

Integrated MBA is a most sought-after programme for students aspiring for a good career. The programme objectives are compatible with their aspirations, and the ultimate programme outcome is always positive towards the career goals of the students. The programme outcomes and course-specific outcome are intimated to all concerned in writing.

PROGRAMME OUTCOMES FOR INTEGRATED MBA

PO1. Business Environment and Domain Knowledge (BEDK): Graduates are able to improve their awareness and knowledge about functioning of local and global business environment and society. This helps in recognizing the functioning of businesses, identifying potential business opportunities, involvement of business enterprises and exploring the entrepreneurial opportunities.

PO2. Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI): Competencies in quantitative and qualitative techniques. Graduates are expected to develop skills on analysing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources.

PO3. Global Exposure and Cross-Cultural Understanding (GECCU): Demonstrate a global outlook with the ability to identify aspects of the global business and Cross-Cultural Interpreting.

PO4. Social Responsiveness and Ethics (SRE): Developing responsiveness to contextual social issues / problems and exploring solutions, interpreting business ethics and resolving ethical dilemmas. Graduates are expected to identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making.

PO5. Effective Communication (EC): Usage of various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas. Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).

PO6. Leadership and Teamwork (LT): Interpreting leadership roles at various levels of the organization and leading teams. Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

UNIVERSITY CURRICULUM

BIITM is affiliated to Biju Patnaik University of Technology (BPUT), Odisha and follows the courses of study prescribed by the university. The 5-year Integrated MBA programme is divided to 10 semesters. The first 7 semesters aim at giving a broad exposure of the students to the core areas of business studies, and the students pursue major & minor specializations during the 8th, 9th & 10th Semesters along with a few core subjects. The Subjects of specializations are:

- Marketing
- Finance
- HR
- Operation
- IT

The university curriculum requires students to have hands on experience in the form of **SIP (Summer Internship Programme)** at the end of 8th semester and to do a **Seminar Presentation** during the 10th semester. The details of course structure are as follows.

1ST SEMESTER I-MBA

Sl No.	Sub. Code	Subject	Credit	University Marks	Internal Marks	Total Marks
1	16IMN101	English Language Comm-I	4	100	50	150
2	16IMN102	Business Organization	4	100	50	150
3	16IMN103	Business Statistics	4	100	50	150
4	16IMN104	Basic Financial Accounting -I	4	100	50	150
5	16IMN105	IT for Management	4	100	50	150
6	16IMN106	ELC Lab-I	2	0	100	100
7	16IMN107	IT Lab	2	0	100	100

2ND SEMESTER I-MBA

Sl No.	Sub. Code	Subject	Credit	University Marks	Internal Marks	Total Marks
1	16IMN201	English Language Comm -II	4	100	50	150
2	16IMN202	Social Psychology	4	100	50	150
3	16IMN203	Quantitative Method-I	4	100	50	150
4	16IMN204	Basic Financial Accounting-II	4	100	50	150
5	16IMN205	Environmental Studies	4	100	50	150
6	16IMN206	English Language Communication -Lab	2	0	100	100

3RD SEMESTER I-MBA

Sl No.	Sub. Code	Subject	Credit	University Marks	Internal Marks	Total Marks
1	16IMN301	Quantitative Methods-II	4	100	50	150
2	16IMN302	Principles of Management	4	100	50	150
3	16IMN303	Law of Contract	4	100	50	150
4	16IMN304	Economic Analysis	4	100	50	150
5	16IMN305	Cost Accounting	4	100	50	150

4TH SEMESTER I-MBA

Sl No.	Sub. Code	Subject	Credit	University Marks	Internal Marks	Total Marks
1	16IMN401	Organizational Behaviour	4	100	50	150
2	16IMN402	Marketing Management-I	4	100	50	150
3	16IMN403	Company Law	4	100	50	150
4	16IMN404	Entrepreneurship & Small Business Management	4	100	50	150
5	16IMN405	Management Accounting	4	100	50	150

5TH SEMESTER I-MBA

Sl No.	Sub. Code	Subject	Credit	University Marks	Internal Marks	Total Marks
1	16IMN501	Financial Management-I	4	100	50	150
2	16IMN502	Marketing Management-II	4	100	50	150
3	16IMN503	Operational Management-I	4	100	50	150
4	16IMN504	Human Resource Mgt.-I	4	100	50	150
5	16IMN505	Employment Legislations	4	100	50	150

6TH SEMESTER I-MBA

Sl No.	Sub. Code	Subject	Credit	University Marks	Internal Marks	Total Marks
1	16IMN601	Financial Management-II	4	100	50	150
2	16IMN602	Research Methods	4	100	50	150
3	16IMN603	Operational Management-II	4	100	50	150
4	16IMN604	Human Resource Mgt.-II	4	100	50	150
5	16IMN605	Business Ethics	4	100	50	150

7TH SEMESTER I-MBA

Sl No.	Sub. Code	Subject	Credit	University Marks	Internal Marks	Total Marks
1	16IMN701	Fundamentals of ERP	4	100	50	150
2	16IMN702	Banking & Insurance Management	4	100	50	150
3	16IMN703	Managerial Economics	4	100	50	150
4	16IMN704	International Business	4	100	50	150
5	16IMN705	Corporate Strategy	4	100	50	150

