Able to design distribution strategies in rural area
CO6. Helps students to apply rural marketing practices & solve real world problems

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: PG(R) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Management of Agribusiness cooperatives Management**
Course Code: ABM -RAM02	**Title: Management of Agribusiness cooperatives Management**

Course Objectives:

1. To provide the students an understanding about the agribusiness cooperative organizations and their management.
2. To teach them the role of cooperatives in India
3. To know the functioning of cooperatives in rural area.
4. To teach them about administration of cooperative.
5. To teach them about cooperative firms in India.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Cooperative administration-a global perspective, ecology of cooperative administration, cooperative sector and economic development.	9
II	Cooperative management-nature, functions and purpose of cooperatives – procurement, storage, processing, marketing, process of cooperative formation, role of leadership in cooperative management.	9
III	The state and cooperative movement, effects of cooperative law in management, long range planning for cooperative expansion, policy making.	9
IV	Human resource management, placement and role of board of directors in cooperative management.	9
V	Overview of agribusiness cooperative – credit cooperatives, cooperative marketing, dairy cooperative; financing agribusiness cooperative.	9

Reference / Text Books:

1. Akmat JS. 1978. *New Dimensions of Cooperative Management*. Himalaya Publ. House.
2. Ansari AA. 1990. *Cooperative Management Patterns*. Anmol Publ.
3. Sah AK. 1984. *Professional Management for the Cooperatives*. Vikas Publ. 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	10
2) Presentations /Seminar	5
3) Assignments	10
4) Research Project Report Seminar On Research Project Report	-
5) ESE	75
Total:	**100**

Prerequisites for the course: MBA Ist Year

Course Learning Outcomes:

CO1. Have basic understanding of Co-operative administration, cooperative law.

CO2. The student will have an overview of agribusiness cooperative, financing agri business cooperative.

CO3. Able to procure funds from cooperatives

CO4. Able to understand & implement cooperative policies in their business

CO5. Able to market their products through cooperatives

CO6. Will have the understanding of Co-operatives business and can develop strategies accordingly

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: PG(R) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Agribusiness Financial Management**
Course Code: ABM -RAF01	**Title: Agribusiness Financial Management**

Course Objectives:

1. To know the financial challenges in agri business in India
2. To impart trainings to the students regarding various aspects of financial management for agribusiness.
3. To impart knowledge about working capital management in agri business.
4. To understand the functioning of various financial institutions in India.
5. To impart training about procuring funds from various institutes involved.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Importance, need and scope of financial management; classification and credit need in changing agriculture scenario; finance functions, investment financing; balance sheet, income statement, cash flow statement for agribusiness.	9
II	Financial planning and control – assessment of financial requirement of a agribusiness unit; leverage – concept of leverage, financial and operating leverage; factor affecting capital structure, features of an optimal capital structure.	9
III	Working capital management – concept and components of working capital, need for working capital in agribusiness, management of cash and accounts receivables, and inventory for agribusiness.	9
IV	Capital budgeting - steps and concept of capital budgeting, appraisal criteria – payback period, average rate of return, net present value, benefit cost ratio and internal rate of return.	9
V	Agri-business financing system in India-functioning of cooperative credit institutions, commercial banks, regional rural banks, NABARD, Agro-Industries Corporation, etc in agribusiness financing.	9

Reference / Text Books:

- Chandra P. 2000. *Financial Management*. Tata McGraw Hill.
- Khan MY & Jain PK. 2004. *Management Accounting*. Tata McGraw Hill.
- Nelson AG & Murrey WG. 1988. *Agricultural Finance*. Kalyani Publ.

• Pandey IM. 1997. *Financial Management*. Vikas Publ. 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	10
2) Presentations /Seminar	5
3) Assignments	10
4) Research Project Report Seminar On Research Project Report	-
5) ESE	75
Total:	**100**

Prerequisites for the course: MBA Ist Year

Course Learning Outcomes:

CO1. The student will have an in-depth understanding of Agri business unit
CO2. Students will have knowledge & skills working capital in agribusiness.
CO3. Participant will be able to develop an understanding of capital budgeting in Agri business financing system in India.
CO4. Students able to procure funds from various financial institutions.
CO5. Students have right skills to manage agri business unit.
CO6. Students will have understanding of financial institutions from where he/she can avail financial support to run the business

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: PG(R) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Farm Business Management**
Course Code: ABM-RAF02	**Title: Farm Business Management**

Course Objectives:

1. To acquaint the students with the basic principles of farm management dealing with the analysis of farm resources.
2. To understand the scope of farm business management.
3. To impart skills about farm business analysis
4. To teach them about risk & uncertainties involved in farm business in India
5. To have knowledge about managing farm resources.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Nature, scope, characteristics and role of farm business management; farm management decisions; farm management problems.	9
II	Principles of farm management decisions – principle of variable proportion, cost principle, principle of factor substitution, law of equi-marginal returns, opportunity cost principle, etc.	9
III	Tools of farm management and farm business analysis - farm planning and budgeting; Farm records and accounts, types and problems in farm records and accounts, net worth statement, farm efficiency measures.	9
IV	Management of farm resources – Land, Labour, Farm machinery, Farm building, etc.	9
V	Risk and uncertainty in farming-sources of uncertainty in farming, management strategy to counteract uncertainty and	9

Reference / Text Books:

- Heady EO & Jensen H. 1960. *Farm Management Economics*. Prentice Hall.
- Johl SS & Kapoor TR. 1973. *Fundamentals of Farm Business Management*. Kalyani Publ.
- Kahlon AS & Singh K. 1992. *Economics of Farm Management in India*. Allied Publ.
- Panda SC. 2007. *Farm Management & Agricultural Marketing*. Kalyani Publ.

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	10
2) Presentations /Seminar	5
3) Assignments	10
4) Research Project Report Seminar On Research Project Report	-
5) ESE	75
Total:	**100**
Prerequisites for the course: MBA Ist Year	
Course Learning Outcomes: CO1. The student will be acquainted to farm business management, principles, tools of farm management. CO2. Students will be able to analyze farm business CO3. The student will be able to manage farm resources, risk and uncertainty in farming. CO4. Students will be equipped with skills about farm business analysis CO5. Students able to deal with challenges in farm business CO6. Can efficiently manage the farm and minimize the uncertainties.	