8TH SEMESTER I-MBA

Sl No.	Sub. Code	Subject	Credit	University Marks	Internal Marks	Total Marks
1	16IMN801A	Consumer Behaviour	3	100	50	150
2	16IMN802A	Sales & Distribution Management	3	100	50	150
3	16IMN803A	Digital Marketing	3	100	50	150
4	16IMN801B	Security Analysis & Portfolio Management	3	100	50	150
5	16IMN802B	Financial Derivatives	3	100	50	150
6	16IMN803B	Advanced Management Accounting	3	100	50	150
7	16IMN801C	Manpower Planning	3	100	50	150
8	16IMN802C	Employee Relations	3	100	50	150
9	16IMN803C	Compensation and Benefit Management	3	100	50	150
10	16IMN801D	Supply Chain Management & Logistics	3	100	50	150
11	16IMN802D	Pricing & Revenue Management	3	100	50	150
12	16IMN803D	Operations Strategy	3	100	50	150
13	16IMN804	Summer Internship	4	0	100	100

9TH SEMESTER I-MBA

Sl No.	Sub. Code	Subject	Credit	University Marks	Internal Marks	Total Marks
1	16IMN901A	Service Marketing	3	100	50	150
2	16IMN902A	Retail Management	3	100	50	150
3	16IMN903A	Product & Branding Management	3	100	50	150
4	16IMN901B	Project Appraisal and Financing	3	100	50	150
5	16IMN902B	Business Taxation	3	100	50	150
6	16IMN903B	Behavioural Finance	3	100	50	150
7	16IMN901C	Performance Management System	3	100	50	150

8	16IMN902C	Team Dynamics at Work	3	100	50	150
9	16IMN903C	Strategic HRM	3	100	50	150
10	16IMN901D	Sales and Operation Planning	3	100	50	150
11	16IMN902D	ement of ManufacturingSystem	3	100	50	150
12	16IMN903D	Sourcing Management	3	100	50	150

10TH SEMESTER I-MBA

Sl No.	Sub. Code	Subject	Credit	University Marks	Internal Marks	Total Marks
1	16IMN1001A	B2B Marketing	3	100	50	150
2	16IMN1001B	ergers and CorporateRestructuring	3	100	50	150
3	16IMN1001C	Industrial Legislations	3	100	50	150
4	16IMN1001D	Operations Research Applications	3	100	50	150
5	16IMN1002	Seminar	3	0	100	100

COURSE OUTCOME OF 1ST SEMESTER INTEGRATED MBA COURSES

SL. NO.	SEM.	SUBJECT	SUBJECT CODE	AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:
1.	1 st	English Language Communication- I	16IMN101	<p>CO1: Apply conceptual knowledge to enforce the basic concepts of communication, identify and overcome potential barriers in communication and use proper verbal and nonverbal modes of communication in an organisation.</p> <p>CO2: Analyse and implement effective listening and speaking skills for proper articulation of words and sentences and maintain proper eye contact and prepare relevant content for audience.</p> <p>CO3: Develop effective reading skills and maintain clarity in writing styles along with structuring ideas for stylistic variation in writing.</p> <p>CO4: Use Basic Grammar effectively in writing and speaking.</p>
2.	1 st	Business Organization	16IMN102	<p>CO1: Explain the concept of the various constituents of organisations and their impact on businesses.</p> <p>CO2: Demonstrate and develop conceptual framework of business organisations and generate interest in business.</p> <p>CO3: Interpret the definition of ethics, the importance and role of ethical behaviour in the business world today.</p> <p>CO4: Explain different ways of classifying businesses by size industries, sectors and industries type.</p>

3.	1 st	Business Statistics	16IMN103	<p>CO1: Collect, organize, and analyze data using appropriate statistical techniques and software tools.</p> <p>CO2: Demonstrate proficiency in descriptive statistics, including measures of central tendency, dispersion, and graphical representation of data.</p> <p>CO3: Build and evaluate predictive models using statistical methods, enabling them to forecast future trends, identify patterns, and make strategic decisions based on predictive analytics.</p> <p>CO4: Develop a solid understanding of probability theory and its applications in business contexts.</p>
4.	1 st	Basic Financial Accounting- I	16IMN104	<p>CO1: Interpret the process of accounting, uses and limitations.</p> <p>CO2: Identify the accounting concepts, principle and conventions.</p> <p>CO3: Solve, and examine the Journal Entries, Ledger, Trial Balance</p> <p>CO4: Financial Statements, trading, profit & loss and balance Sheet</p>
5.	1 ST	IT for Management	16IMN105	<p>CO1: Interpret and recommend the use information technology to solve business problems</p> <p>CO2: Compare the processes of developing and implementing information systems.</p> <p>CO3: Apply the understanding of how various information systems like DBMS work together to accomplish the information objectives of an organization.</p> <p>CO4: Outline the role of the ethical, social, and security issues of information systems</p>

6.	1 st	English Language Communication - I Lab.	16IMN106	<p>CO1: Use conceptual knowledge of communication and use effective body language and proper articulation by implementing rules of pronunciation.</p> <p>CO2: Analyse and implement effective listening and speaking skills for proper articulation of words and sentences and focus on accent neutralisation.</p> <p>CO3: Develop effective writing styles along with structuring ideas for stylistic variation in writing for effective documentation.</p> <p>CO4: Use Basic Grammar effectively in writing and speaking and implement remedial measures to improve the same.</p>
7.	1 st	IT Lab	16IMN107	<p>CO1: Create, Edit, Print and Share documents</p> <p>CO2: Create, Edit, Print, Share and Present the Presentation</p> <p>CO3: Apply the understanding of how various information & data representation in Spreadsheet.</p> <p>CO4: Outline the role of the Internet and ethical, social, & security issues of Internet Uses.</p>

COURSE OUTCOME OF 2ND SEMESTER INTEGRATED MBA COURSES

SL. NO.	SEM.	SUBJECT	SUBJECT CODE	AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:
8.	2 nd	English Language Communication- II	16IMN 201	<p>CO1: Distinguish among business letters, memos and e-mails in respect of form and format, and compose various types of business messages such as routine, persuasive, good-news, and bad-news messages with appropriate structure</p> <p>CO2: Plan, prepare and design PPT presentations for effective delivery</p> <p>CO3: Apply critical thinking in preparing Resume as well as in preparing for Group Discussion on specified topics</p> <p>CO4: Translate the knowledge of the job interview process and business etiquette into appropriate behavior in real life situations</p>
9.	2 nd	Social Psychology	161MN202	<p>CO1: Develop insight and analyze the contribution of social psychologists to the understanding of human society.</p> <p>CO2: Evaluate effective strategies in socialization, group processes (both inter and intra-group) and helping behavior.</p> <p>CO3: Register the progression of theories in major areas in Social Psychology.</p> <p>CO4: Interpret attitude formation and various methods to be used to change the attitude.</p>

				CO5: Interpret aspects related to social psychology.
10.	2 nd	Quantitative Methods-1	16IMN203	CO1: Interpret Fundamental Concepts of Linear Programming CO2: Evaluate and Solve Transportation Problems CO3: Analyze and Solve Assignment Problems CO4: Demonstrate Decision-Making Skills in Quantitative Environments
11.	2 nd	Basic Financial Accounting-II	16IMN204	CO1: Acquire the knowledge in company accounts such as meaning of a company, characteristics of a company, definition of shares, debentures, underwriting and goodwill, types of shares, bonus share, right share and underwriting, liquidation. Develop an understanding about redemption of Shares and Debenture and its types CO2: Identify the disclosure under the Companies Act,2013, Disclosure under Listing Agreement, Disclosure under Accounting Standards; Voluntary disclosure CO3: Construct and interpret the financial statements of company within the frame work of Ind AS. CO4: Outline the Financial Shenanigans
12.	2 nd	Environmental studies	161MN205	CO1: Analyze and articulate the significance of environmental studies, including the principles and ethics underlying sustainability, to comprehend the impact on Mother Earth. CO2: Evaluate the causes and effects of various forms of pollution and natural hazards, and propose viable remedies and management

				<p>strategies to mitigate environmental destruction.</p> <p>CO3: Critically assess the roles and responsibilities of organizations such as the State Pollution Control Board, NGOs, and international conventions in the governance and preservation of the environment.</p> <p>CO4. Synthesize knowledge of environmental legislation and green industry practices to develop comprehensive environmental audits and promote eco-friendly products within the industry.</p>
13.	2 nd	English Language Communication-II LAB	16IMN206	<p>CO1: Obtain and Process Conceptual Knowledge: Acquisition, demonstration, and practice.</p> <p>CO2: Recollect, Comprehend and Concretize: Recall, Identify, label, illustrate and summarize.</p> <p>CO3: Apply and Analyse: Differentiate, Organise, Integrate, Apply, Solve, Analyse.</p> <p>CO4: Evaluating and Create: Monitor, test, judge, produce, revise, compose.</p>

COURSE OUTCOME OF 3RD SEMESTER INTEGRATED MBA COURSES

SL. NO.	SEM.	SUBJECT	SUBJECT CODE	AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:
14.	3 rd	Quantitative Methods-II	16IMN301	<p>CO1: Apply game theory models to analyze various real-world scenarios, including business competition, negotiations, and strategic decision-making, to derive optimal strategies and outcomes.</p> <p>CO2: Learn simulation techniques such as Monte Carlo simulation, discrete-event simulation, and agent-based modeling, and be able to design, implement, and analyze simulation experiments to solve problems and make decisions in uncertain environments.</p> <p>CO3: Analyse the properties of Markov chains, including transition probabilities, steady-state distributions, and absorbing states, and apply Markov analysis to model and analyze various real-world phenomena such as customer behavior, inventory systems, and epidemiological dynamics.</p> <p>CO4: Acquire a deep understanding of queueing theory, including the characteristics of queueing systems, queueing models, and performance metrics.</p>

15.	3 rd	Principles of Management	16IMN302	<p>CO1: Interpret various concepts of management.</p> <p>CO2: Apply different tools and techniques to make the students interpret the contemporary management practices.</p> <p>CO3: Analyze, identify problems and develop skill to deal with professional challenges that manager face in business organization.</p> <p>CO4: Integrate the knowledge of management to empower the students to appreciate the emerging ideas and practices and its implantation in the real world.</p>
16.	3 rd	Law of Contract	16IMN303	<p>CO1: Analyze the legal elements of contract formation, interpret the nature of various contractual terms, and evaluate the conditions that lead to valid offer and acceptance scenarios.</p> <p>CO2: Apply the principles of contract law to determine the validity of consent, the capacity of parties, and assess the legal remedies available for the breach of contractual obligations.</p> <p>CO3: Differentiate between types of mercantile agents and explain their respective roles and responsibilities within the framework of agency law.</p> <p>CO4: Assess the implications for the rights of partners and obligations under sale of goods, including consumer protections and sellers' remedies.</p>
17.	3 rd	Economic Analysis	16IMN304	<p>CO1: Interpret the fundamental principles of microeconomics and articulate the underlying concepts of economic theory</p> <p>CO2: Apply the principles of cardinal and ordinal utility approaches to solve</p>