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: PG(R) **Class: MBA AGRI-BUSINESS MANAGEMENT**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Agriculture Information System**
Course Code: ABM -RIT01	**Title: Agriculture Information System**

Course Objectives:

1. The course aims to educate the students about the use and interrelationship of various information systems like crop production
2. The course will familiarize students with market information, food processing, and weather forecasting.
3. To teach them about role of information system in agri business.
4. To impart knowledge about agri information system challenges in India.
5. To impart knowledge about various database management system in agri business.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Scope of ICT in indian agriculture; village knowledge centers. Fundamentals of analysis, design, testing, implementation and maintenance for developing agricultural information systems.	9
II	Different Types of information systems. Overview of database management; data collection, data editing, data manipulating, and data storing. Overview of data analysis tools	9
III	Fundamentals of Unified Modeling Language (UML) for constructing models. Identification of actors, use cases, activity diagram, identification of classes and object, relationships, members and their behaviour and scope, inheritance, polymorphism, etc.	9
IV	Designing the system architecture, domain specific model to enable rapid implementation of new industry-specific applications over different platforms.	9
V	Agricultural information systems: current situation, challenges and opportunities in India.	9

Reference / Text Books:

1. G.L. Ray, 2006. Extension communication and management. Kalyani Publ.
2. A.S. Sandhu, 2004. Text book on Agricultural communication process and methods. Oxford & TBH.

3. R Saravanan, C Kathiresan & T Indra Devi, 2011. Information & communication technology for agriculture and rural development. New India Publ. Agency.
4. Andrew S. Tannenbaum, Computer Networks, Pearson Education, 2003.

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 Ist Year

Course Learning Outcomes:

CO1. The student will know the scope of ICT in Indian Agriculture, fundamentals of UML.
CO2. Design the system architecture, basic understanding of agricultural information system.
CO3. Able to deal with the challenges in Agri information system
CO4. Able to design & manage agri database management system
CO5. Able to take decision with the help of data in agri business.
CO6. Will be able to perform agricultural business more effectively and efficiently with the help of IT

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: PG(R) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Problem Solving Methodologies**
Course Code: ABM -RIT02	**Title: Problem Solving Methodologies**

Course Objectives:

1. To teach the basic concepts of Problem solving,
2. To teach them fundamental concepts of programming language.
3. To teach them problem solving skills using various tools
4. To impart knowledge about betterment of agricultural problems with programming languages.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	To introduce basic problem solving methodologies for agricultural problems. To learn systematic problem solving skills, to develop good programming skills.	9
II	Overview of GUI Programming language to help student in developing programs using latest programming language VB.NET or JAVA.	9
III	Fundamental concepts of programming language like Problem solving, algorithm, flowcharts, variables, control structure, classes and objects, inheritance, polymorphism, thread, exceptional handling etc.	9
IV	Application development for the betterment of agriculture and to solve the agricultural problems.	9
V	Develop Problem Solving Methodologies in relation to Agriculture.	9

Reference / Text Books:

1. Introduction to Agricultural Engineering: A Problem Solving Approach Paperback – 29 February 1992 by Harry L. Field (Author), Lawrence O. Roth (Author)

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	10
2) Presentations /Seminar	5
3) Assignments	10
4) Research Project Report Seminar On Research Project Report	-

5) ESE	75
Total:	**100**
Prerequisites for the course: MBA Ist Year	
Course Learning Outcomes: CO1. The student will be able to solve basic agricultural problems CO2. Students have an overview of GUI programming language. CO3. Apply fundamental concepts of programming language, app development for betterment of agriculture. CO4. Able to solve agri problems with programming language CO5. Develop an understanding of problem solving techniques CO6. Learning about Problem Solving Methodologies in relation to Agriculture.	

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: PG(R) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Fertilizer Technology & Management**
Course Code: ABM -RAI01	**Title: Fertilizer Technology & Management**

Course Objectives:

1. To teach the basic concepts of Fertilizer development, Raw material needed
2. To improve production efficiency, testing facilities
3. To know about fertilizer pricing policies.
4. To understand the demand & supply concepts of fertilizers.
5. To impart knowledge about fertilizer distribution system.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Fertilizer development – concept, scope, need, resource availability; import and export avenues for fertilizer; types of fertilizers, grading and chemical constituents, role of fertilizers in agricultural production, production and consumption of fertilizer in India.	9
II	Raw material needed and principles of manufacturing of nitrogenous, phosphatic and potassic fertilizers, secondary nutrient sources and micronutrient formulations.	9
III	Production efficiency and capacity utilization; quality control and legal aspects-fertilizer control order.	9
IV	Testing facilities; constraints in fertilizer use and emerging scenario of fertilizer use; assessment of demand and supply of different fertilizers, fertilizer distribution, fertilizer storage.	9
V	Field trials and demonstration, fertilizer pricing policy; scope of biofertilizer; environmental pollution due to fertilizer use.	9

Reference / Text Books:

1. Handbook of Fertilizer Technology, Fertilizer Association of India, New Delhi, 2000.
2. Gopala Rao M. and Marshall Sitting, Dryden's Outlines of Chemical Technology, 3rd Edition., East-West Press, New Delhi, 2010.
3. Brahma Mishra, Fertilizer technology and management, I.K International Publishing House Pvt. Ltd., 2011.
4. Fertilizer Manual, Kluwer Academic Publishers, Netherlands, 2000.

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 2) Presentations /Seminar 3) Assignments 4) Research Project Report Seminar On Research Project Report 5) ESE	10 5 10 - 75
Total:	**100**
Prerequisites for the course: MBA Ist Year	
Course Learning Outcomes: CO1. Identify the requirement of fertilizer development, raw material needed, CO2. To be able to improve production efficiency. CO3. Analyze the testing facilities, fertilizer pricing policy , CO4. To apply the scope of biofertilizer, environmental pollution due to fertilizer use. CO5. Able to understand the manufacturing of various fertilizers CO6. Able to do field tests and improve the productivity	

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: PG(R) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Seed Production Technology & Management**
Course Code: ABM -RAI02	**Title: Seed Production Technology & Management**

Course Objectives:

1. To teach the basic concepts of Seed production technology
2. To teach them the development and management of seed programmes, maintenance of genetic purity
3. To teach about seed storage packaging and handling, seed marketing.
4. To impart knowledge about seed marketing.
5. To know the various issues like Patents & other laws related to seeds.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Seed Technology – Role of Seed Technology, its Course Objective and goal, Seed Industry in India, National Seed Corporation – Tarai Seed Development Corporation, State Seed Corporations, National Seed Project and State Farms and their role.	9
II	Development and Management of Seed Programmes – Seed Village Concept, Basic Strategy of Seed Production and Planning and Organization of Seed Programme; Types of Seed Programme – Nucleus seed, Breeders seed, Foundation seed and Certified seed etc.	9
III	Maintenance of genetic purity – Minimum seed certification standard and Management of breeders & Nucleus seed; Management of seed testing laboratory and research and development.	9
IV	Management of seed processing plant, seed storage management; seed packaging and handling.	9
V	Seed Marketing; GM Crop seed, IPR, PBR, Patents and related issues and their impact on developing countries; Statutory intervention in the seed industry; Seed legislation and seed law enforcement, Seed act; Orientation and visit to seed production farms, seed processing Units, NSC, RSSC, RSSCA and seed testing laboratories.	9