				<p>economic problems and critically evaluate their implications in various scenarios.</p> <p>CO3: Analyze the relationship between cost and production to determine their impact on the pricing and output decisions of a firm.</p> <p>CO4: Achieve conceptual clarity on revenue through the examination and distinction of different revenue types and their role in business strategy.</p> <p>CO5: Examine the factors that influence the determination of wages, rent, interest, and profit in an economic context</p>
18.	3 rd	Cost Accounting	16IMN305	<p>CO1: Acquire fundamentals knowledge relating to cost accounting (types & elements of cost) and identify expenses which are part of the total cost of a product or service.</p> <p>CO2: Interpret the process of purchasing and storing materials, management and appraisal of labour force and allocation and apportionment of other expenses.</p> <p>CO3: Learn different methods and techniques of ascertainment and control of costs in manufacturing and service industry.</p> <p>CO4: Assimilate the concepts and applications of different cost management tools.</p>

COURSE OUTCOME OF 4TH SEMESTER INTEGRATED MBA COURSES

SL. NO.	SEM.	SUBJECT	SUBJECT CODE	AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:
19.	4 th	Organizational Behavior	16IMN401	<p>CO1: Explain & interpret various concepts organizational Behaviour.</p> <p>CO2: Apply different tools and techniques to make the students interpret the contemporary behavioural aspect of Individual as well as of group in an organization.</p> <p>CO3: Analyze, identify problems and develop skill to deal with situation implementing right behavioral trait.</p> <p>CO4: Integrate & implement important behavioral skill to empower the students to appreciate the requirement of behavioral code of conduct in the world of business.</p>
20.	4 th	Marketing Management-I	16IMN402	<p>CO1: Identify the key analytical frameworks and tools used in marketing</p> <p>CO2: Utilize the information of a firm's external and internal marketing environment to identify and prioritize appropriate marketing strategies</p> <p>CO3: Design Segmentation, Targeting and Positioning strategies</p> <p>CO4: Analyse different Buying Roles and interpret Consumer Buying Behaviour</p>

21.	4 th	Company Law	16IMN403	<p>CO1: Analyse different concepts, provisions of Company law and issues of corporate and measure to controls it.</p> <p>CO2: Analyse & explain the current scenario in company management and provisions of company law-2013 to deal with such pertinent problems.</p> <p>CO3: Describe the companies' activities meant for the betterment of the society by application of provisions of company law</p> <p>CO4: Outline & interpret the initiatives of corporate to adherence to provisions of company law-2013</p>
22.	4 th	Entrepreneurship & Small Business Management	161MN404	<p>CO1: Demonstrate a fundamental comprehension of business opportunity evaluation for entrepreneurs.</p> <p>CO2: Identify the most recognized sources of potential funding and financing for business start-ups and/or expansion.</p> <p>CO3: Develop skills with respect to customer development, customer validation, and competitive analysis.</p> <p>CO4: Outline presentations and business plans that articulate and apply to functional areas of enterprise management.</p>
23.	4 th	Management Accounting	16IMN405	<p>CO1: Interpret fundamentals concepts of cost and management accounting, prepare cost sheet, understand material control techniques, and determine appropriate price of materials.</p> <p>CO2: Interpret and illustrate core cost management techniques for labour cost control, overheads, contracts, production processes, and marginal costs.</p>

				<p>CO3: Associate the comprehensive strategies of cost control and cost reduction, and solve budgetary control and standard costing problems</p> <p>.CO4: Examine and outline the financial health of a firm by preparing and comparing funds flow and cash flow statements.</p>
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COURSE OUTCOME OF 5TH SEMESTER INTEGRATED MBA COURSES

SL. NO.	SEM .	SUBJECT	SUBJECT CODE	AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:
24.	5 th	Financial Management-I	161MN501	<p>CO1: Demonstrate the applicability of the concept of Financial Management to interpret the managerial Decisions and Corporate Capital Structure.</p> <p>CO2: Apply the CAPM model, NPV and IRR Analysis associate with Financial Data in the corporate.</p> <p>CO3: Demonstrate how the concepts of financial management and investment, financing and dividend policy decisions could integrate while identification and resolution of problems.</p>
25.	5 th	Marketing Management—II	16IMN502	<p>CO1: Make decisions on product and design product strategies</p> <p>CO2: Analyse pricing of different products and design pricing strategies</p> <p>CO3: Design distribution strategies</p> <p>CO4: Design promotion mix and branding strategies</p>