Reference / Text Books:

1. Bhojwani, S.S. and Bhatnagar, S.P. 2000. The Embryology of Angiosperms (4th revised and enlarged edition). Vikas Publishing House, New Delhi.
2. Black M, Bewley D & Halmer P. 2006. The Encyclopedia of Seeds: Science, Technology and Uses. CABI.
3. Agrawal, P.K. & M. Dadlani, 1995. Techniques In Seed Science And Technology (2nd Ed.) South Asian Publ. New Delhi
4. Agrawal, R.L. 1997. Seed Technology (IInd Ed.) Oxford & IBH Publ. Co. Daryaganj, New Delhi

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	10
2) Presentations /Seminar	5
3) Assignments	10
4) Research Project Report Seminar On Research Project Report	-
5) ESE	75
Total:	**100**

Prerequisites for the course: MBA Ist Year

Course Learning Outcomes:

CO1. Learn about seed technology, National seed project.
CO2. Learn the development and management of seed programmes.
CO3. Have a basic understanding of Genetic purity, seed processing plant.
CO4. Able to implement seed marketing.
CO5. Able to take legal decisions of seed management.
CO6. Able to do marketing of seeds.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: PG(R) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Fruit Production & Post Harvest Management**
Course Code: ABM –RHO01	**Title: Fruit Production & Post Harvest Management**

Course Objectives:

1. To teach the basic concepts of Fruit production
2. To teach them post harvest management, problems in marketing of fruits.
3. To teach them about fruit industry in India & worldwide.
4. To understand the various government policies regarding fruit production in India.
5. To know the challenges in this industry.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	World production and horticulture in India; present status of fruit industry in India and emerging scenario.	9
II	Management of horticultural crops – establishing an orchard, basic cultural practices, regulation of flowering, fruiting and thinning, protection against insect-pest, weeds: pre and post-harvest management for quality and shelf life.	9
III	Post-harvest management in horticulture- procurement management, important factors for marketing, standardization and quality control, packaging.	9
IV	Post-harvest management in horticulture- development of fruit-based carbonated drinks, development of dehydrated products from some important fruits, storage of pulp in pouches, essential oils from fruit waste, dehydrated fruits. Market structure and export potential of fruits.	9
V	Problems in marketing of fruits, and government policy; quality standards for domestic and international trade	9

Reference / Text Books:

1. POST HARVEST MANAGEMENT OF FRUIT CROPS UNKNOWN BINDING MISRA K.K.
2. Fruit And Vegetable Preservation Principles And Practices Revised And Enlarged 3Ed (Pb 2019) Paperback – 1 January 2019 by Srivastava (Author)

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	10
2) Presentations /Seminar	5
3) Assignments	10
4) Research Project Report Seminar On Research Project Report	-
5) ESE	75
Total:	**100**
Prerequisites for the course: MBA Ist Year	
Course Learning Outcomes: CO1. The student will learn management of Horticulture crops CO2. Student will know about standardization, quality control, and packaging. CO3. Develop an understanding of post harvest management in horticulture CO4. Able to deal with problems in marketing of fruits. CO5. Able to deal with other challenges in fruit industry. CO6. Able to overcome the marketing problems associated with the fruits	

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: PG(R) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Organic Food Production Technology & Management**
Course Code: ABM-RHO02	**Title: Organic Food Production Technology & Management**

Course Objectives:

1. To teach the basic concepts of Organic food production technology.
2. To teach them about organic Certification system, organic Horticulture.
3. To know the marketing of organic produce.
4. To understand the feasibility of organic farming.
5. To impart knowledge about agri entrepreneurship in India.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	What is organic production? Organic farming-concept, definition, principles and components. What are organic production systems and practices?	9
II	Impact of hi-tech agriculture on crop production and environment. Alternate agriculture, sustainable agriculture and sustainable livelihood Status of organic farming in India and in other countries.	9
III	Organic certification system. National programme on organic production in India. Organic livestock and crops.	9
IV	Organic horticulture. Conversion to organic production. Organic farming project development.	9
V	Marketing of organic produce. Agri-entrepreneurship in organic agriculture. Economics, environmental feasibility and sustainability of organic production system. Bio village concept. Organic food industry and trade of organic products.	9

Reference / Text Books:

1. Principles of Organic Farming by P L Maliwa.
2. Principles of Organic Farming, by S R Reddy, Kalyami Publications, New Delhi.
3. Basics of Organic Farming by Bansal M.
4. Jaivik Kheti (Organic Farming) by Chandra Prakash Shukl, Pointer Publishers.

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	10
2) Presentations /Seminar	5
3) Assignments	10
4) Research Project Report Seminar On Research Project Report	-
5) ESE	75
Total:	**100**
Prerequisites for the course: MBA Ist Year	
Course Learning Outcomes: CO1. The student will be able to understand organic farming concept. CO2. Will know the Impact of hi tech agriculture on crop production. CO3. Will develop an understanding of Organic Horticulture , Bio village concept, CO4. Students will be able to start Agri-Enterpreneurship in organic agriculture. CO5. Able to do marketing of organic food. CO6. Will have the understanding about how to do the marketing of organic products	

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: PG(R) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Concept of Supply Chain & Live stock Management**
Course Code: ABM -RLP01	**Title: Concept of Supply Chain & Live stock Management**

Course Objectives:

1. To teach the basic concepts of Supply chain management.
2. To teach them about logistics management, distribution Strategies
3. To know about Meat and Poultry manufacturing.
4. To teach them about livestock industry.
5. To make them aware about meat & poultry industry

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM.	9
II	Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory	9
III	Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology.	9
IV	Present status of livestock products industry in India – dairy, meat poultry, skin, hides, wool, etc.; Dairy Products- Manufacturing technologies of various dairy products and by-product utilization.	9
V	Meat and Poultry Products- Manufacturing technologies of meat and meat products, egg and poultry products; production processing and utilization of wool and animal by-products.	9

Reference / Text Books:

1. Supply Chain Management (Concepts & cases) – Rahul V. Altekar – [Prentice Hall of India, 4th Edition]
2. Supply Chain Management (Strategy, planning and operation) – Sunil Chopra, Peter Meindl, D.V. Kalra – [Pearson, 3rd edition]
3. Principles of Supply Chain Management : A Balanced Approach, Eisner, Cengage India
4. Logistics & Supply Chain Management (Strategies for Reducing cost & improving service) – Martin Christopher [FT financial Times/Pitman publishing, 2nd edition]
5. Logistics & Supply Chain Management (Cases & Concepts) – Raghuram & N. Rangaraj [McMillan India Ltd, 1st edition]

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	10
2) Presentations /Seminar	5
3) Assignments	10
4) Research Project Report Seminar On Research Project Report	-
5) ESE	75
Total:	**100**

Prerequisites for the course: MBA Ist Year

Course Learning Outcomes:

CO1. Learn about Supply chain in agriculture, JIT, Warehousing, GPS technology in Agriculture.
CO2. Understand Procurement Management in Agri.
CO3. Student will able to design SCM in Meat, dairy, Poultry products and animal by- products.
CO4. Students will able to take decisions regarding poultry, meat industry.
CO5. Students will able to do marketing of poultry products.
CO6. Will have the understanding of Manufacturing technologies of meat and meat products, egg and poultry products

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: III

Programme: PG(R) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: II** **Semester: III**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Dairy Product Management**
Course Code: ABM -RLP02	**Title: Dairy Product Management**

Course Objectives:

1. To teach them about dairy industry.
2. To teach the basic concepts of Dairy and Milk Products development and business in India
3. To know about Milk Co-Operatives, Fat- rich Dairy Products.
4. To know the Quality standards applicable, Dairy Product trade.
5. To teach them legal implications of dairy industry.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Dairy development and business in India: An overview; Operation Flood, Milk Cooperatives and other initiatives.	9
II	Milk and dairy products as food; Dairy processes; Marketing and processing of dairy products.	9
III	Collection and transportation of milk; a) Organization of milk collection routes b) Practices for collection of milk, preservation at farm, refrigeration, natural microbial inhibitors, lacto peroxidase system.	9
IV	Fat-Rich Dairy Products- Status of fat-rich dairy products in India and abroad. **Cream**: a) Definition & Legal standards, efficiency of cream separation and factors affecting it; control of fat concentration in cream. b) Planning and operating a cream production unit) neutralization, standardization, pasteurization and cooling of cream. c) Preparation and properties of different types of cream. **Butter**: a) Introduction to the butter making process; theory of churning, Legal standards. b) Technology of Butter manufacture, Batch and continuous methods. Over-run in butter; control of fat loses in butter-milk; packaging and storage; transportation; defects in butter; rheology of butter; uses of butter. Butter making equipment	9

V	Quality standards applicable to production and marketing of dairy products. Feed management; dairy product trade	9

Reference / Text Books:

1. Anantha Krishnan, C.P., (1991), Technology of milk processing, Sri Lakshmi Publications, Chennai -10.
2. Banerjee, G.C. 1998. A Textbook of Animal husbandry. Oxford and IBH Publ. Co. ltd., New Delhi.
3. Dairy India Year Book. 2007 & 2017. P.R. Gupta Publ., New Delhi.
4. Mudgal, V.D., Singhal, K.K. and Sharma, D.D. 1995. Dairy animal production. 1st ed. International Book Distributing Co., Lucknow.
5. Nataraj, B.S. 2007. Marketing of milk and milk products: opportunities for entrepreneurship. In: Souvenir, National workshop on Entrepreneurship Development in Dairy and Food Industry, NDRI, Karnal, December 2005.
6. Sastry, N.S.R. and Thomas, C.K. 1996. Livestock Production Management. Kalyani Publ., New Delhi.
7. Verma, D.N. 1999. Livestock Production Management in tropics. Kalyani publ., New Delhi.

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	10
2) Presentations /Seminar	5
3) Assignments	10
4) Research Project Report Seminar On Research Project Report	-
5) ESE	75
Total:	**100**

Prerequisites for the course: MBA Ist Year

Course Learning Outcomes:

CO1. The Student will be able to understand the dairy product management, dairy processes.
CO2. Students will learn the Butter making process, Pasteurization.
CO3. Able to understand the Quality Standards applicable, Dairy product trade.
CO4. Able to take decisions about dairy industry from various aspects.
CO5. Able to marketing and processing of dairy products.
CO6. Students will have the knowledge of collection and transportation of milk.

EVALUATION SCHEME
MBA (Agri-business)
SEMESTER-IV w.e.f. Jan 24

Sl. No.	Subject Code	Subject Title	Course Category	Periods			Evaluation Scheme			Credits
				L	T	P	IA	EA	Total	
1	ABM -R401	Corporate Governance & Ethics	Core	4	0	0	25	75	100	3
2	ABM-R402	Project Report	RP	6	0	16	50	100	150	14
	GROUP-1 Agri Marketing									
1	ABM -AM03	Agriculture Marketing Management	DSE	4	0	0	25	75	100	3
2	ABM -AM04	Food Retail Management	DSE	4	0	0	25	75	100	3
	Agri Finance									
3	ABM -RAF03	Micro finance for Agri business	DSE	4	0	0	25	75	100	3
4	ABM -RAF04	Working Capital Management	DSE	4	0	0	25	75	100	3
	IT in Agriculture									
5	ABM -RIT03	Web Design	DSE	4	0	0	25	75	100	3
6	ABM -RIT04	Information Delivery systems and models for agriculture	DSE	4	0	0	25	75	100	3
	GROUP-2 Agri Input									
1	ABM -RAI03	Management of Agrichemical Industry	DSE	4	0	0	25	75	100	3
2	ABM -RAI04	Agri supply chain Management	DSE	4	0	0	25	75	100	3
	Horticulture									
3	ABM -RHO03	Management of floriculture and landscaping	DSE	4	0	0	25	75	100	3
4	ABM -RHO04	Vegetable production and post harvest management	DSE	4	0	0	25	75	100	3
	Live stock Production									
5	ABM -RLP03	Technology management for livestock products	DSE	4	0	0	25	75	100	3
6	ABM -RLP04	Poultry & Hatchery management	DSE	4	0	0	25	75	100	3
TOTAL				**26**	**0**	**16**	**175**	**475**	**650**	**29**

Student will choose any one Specialization from each group

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: PG(R) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Corporate Governance & Ethics**
Course Code: ABM -R401	**Title: Corporate Governance & Ethics**

Course Objectives:

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 / 3 Credits

L: 45,
T: 0,
P: 0 (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.	9
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.	9
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 CG 1992, 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	9

	Corporate 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.	9
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.	9

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.