26.	5 th	Operations Management-I	16IMN503	<p>CO1: Appreciate the strategic role of OM in creating and enhancing a firm's competitive advantages</p> <p>CO2: Interpret key concepts and issues of OM in both manufacturing and service organizations</p> <p>CO3: Analyze business processes in services / manufacturing for improvement</p> <p>CO4: Identify the operational issues in the value addition processes of a firm</p> <p>CO5: Apply analytical skills and problem-solving tools to resolve the operational issues</p>
27.	5 th	Human Resource Management-I	16IMN504	<p>CO1: Explain & interpret different concepts, Functions & Processes of HRM.</p> <p>CO2: Apply different tools and techniques for managing human resources in an organization.</p> <p>CO3: Analyze and identify problems and develops skill sets in managing human resources in an organizational context.</p> <p>CO4: Integrate the knowledge of HR concepts to Plan and design human resource intervention & strategies for an organization.</p>
28.	5 th	Employment Legislations	16IMN505	<p>CO1: Interpret the judicial set up of Labour Laws</p> <p>CO2: Apply different tools and techniques related to welfare and wage legislations</p>

				<p>CO3: Analyze, identify problems and develop harmonious Industrial Relations, Social Security and Working conditions.</p> <p>CO4; Integrate the knowledge of various laws related to working conditions in different settings</p>
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COURSE OUTCOME OF 6TH SEMESTER INTEGRATED MBA COURSES

SL. NO.	SEM.	SUBJECT	SUBJECT CODE	AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:
29.	6th	Financial Management-II	16IMN601	<p>CO1: Interpret about basic aspects of dividend decision of companies</p> <p>CO2: Analyse various tools in working capital management</p> <p>CO3: Evaluate about basic aspects of receivable management of a company</p> <p>CO4: Interpret basics of treasury management and cash management</p> <p>CO5: Analyse various sources of finance for current assets of company</p>
30.	6th	Research Methods	16IMN602	<p>CO 1. Learn foundations of Research Methodology and application of Research in Business Decision-Making</p> <p>CO 2. Develop proficiency in Research Design and Data Collection</p> <p>CO 3. Apply advanced Statistical Analysis in Business Research</p> <p>CO 4. Effectively communicate the Research Findings</p>

31.	6th	Operations Management-II	16IMN603	<p>CO 1. Learn how operations management involves a wide range of areas as well as redesigning business operations in the production of goods or services.</p> <p>CO 2. Know about the various industries which were implanting operation management in competitive advantages.</p> <p>CO 3. Develop strategies which are as capacity planning, facilities location planning, aggregate planning and scheduling, as well as inventory management techniques and quality management.</p> <p>CO 4. Demonstrate ability to identify strengths and weaknesses of alternative solutions and obtain relevant managerial insights.</p>
32.	6th	Human Resource Management-II	161MN604	<p>CO 1. Explain & interpret each of the major HRM concepts like Job evaluation, compensation management, industrial relation, industrial disputes, trade unionism, collective bargaining etc.</p> <p>CO 2. Apply different tools and techniques & integrate above concept to in managing human resources in an organizational context.</p> <p>CO 3. Enhance the analytical skill for implementation of the various concept of HRM in the real-life situation.</p> <p>CO 4. Predict emerging trends, opportunities and challenges in HRM in national & global front.</p>

33.	6th	Business Ethics	16IMN605	<p>CO 1. Explain and illustrate the theoretical foundations of business ethics, the importance for business of ethical conduct. Interpret the long-term benefit of business ethics for business success by creating organizational value.</p> <p>CO 2. Recognize and resolve ethical issues in business in terms of how to align the concept of business ethics in decision making of the organization to achieve corporate goals.</p> <p>CO 3. Reflect on and critically examine their own values and the importance of the ethical dimension in business and workplace decision making. Provide a practical approach to support the ethical business decision-making.</p> <p>CO 4. Apply systematic ethical reasoning to business dilemmas. Train people, and communicate effectively in oral and written forms, using the concepts, logic and rhetorical conventions of business ethics. Apply and evaluate social and governance risks in business functions like HR, Marketing, and Finance etc.</p>
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COURSE OUTCOME OF 7TH SEMESTER INTEGRATED MBA COURSES

SL. NO.	SEM.	SUBJECT	SUBJECT CODE	AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:
34.	7th	Fundamentals of ERP	16IMN701	<p>CO 1. Interpret ERP and its role as an integrated management information system and explain the evolution of ERP and its benefits and competitive advantages over traditional information systems.</p> <p>CO 2. Analyze the need for business process reengineering (BPR) and its role in ERP implementation.</p> <p>CO 3. Identify the basic constituents of an ERP package and the criteria for selecting an ERP package.</p> <p>CO 4. Evaluate the key issues involved in ERP implementation, including the role of consultants, users, training, customization, and post implementation issues.</p> <p>CO 5. Analyze the different types of SCM and Apply ERP to different functional areas of a business, such as human resources, finance, production, and sales.</p>
35.	7th	Banking and Insurance Management	16IMN702	<p>CO 1. Identify the history and growth of Banking Crises and various banking sector reforms undertaken"</p> <p>CO 2. Evaluate the structure, functions, and recent trends of the Indian banking and insurance systems, including various types of banks, banking services, insurance products, and the roles of regulatory authorities like IRDA.</p> <p>CO 3. Analyse and differentiate the trading Mechanisms and regulations that exist in the insurance and risk management industry.</p>