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	10
2) Presentations /Seminar	5
3) Assignments	10
4) Research Project Report Seminar On Research Project Report	-
5) ESE	75
Total:	**100**

Prerequisites for the course: MBA Ist 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) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: II** **Semester: IV**
Credits: 14 **Theory: 0** **Practical: 14**	**Subject: Project Report**
Course Code: ABM -R402	**Title: Project Report**
PROJECT STUDY	**Course Credit: 14**

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)

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)

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: PG(R) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Agriculture Marketing Management**
Course Code: ABM -RAM03	**Title: Agriculture Marketing Management**

Course Objectives:

1. The objective of this course is to give the students an understanding of concept, various policies, strategies and decisions relating to marketing that can be developed by agribusiness firms.
2. To teach students about dynamics of agriculture marketing.
3. To teach students about new product development in agri business
4. To teach them about pricing strategies in agri business
5. To impart skills about distribution & warehouse management

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Meaning and scope, agricultural marketing and economic development; Agricultural market structure – meaning, components and dynamics of market structure; marketing strategy – meaning & significance, formulation of marketing strategy; agribusiness marketing environment, design of marketing mix, market segmentation and targeting, determinants of consumer's behaviour.	9
II	Product management - product management process and decisions, new product development – significance and classification of new product, stages and estimation of demand of new product; product life cycle.	9
III	Pricing policies and practice for agribusiness - determinants of price, objectives of pricing policies and pricing methods.	9
IV	Promotional management - advertising planning and execution; sales promotion; grading and standardization.	9
V	Distribution management-storage and warehousing and transportation management for agricultural products; marketing agencies/intermediaries – roles and functions; distribution channels involved in agribusiness.	9

Reference / Text Books:

- Acharya SS & Agarwal NL. 2004. *Agricultural Marketing in India*. 4th Ed. Oxford & IBH.
- Kohls RL & Uhj JN. 2005. *Marketing of Agricultural Products*. 9th Ed. Prentice Hall.
- Kotler P. 2002. *Marketing Management – Analysis, Planning, Implementation and Control*.

Pearson Edu.
- Krishnamacharyulu C & Ramakrishan L. 2002. *Rural Marketing*. Pearson Edu.
- Ramaswamy VS & Nanakumari S. 2002. *Marketing Management*. 2nd Ed. Mac Millan 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	10
2) Presentations /Seminar	5
3) Assignments	10
4) Research Project Report Seminar On Research Project Report	-
5) ESE	75
Total:	**100**

Prerequisites for the course: MBA Ist Year

Course Learning Outcomes:
CO1. Gain an understanding of Agriculture Market structure
CO2. Gain knowledge about product management, Pricing Policies for agriculture.
CO3. Have insights into Promotional Management, grading and standardization.
CO4. Able to design Distribution Management, Channels, Marketing agencies.
CO5. Able to design promotional strategies of agri business
CO6. Students will have the understanding of distribution and warehousing of agri-products

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: PG(R) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Food Retail Management**
Course Code: ABM -RAM04	**Title: Food Retail Management**

Course Objectives:

1. The objective of this course is to assist students in understanding the structure and working of food marketing system in India
2. To examine how the system affects farmers, consumers and middlemen
3. To illustrate the response of this dynamic marketing system to technological, socio-cultural, political and economic forces over time
4. To understand the value chain system in food retailing.
5. To understand the branding in food retail..

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (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 International Food market, India's Competitive Position in World Food Trade, Foreign Investment in Global Food Industry, Retail management and Food Retailing, The Nature of Change in Retailing, Organized Retailing in India, E-tailing and Understanding food preference of Indian Consumer, Food consumption and Expenditure pattern, Demographic and Psychographic factors affecting Food Pattern of Indian Consumer.	9
II	Value Chain in Food Retailing**,** Principal trends in food wholesaling and retailing, food wholesaling, food retailing, the changing nature of food stores, various retailing formats, competition and pricing in food retailing, market implications of new retail developments, value chain and value additions across the chain in food retail, food service marketing.	9
III	4 P's in Food Retail Management**,** Brand Management in Retailing, Merchandise pricing, Pricing Strategies used in conventional and nonconventional food retailing, Public distribution system, Promotion mix for food retailing, Management of sales promotion and Publicity, Advertisement Strategies for food retailers.	9
IV	Managing Retail Operations**,** Managing Retailers' Finances, Merchandise buying and handling, Merchandise Pricing, Logistics, procurement of Food products and Handling Transportation of Food Products.	9

V	Retail Sales Management Types of Retail Selling, Salesperson selection, Salesperson training, Evaluation and Monitoring, Customer Relationship Management, Managing Human Resources in retailing, Legal and Ethical issues in Retailing.	9

Reference / Text Books:

- Berman & Evans. 2008. *Retail Management: A Strategic Approach*. 10th Ed. Prentice Hall of India.
- Cox. 2006. *Retailing: An Introduction*. 5th Ed. Pearson Edu.
- Levy M & Weitz BW. 2004. *Retailing Management*. 5th Ed. Mc Graw 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	10
2) Presentations /Seminar	5
3) Assignments	10
4) Research Project Report Seminar On Research Project Report	-
5) ESE	75
Total:	**100**

Prerequisites for the course: MBA Ist Year

Course Learning Outcomes:

CO1. Develop an analytical thinking of Nature of Change in retailing in International Food Market
CO2. Students able to design value chain in Food retailing
CO3. Able to understand & analyze the latest trends in food wholesaling and retailing.
CO4. Learn about Retail operations, pricing strategies.
CO5. Learn about legal and Ethical issues in Retailing.
CO6. Can effectively and efficiently manage the retail operations of agri-products

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: PG(R) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Micro Finance for Agri Business**
Course Code: ABM -RAF03	**Title: Micro Finance for Agri Business**

Course Objectives:

1. To teach the basic concepts of Micro Finance, Micro credit.
2. To understand the Role of RBI, NABARD, MIS for Micro- Finance, Contemporary issues and case studies.
3. To understand the micro financing procedures & rules.
4. To plan financing feasibility report
5. To know the legal aspects of microfinance.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Micro-finance: An overview of the fast growing industry; status and trends. Portfolio and delinquency management.	9
II	Pricing of micro-finance products; applicable interest rates and sustainability, Important aspects and strategic issues for developing a business plan	9
III	Project formulation related to a micro enterprise for financial support, its economic feasibility and repayment plan. Need for micro saving services, micro insurance, micro credit and self-help groups	9
IV	Overview of micro financing agencies in India and role of RBI, NABARD, commercial banks in providing financial support for small scale projects related to agribusiness and rural development.	9
V	Micro-finance standards, subsidy dependence and sustainability, legal aspects of microfinance. MIS for micro-finance. Contemporary issues and case studies.	9

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 2) Presentations /Seminar 3) Assignments 4) Research Project Report Seminar On Research Project Report 5) ESE	10 5 10 - 75
Total:	**100**
Prerequisites for the course: MBA Ist Year	
Course Learning Outcomes: CO1. Understand the challenges and prospects of rural credit in India. CO2. Describe different aspects related with Micro finance Services and Products. CO3. Demonstrate clarity about Institutional Mechanism for Microfinance Services. CO4. Explain Legal and regulatory Framework for Micro finance services. CO5. Able to procure funds from micro finance institute. CO6. Will have the understanding of legal aspects of microfinance.	