36.	7th	Managerial Economics	16IMN703	<p>CO 1. Adopt the managerial economics concepts for business decision making and forecasting demand for various products and services.</p> <p>CO 2. Analyze the relationship between cost and production to determine the equilibrium conditions for cost minimization and profit maximization.</p> <p>CO 3. Achieve conceptual clarity on the short run and long run equilibrium of a firm and industry and also on various pricing strategies.</p> <p>CO 4. Examine different phases of business cycle and its impact on the economy.</p>
37.	7th	International Business	16IMN704	<p>CO1: Have advanced knowledge of economics and business administration and specialized insight into International business.</p> <p>CO2: Have in-depth knowledge of scientific theories and methods that is relevant to the subjects of the master programme.</p> <p>CO3: Learn comprehensive, independent reports and have a complete command of the technical terms of the subjects in the programme.</p> <p>CO4: Indicate problem issues within international business and/or innovation and entrepreneurship, analyse these issues, draw conclusions, and disseminate findings in academia and business.</p>
38.	7th	Corporate Strategy	16IMN705	<p>CO1: Interpret the concept of corporate strategy.</p> <p>CO2: Interpret the inter-linkages between the strategy of the organization and the structure of the organization.</p> <p>CO3: Identify the different levels of corporate strategy and able to chart strategies for the</p>

				<p>organisation that derive from both the external and internal analyses performed.</p> <p>CO4: Examine the reasons for developing Strategies and analyze the resources and capabilities of the organization.</p>
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COURSE OUTCOME OF 8TH SEMESTER INTEGRATED MBA COURSES

SL. NO.	SEM .	SUBJECT	SUBJECT CODE	AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:
MARKETING SPECIALISATION				
39.	8 th	Consumer Behaviour	16IMN801 A	<p>CO1: Rationalize for studying consumer behaviour and understanding its significance.</p> <p>CO2: Identify and explain factors which influence consumer behaviour inclusive of society and culture.</p> <p>CO3: Demonstrate how knowledge of consumer behaviour can be applied to marketing.</p> <p>CO4: Build the capability in interpreting decision making processes, consumer behaviour models and Omni channel behaviour.</p>
40.	8 th	Sales and Distribution Management	16IMN802 A	<p>CO1: Develop effective sales strategies: Gain the knowledge and skills to develop comprehensive sales strategies that align with business objectives, market conditions, and customer needs, resulting in increased sales revenue and market share.</p> <p>CO2: Optimize distribution channels: Learn to evaluate and select appropriate distribution</p>

				<p>channels, including direct and indirect channels, to ensure efficient product delivery, maximize market reach, and minimize costs.</p> <p>CO3: Build and manage sales teams: Acquire the ability to recruit, train, motivate, and manage sales teams, enabling them to effectively engage with customers, meet sales targets, and contribute to the overall success of the organization</p> <p>CO4: Analyze logistics operations, identify areas for improvement, and propose effective solutions that enhance overall supply chain performance. Develop an effective online marketing strategy to drive customer engagement, increase brand visibility, and optimize logistics operations within an e-commerce environment.</p>
41.	8 th	Digital Marketing	161MN803 A	<p>CO1: Gain knowledge about the designing, developing and promoting through Blogs, Website, Social Networks</p> <p>CO2: Utilise the search engines for better visibility in the online world</p> <p>CO3: Create and implement different strategies in the social networking sites.</p> <p>CO4: Design e-mail marketing, Affiliate Marketing, Content Marketing, Display Advertising and Mobile marketing campaigns for promotional activities.</p> <p>CO5: Implement google analytics for identifying, filtering and tracking the day today business activities in the organization.</p>
FINANCE SPECIALISATION				
42.	8 th	Security Analysis & Portfolio	161MN801 B	<p>CO1: Describe basic concept of investment and its constituents.</p> <p>CO2: Design Optimal portfolio and evaluate them using models.</p> <p>CO3: Outline and examine precise models to securities performance and forecasting</p>

		Management		CO4: Apply precise models to securities performance and forecasting
43.	8 th	Financial Derivatives	16IMN802 B	<p>CO1: Describe about basics of financial derivative products, history, growth, uses and traders etc. of financial derivatives.</p> <p>CO2: Describe different concept and technicalities of forward and future contracts and evaluating the value of the contracts.</p> <p>CO3: Describe different concept and technicalities of Options contracts and determining the pricing of options using Binomial and Black Scholes model.</p> <p>CO4: Describe different concept and technicalities of Swap contracts.</p>
44.	8 th	Advanced Management Accounting	16IMN803 B	<p>CO1: Know the fundamental principles and concepts of cost accounting, cost Classification including methods and techniques of costing</p> <p>CO2: Prepare the cost statement relating to methods of costing like job costing, contract costing, Process costing and service costing</p> <p>CO3: Apply the marginal costing techniques for managerial decision making</p> <p>CO4: Analyze different management accounting tools for cost control like budgetary control, Standard costing etc.</p>