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: PG(R) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Working Capital Management**
Course Code: ABM -RAF04	**Title: Working Capital Management**

Course Objectives:

1. This course is designed to provide advanced study in the financial-management area t
2. The course will provide through detailed analysis and understanding of issues related to working capital.
3. To teach about planning & controlling of working capital
4. To teach them through working capital tools
5. To understand the various approaches to estimate working capital

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Meaning and Concept of Working Capital; Importance of Adequate Working Capital; Components of Working capital,	9
II	Factors affecting working capital, Characteristics of working capital of different businesses,	9
III	Approaches and methods of estimating working capital, optimum working capital, Management of Working Capital,	9
IV	Working Capital Control; Planning Working Capital; Regulation of Bank Finance for Working Capital in India;	9
V	Quantitative tools in management of working capital, Inventory management and control, Cash management and control	9

Reference / Text Books:

1. Bhattacharya H., (2021) WORKING CAPITAL MANAGEMENT: Strategies and Techniques, PHI Learning Pvt. Ltd.

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	10
2) Presentations/Seminar	5

3) Assignments 4) Research Project Report Seminar On Research Project Report 5) ESE	10 - 75
Total:	**100**

Prerequisites for the course: MBA Ist Year

Course Learning Outcomes:

CO1. Understanding of Working capital management, factors affecting working capital, characteristics of working capital.
CO2. Apply the Concepts of Working Capital Control
CO3. Able to apply Quantitative tools, Inventory Management, Cash Management and control.
CO4. Able to estimate working capital through tools & techniques
CO5. Able to control & manage working capital.
CO6. Student will able to apply techniques of working capital management in profit improvement, cost reduction and value enhancement.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: PG(R) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Web Design**
Course Code: ABM -RIT03	**Title: Web Design**

Course Objectives:
1. To teach the basic concepts of computers, networks, web application development
2. Teach them about Multimedia content development for betterment of agriculture.
3. Teach them about use of computer networking for betterment of system.
4. To teach them various web applications for agri. business management.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Principles and fundamentals of computers, networks, and peripherals as tools to understand the application and limitation of computer technology.	9
II	Introduction to various aspects like downloading, uploading, networking and troubleshooting with regards to Web application development	9
III	Multimedia content development for websites using latest tools like JSP or ASP.	9
IV	Web Application development for the betterment of agriculture and to solve the agricultural problems.	9
V	Latest IT Tools, various digital tools and technologies.	9

Reference / Text Books:
1. The Complete Reference Paperback – 1 July 2017 by Herbert Schildt (Author).
2. Web Designing and Development Paperback – 1 January 2015 by Satish Jain (Author)

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	10
2) Presentations /Seminar	5
3) Assignments	10
4) Research Project Report Seminar On Research Project Report	-
5) ESE	75
Total:	**100**

Prerequisites for the course: MBA Ist Year
Course Learning Outcomes: CO1. The student will be able to apply the basic concepts of computers, networks, web application development. CO2. Basic understanding of multimedia content development for betterment of agriculture. CO3. Able to solve agricultural problems through web designing CO4. Able to deal with various issues 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.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: PG(R) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Information Delivery systems and models for agriculture**
Course Code: ABM -RIT04	**Title: Information Delivery systems and models for agriculture**

Course Objectives:

1. To introduce methods and techniques related to the lifecycle of information and data from collection, storage, retrieval, analysis
2. To know about report generation
3. To develop effective systems & models for agriculture
4. To teach them about to publish the report on web portals
5. To make them aware about SPSS & other tools for better decision

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (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 different techniques for collecting data and information of socio-economic, land & soil, map scanning other GIS data, climate	9
II	Techniques for storage and retrieval of information and data. Preparation of the SRS document for formulating requirement.	9
III	Concept of normalization. Designing of relational model to represent the data. Review model and normalized tables against requirements.	9
IV	Publishing information and data and reports on the web, web portals, etc.	9
V	Understanding of existing tools like SPSS to interpret the results and to generate useful reports.	9

Reference / Text Books:

1. Methods of Introducing System Models into Agricultural Research: 4 (Advances in Agricultural Systems Modeling) Hardcover – Import, 13 March 2020 by Liwang Ma (Editor), Lajpat R. Ahuja (Editor)

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	10
2) Presentations /Seminar	5
3) Assignments	10
4) Research Project Report Seminar On Research Project Report	-
5) ESE	75
Total:	**100**

Prerequisites for the course: MBA Ist Year

Course Learning Outcomes:

CO1. Develop an understanding of Techniques for storage and retrieval of information and data, Concept of normalization.
CO2. Learn Tools like SPSS, SRS document to interpret results and generate useful reports.
CO3. Able to generate & publish the report.
CO4. Able to take right decisions with the help of tools.
CO5. Able to develop models & systems with the help of reports.
CO6. Can use tools like SPSS.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: PG(R) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Management of Agrichemical Industry**
Course Code: ABM -RAI03	**Title: Management of Agrichemical Industry**

Course Objectives:

1. To familiarize the students with the agrochemicals, their structure, classification and development
2. To know about the agro-chemical industries.
3. To know how to manage agro chemical industry
4. To have knowledge about various chemicals involved & their functioning
5. To have basic knowledge about pesticides, fungicides

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Agro-chemicals: Definition and classification; Basic knowledge of agrochemicals; role and status of agro-chemical industry in India; Pesticides – Classification and Introduction, knowledge of different pesticides.	9
II	Insecticides – Definition and classification based on (a) Mode of Entry (b) Mode of Action and (c) Chemical Structure with example; Insecticidal formulation; preliminary knowledge of mode of action of insecticides; knowledge of plant protection equipments.	9
III	Fungicides – Classification and preliminary knowledge of commonly used fungicides; Biomagnifications of pesticides and pesticidal pollution.	9
IV	Introductory knowledge about development of agro-chemicals; Insecticidal poisoning, symptoms and treatment; Main features of Insecticide Act.	9
V	Directorate of Plant Protection, Quarantine and Storage – A brief account of its organizational set up and functions; IPM Concept – Bio-pesticides – Plant products.	9

Reference / Text Books:

1. A. M. Deshmukh: Biofertilizers and Biopesticides: Techno science Publications.
2. Shukla and Pandey: Introduction to Chemical Technology.
3. Gopal Rao: Outlines in Chemical Technology.