HUMAN RESOURCES SPECIALISATION

45.	8 th	Manpower Planning	161MN801 C	<p>CO1: Interpret and explain various concepts of manpower planning.</p> <p>CO2: Apply different tools and techniques of manpower planning in an organizational context.</p> <p>CO3: Analyse situations in organization relating to manpower planning such as a surplus or deficit from case lets and suggest alternative solutions.</p> <p>CO4: Develop and design suitable course/plan of action pertaining to manpower planning.</p>
46.	8 th	Employee Relations	16IMN802 C	<p>CO1: Acknowledge the basic concepts, theories, and trends in employee relations management.</p> <p>CO2: Explain the mechanism of ER and its practices at the workplace</p> <p>CO3: Identify and apply the preventive and settlement remedies to maintain smooth employee relations.</p> <p>CO4: Analyze and evaluate key processes of IR at the workplace and their relationships in the organizations.</p> <p>CO5: Critically discuss, analyze and evaluate the current IR trends that confront modern-day business organization</p> <p>CO6: Develop insights into effective use and application of IR approaches, strategies and machinery for employee relations management.</p>

47.	8 th	Compensation and Benefit Management	16IMN303 C	<p>CO1: Analyse the basic compensation concepts, objectives, scope of compensation management system.</p> <p>CO2: Outline the different types of compensation and techniques of compensation payment</p> <p>CO3; Analyze and Interpret the effect of business environment factors and theories on Compensation Management</p> <p>CO4: Apply knowledge of compensation system, policy and exercise leadership in pursuit of innovative HRM solution.</p>
OPERATIONS MANAGEMENT SPECIALISATION				
48.	8 th	Supply Chain Management & Logistics	16IMN801 D	<p>CO1: Estimate and evaluate the concept of operational integration and global supply chain integration, different process of supply chain, role of different drivers and demand forecasting. Define and establish the strategic importance of logistics to achieve business success by creating value through supply chains.</p> <p>CO2: Interpret the foundational role of logistics as it relates to transportation and warehousing. How to align the management of a supply chain with corporate goals and strategies. Strengthen integrative management analytical and problem-solving skills.</p> <p>CO3: Learn how logistic and supply chain strategies can create value generation and utilize IT applications. Design and provide a practical approach to support the business' decision-making within the context of supply chain management and the real world.</p>

				CO4: Analyze performance measures to achieve sustainability in supply chain operations. Evaluate environmental, social, and governance risks in end-to-end supply chains. Interpret reverse logistics, recall and recovery operations and spillover effect.
49.	8 th	Pricing and Revenue Management	16IMN802 D	CO1: Translate the knowledge of pricing and revenue management with respect to operations management. CO2: Interpret the impact of different markets and their economics in context of revenue management. CO3: Identify, Evaluate, choose and develop different methods and approaches of network and capacity control in revenue management. CO4: Apply pricing and revenue management in various business industries like airlines, hospitality and railways.
50.	8 th	Operation Strategy	16IMN303 D	CO1: Interpret the students about what is operations strategy and how it's applied in the field of operations management. CO2: Offer operations strategy in terms of business process, capacity, technology and facilities domains. CO3: Analyse the operations strategy in terms of quality and cost perspective. CO4: Build the students to use operations strategy in the field of purchasing/sourcing and supply chain management.
51.		Summer Internship Project	16IMN804	CO1: Apply core MBA knowledge to solve real-world business problems. CO2: Develop professional communication and interpersonal skills in an organizational setting.

				CO3: Gain practical experience in a specific industry or functional area. CO4: Reflect on learning experiences and articulate career goals for the future.
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COURSE OUTCOME OF 9TH SEMESTER INTEGRATED MBA COURSES

SL. NO.	SEM.	SUBJECT	SUBJECT CODE	AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:
MARKETING SPECIALISATION				
52.	9 th	Service Marketing	16IMN901A	CO1: Interpret the Concept of Services and intangible products CO2: Discuss the relevance of the services Industry to Industry CO3: Examine the characteristics of the services industry and the modus operandi CO4: Analyse and evaluate the role and relevance of Quality in Services
53.	9 th	Retail Management	16IMN902A	CO1: Interpret retail industry fundamentals: Gain a solid understanding of the fundamental principles, concepts, and dynamics of the retail industry, including market trends, consumer behavior, and competitive analysis. CO2: Apply effective retail management strategies: Develop the ability to apply strategic thinking and decision-making skills to manage key aspects of retail operations, such as merchandising, inventory control, store layout, and pricing.

				<p>CO3: Enhance customer service and sales techniques: Acquire the knowledge and skills necessary to provide exceptional customer service and employ effective sales techniques to drive customer satisfaction, loyalty, and maximize sales revenue.</p> <p>CO4: Develop and disseminate a strategic roadmap for building and managing a successful retail brand that drives customer loyalty, increases market share, and enhances the overall brand equity of the retail business.</p>
54.	9 th	Product & Branding Management	16IMN903A	<p>CO1: Interpret the key concepts and theories in product portfolio management.</p> <p>CO2: Interpret the use of branding on products and the relevant psychological branding theories.</p> <p>CO3: Develop the ability to appraise brand strategies and make suggestions for improvement.</p> <p>CO4: Develop the ability to recognize and respond to challenges in the management of products and brands.</p>
FINANCE SPECIALISATION				
55.	9 th	Project Appraisal and Financing	16IMN901B	<p>CO1: Describe the basic features of a project management</p> <p>CO2: Evaluate the project by using various appraisal techniques</p> <p>CO3: Do financial appraisal of a project (Cost Benefit Analysis of a Project)</p> <p>CO4: Identify about various sources of project financing</p> <p>CO5: Analyze about the state of infrastructure project in India</p>