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 2) Presentations /Seminar 3) Assignments 4) Research Project Report Seminar On Research Project Report 5) ESE	10 5 10 - 75
Total:	**100**
Prerequisites for the course:	
Course Learning Outcomes: CO1. Develop an understanding of Agro Chemicals, Pesticides, Insecticides, Fungicides. CO2. Learn about development of agro- chemicals, insecticidal poisoning, Insecticide Act, Quarantine, Bio pesticides. CO3. Learn about use of agro chemicals. CO4. Learn about the plant protection mechanism. CO5. Able to understand about plant poisoning concept. CO6. Will have the understanding about the use of IPM for crop protection and enhance the production.	

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: PG(R) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Agri supply chain Management**
Course Code: ABM -RAI04	**Title: Agri supply chain Management**

Course Objectives:

1. The course introduces students to the concepts and processes of agricultural supply chain management.
2. To know about framework for structuring supply chain drivers; network designs.
3. To understand demand forecasting, inventory planning, sourcing decisions.
4. To teach them about IT enablement of supply chain.
5. To teach them about planning & implementation IT enabled SCM.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM.	9
II	Demand Management in Supply Chain**:** Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management.	9
III	Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory	9
IV	Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology.	9
V	Concept of Information Technology: IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business; Role of Knowledge in SCM; Performance Measurement and Controls in Agri. Supply Chain Management-Benchmarking: introduction, concept and forms of Benchmarking.	9

Reference / Text Books:

- Altekar RV. 2006. *Supply Chain Management: Concepts and Cases*. Prentice Hall of India.
- Monczka R, Trent R & Hand field R. 2002. *Purchasing and Supply Chain Management*. Thomson Asia.
- Van Weele AJ. 2000. *Purchasing and Supply Chain Management Analysis, Planning and Practice*. Vikas Publ. 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	10
2) Presentations /Seminar	5
3) Assignments	10
4) Research Project Report Seminar On Research Project Report	-
5) ESE	75
Total:	**100**

Prerequisites for the course: MBA Ist Year

Course Learning Outcomes:

CO1. Develop an understanding of Agri Supply Chain Management.
CO2. Will develop skills about Demand Management, Procurement Management, JIT, Vendor Management.
CO3. Learn about Logistics management, fleet management, warehousing.
CO4. Learn the concept of information technology in SCM.
CO5. Able to apply the concepts in practical manner.
CO6. Can efficiently manage the supply chain.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: PG(R) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Management of floriculture and landscaping**
Course Code: ABM -RHO03	**Title: Management of floriculture and landscaping**

Course Objectives:

1. To teach the basic concepts of Floriculture, new cultivators.
2. To teach them about drying and dehydration of flowers, style of gardening, extraction.
3. To understand the purification and storage of essential oils and perfumes.
4. To know the skills required in floriculture industry.
5. To teach them special techniques for forcing of flowers for export.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Introduction, importance and scope of floriculture industry; Recent advances in floriculture industry.	9
II	Evolution of new cultivars; and production technology of ornamental plants; special techniques for forcing of flowers for export.	9
III	Drying and dehydration of flowers; response of flowers to environmental conditions; importance and scope of landscape gardening.	9
IV	Style of gardening, Anesthetic and Socio-aesthetic planning of old and newly developed towns and cities; commercial cultivation of flower crops (rose, jasmine gladiolus, tuberose, marigold, aster, carnation, gerbera, cilium chrysanthemum; use of plant regulators in flower production.	9
V	Extraction, purification and storage of essential oils and perfumes; post harvest changes in cut flowers, storage and packing of cut flowers; determining optimum time of harvesting of flowers for export and home use.	9

Reference / Text Books:

1. "Udyan Vigyan" – Shyam Sundar Shrivastava, Central Book House, Sadar Bazar, Raipur. (in Hindi)
2. Plant propagation: principles & Practices-Hartman H.T. & D.E. Kester, Prentice Hall of India, New Delhi.
3. Propagation of Tropical and Subtropical crops –Bose, T. K., Nayaprakash Calcutta-6.

4. Arora J S (1990). Introductory Ornamental Horticulture, Kalyani 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	10
2) Presentations /Seminar	5
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. To understand recent advances in floriculture industry, Scope of Landscape gardening.
CO2. Able to know style of gardening.
CO3. Apply the learning in commercial cultivation of flower crops, extraction of essential oils and perfumes.
CO4. Apply the knowledge of post harvest changes in cut flowers.
CO5. Able to deal with challenges in floriculture industry.
CO6. Students can do Anesthetic and Socio-aesthetic planning of old and newly developed towns and cities.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: PG(R) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Vegetable Production And Post Harvest Management**
Course Code: ABM -RHO04	**Title: Vegetable Production And Post Harvest Management**

Course Objectives:

1. To teach the basic concepts of vegetable production technology, micro irrigation in vegetable production
2. To teach the basics of hi tech horticulture precision farming, food preservation, TQM, GMP,
3. To know about vegetable industry management.
4. To know about post harvest management of vegetable.
5. To teach them role of microorganism & its protection mechanism.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Vegetable production technology; Bio-technological approaches in vegetable improvement; Water management in vegetable crops; Protected cultivation in Vegetable production management, Vegetable production for export purpose, potential and constraints.	9
II	Private sector initiative in vegetable production management Micro irrigation in vegetable production. Vegetable production based industries.	9
III	Hi-tech horticulture-precision farming, greenhouse and polyhouse production strategies for commercial vegetable production and making a mark in international market.	9
IV	Introduction, History of food preservation. Present status and future prospects of vegetable preservation industry in India. Spoilage of fresh and processed vegetables; biochemical changes and enzymes associated with spoilage; principal spoilage organisms, food poisoning and their control measures. Role of microorganisms in food preservation. Raw materials for processing. Primary and minimal processing; processing equipments; Layout and establishment of processing industry, FPO licence. Importance of hygiene; Plant sanitation. Quality assurance and quality control, TQM, GMP. Food standards – FPO, PFA, etc.	9
V	Post harvest management of vegetable- storage, processing, packaging and	9

	marketing of vegetable based products.	

Reference / Text Books:

- Bose TK &Som MG. (Eds.). 1986. Vegetable Crops in India. Naya Prokash
- Gopala krishanan TR. 2007. Vegetable Crops. New India Publ. Agency.
- Composition, Storage and Processing. Marcel Dekker.
- Thamburaj S & Singh N. (Eds.). 2004. Vegetables, Tuber Crops and Spices. ICAR.

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	10
2) Presentations /Seminar	5
3) Assignments	10
4) Research Project Report Seminar On Research Project Report	-
5) ESE	75
Total:	**100**

Prerequisites for the course: MBA Ist Year

Course Learning Outcomes:

CO1. The student will develop an understanding of vegetable production technology,
CO2. Students will know micro irrigation, hi tech horticulture precision farming, Plant sanitation, quality assurance.
CO3. Students will know food preservation, post harvest management of vegetable, storage, processing, and packaging.
CO4. Students will be able to marketing of vegetable based products.
CO5. Students will able to apply the skills for better decision making.
CO6. Will have the knowledge of post harvest techniques

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: PG(R) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Technology Management For Livestock Products**
Course Code: ABM-RLP03	**Title: Technology Management For Livestock Products**

Course Objectives:

1. To impart knowledge about management of livestock products, product development
2. To teach them quality control techniques.
3. To understand the marketing strategies for livestock products.
4. To understand the technology involved in livestock management.
5. To control & planning plant production techniques

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Present status of livestock products industry in India – dairy, meat poultry, skin, hides, wool, etc; Dairy Products-Manufacturing technologies of various dairy products and by-product utilization.	9
II	Meat and Poultry Products-Manufacturing technologies of meat and meat products, egg and poultry products; production processing and utilization of wool and animal by-products.	9
III	Plant Management-Production planning and control needs and techniques of production control, packaging, preservation and storage system for livestock products; transportation system for domestic markets and international markets.	9
IV	Quality control measures during storage and transit; extent of losses during storage and transport, management measures to minimize the loss.	9
V	Marketing and distribution of animal	9

Reference / Text Books:

1. Forrest JC. 1975. *Principles of Meat Science*. Freeman Publ.
2. Gracey 1999. *Thorntons Meat Hygiene*. WB Saunders.
3. Mountney GJ. *Poultry Products Technology*. 2nd Ed. AVI Publ.
4. Ockerman & Hansen. 2002. *Animal Byproducts Processing and Utilization*. CRC Publ.
5. Pearson AM & Gillett TA. 1996. *Processed Meat*. 3rd Ed. Chapman &Hall.
6. Robertson GL. 1993. *Food Packaging Principles and Practices*. Marcel Dekker.

7. Stadelman W & Cotterill OJ. 2002. *Eggs Science and Technology*. 4th Ed. CBS.
8. Sukumar De 1980. *Outlines of Dairy Technology*. Oxford Univ. Press.
9. Walstra et al. 2006. *Dairy Science and Technology*. 2nd Ed. Taylor & Francis.
10. Yadav 1993. *Comprehensive Dairy Microbiology*. Metropolitan Publ.

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	10
2) Presentations /Seminar	5
3) Assignments	10
4) Research Project Report Seminar On Research Project Report	-
5) ESE	75
Total:	**100**

Prerequisites for the course: MBA I[st] Year

Course Learning Outcomes:

CO1. Have a thorough understanding of Livestock products industry in India, Meat Plant management, Egg and Poultry Products.
CO2. The student will be able to apply Quality Control Measures during storage and transit
CO3. The students will be able to marketing of animal products.
CO4. The students will be able to apply skills to develop distribution channel of animal produce.
CO5. The students will be able to manage the production plant.
CO6. With the technology involved in livestock management students can effectively manage and increase the profitability.

Format-3

IIMTU-NEP IMPLEMENTATION
Year: II / Semester: IV

Programme: PG(R) **Class: MBA AGRIBUSINESS MANAGEMENT**	**Year: II** **Semester: IV**
Credits: 3 **Theory: 3** **Practical: 0**	**Subject: Poultry & Hatchery Management**
Course Code: ABM-RLP04	**Title: Poultry & Hatchery Management**

Course Objectives:

1. To teach the basic concepts of Poultry and Hatchery Industry, Incubation and Hatching, Franchise Hatchery.
2. To understand Planning and establishing a poultry and hatchery unit- location, size
3. To teach them about Risk and insurance
4. To teach them advertisement techniques, sale and after sale service.
5. To have knowledge about disease management, waste management & crisis management.

Nature of Paper: DSE

Minimum Passing Marks/Credits: 40% Marks / 3 Credits

L: 45,
T: 0,
P: 0 (In Hours/Week),
Theory - 1 Hr. = 1 Credit,
Practical- 2 Hrs.=1 Credit (4Hrs./Week=4Credits)

Unit	Contents	No. of Lectures Allotted
I	Poultry and hatchery industry; role of management in poultry industry.	9
II	Planning and establishing a poultry and hatchery unit-location, size and construction; farm and hatchery equipments and physical facilities; organizing and managing a poultry farm and hatchery.	9
III	Incubation and hatching; production of quality chicks and eggs; factors affecting hatchability; bio-security and hatchery sanitation; handling of hatching eggs; maintaining chick quality-chick grading, sexing, packing, dispatch , transportation and chick delivery.	9
IV	Franchise hatcheries; custom hatching; brooding; growing and laying management; crisis management; industrial breeding, feeding, housing and disease management; waste management; Record management; cost accounting and budgetary control.	9
V	Risks and insurance; personal management- labour relations including wages and salaries, job evaluation and employee appraisal; marketing management-direct sale and sale through franchisees/ agents, advertisement, sale and after sale services, other innovative sales strategies.	9

Reference / Text Books:

1. Poultry Production and Hatchery Management (Paparback, M.T. Banday, S. Adil).
2. POULTRY PRODUCTION AND MANAGEMENT, AUTHOR: **DR. M.D. SHEIKH**.

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 2) Presentations /Seminar 3) Assignments 4) Research Project Report Seminar On Research Project Report 5) ESE	10 5 10 - 75
Total:	**100**
Prerequisites for the course: MBA Ist Year	

Course Learning Outcomes:

CO1. The student will have a deeper understanding of Poultry and Hatchery Industry, farm and hatchery equipments

CO2. The students will know about incubation and hatching system, Custom hatching, brooding, growing and laying management, crisis management.

CO3. Learn and understand Risks and insurance

CO4. Learn about personnel management, innovative sales strategies.

CO5. Learn about Record management; cost accounting and budgetary control

CO6. Student will have the understanding about Poultry & Hatchery management and can ensure the farm income.