56.	9 th	Business Taxation	16IMN902B	<p>CO1: Describe the provisions of the Indian Income Tax Act and determine the residential status and tax liability for different persons.</p> <p>CO2: Differentiate between various sources of income and calculate the total income and tax liability of individuals from Salary.</p> <p>CO3: Illustrate the total income from house properties, business and profession, capital gains, and other sources and list various exemptions available under the Income Tax Act.</p> <p>CO4: Interpret the concepts of Goods and Services Tax (GST) and Value Added Tax (VAT) and determine the tax liability under GST & VAT.</p>
57.	9 th	Behavioural Finance	16IMN903B	<p>CO1: Demonstrate an understanding of how behavioral finance deviates from traditional finance theories. Apply behavioral finance concepts to analyze real-world financial scenarios and decision-making processes.</p> <p>CO2: Compare and contrast traditional finance theories (e.g., Efficient Market Hypothesis) with behavioral finance theories (e.g., Prospect Theory, Behavioral Portfolio Theory). Critically evaluate the contributions and limitations of key behavioral finance theories in explaining market phenomena</p> <p>CO3: Analyze how these biases impact individual and market-wide decision-making processes. Develop strategies to recognize, mitigate, and potentially exploit biases in financial decision-making.</p>

HUMAN RESOURCES SPECIALISATION

58.	9 th	Performance Management System	16IMN901C	<p>CO1: Interpret an organization's performance management process that is compliant with law and support organizational mission and strategy.</p> <p>CO2: Identify various organizational performance management programme and best practice and define attributes of effective performance management systems.</p> <p>CO3: Develop and apply job-related performance standard and performance indicators that reflect the employee's range of responsibilities</p> <p>CO4: Integrate the knowledge to implement appropriate actions with employees (e.g. training and development, wage increase, promotion, bounce etc.) based on their performance strengths and weakness</p>
59.	9 th	Team Dynamics at Work	16IMN902C	<p>CO1: Interpret and explain various concepts of a Work Group and Team and Different types of teams in a business context.</p> <p>CO2: Apply different tools and techniques of developing work teams, design team Process.</p> <p>CO3: Analyse situations in organization as to how and why team members cooperate And could become competitive among members.</p> <p>CO4: Develop and design suitable course/plan of action pertaining to conflict Management, team and individual reward practices to motivate a team.</p>

60.	9 th	Strategic HRM	16IMN903C	<p>CO1: Develop and Interpret the meaning and nature of SHRM</p> <p>CO2: Apply different HR strategies are related to business strategies</p> <p>CO3: Analyze, identify problems and integrate dynamic nature of global competition and of social and technological trends and their significance for HRM practice.</p>
OPERATIONS MANAGEMENT SPECIALISATION				
61.	9 th	Sales and Operation Planning	16IMN901D	<p>CO1: Relate the relationship between Sales & Operation planning Define and establish an effective Sales & Operation plan which can improve revenues, decrease costs, and increase customer satisfaction.</p> <p>CO2: Apply strategic planning and its linkage to sales and operation, approaches and the methods (Qualitative and Quantitative) of sales forecasting.</p> <p>CO3: Construct Strategic Capacity planning, aggregate planning. The student will be able to develop aggregate planning by applying aggregate strategies.</p> <p>CO4: Relay Master Production scheduling, EPR in operation planning and control.</p>
62.	9 th	Management of Manufacturing System	16IMN902D	<p>CO1: Gain more insights on the concept of Manufacturing System</p> <p>CO2: Explain insights on cellular manufacturing systems as present-day requirement in industry.</p> <p>CO3: Apply in to Just-in-Time conceptual ideas and familiar about the lean philosophy, Kaizen concept and Six Sigma.</p>

				CO4: Gain knowledge on synchronizing and Flexible manufacturing systems special reference to product industry.
63.	9 th	Sourcing Management	16IMN903D	CO1: Illustrate basic knowledge and interpreting on global sourcing principles and practices with recent advances CO2: Inculcate the habit of negotiation, risk analysis, do supplier research and evaluate them as per firm's requirement CO3: Identify, develop and modify different methods of rating and selecting suppliers or vendors CO4: Analyse supplier performance using various analytical tools

COURSE OUTCOME OF 10TH SEMESTER INTEGRATED MBA

SL. NO.	SEM.	SUBJECT	SUBJECT CODE	AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:
MARKETING SPECIALISATION				
64.	10 th	B2B Marketing	16IMN1001A	CO1: Rationalize for studying B2B Marketing and its importance in India CO2: Demonstrate a fundamental comprehension of B2B Marketing Process CO3: Discuss unique strategies employed by companies for marketing to Business companies CO4: Demonstrate an in-depth understanding of the marketing and buying process

FINANCE SPECIALISATION				
65.	10 th	Mergers & Corporate Restructuring	16IMN1001 B	<p>CO1: Recall the concept of Financial Policy and Corporate Strategy</p> <p>CO2: Describe type of merger, acquisition and due diligence</p> <p>CO3: Analyze the concept of takeover, cross boarder take over leveraged buyout, divestitures, spin –offs</p> <p>CO4: Explain different technique involve corporate restructuring</p>
HUMAN RESOURCES SPECIALISATION				
66.	10 th	Industrial Legislations	16IMN1001 C	<p>CO1: Interpret different concepts of Industrial legislation</p> <p>CO2: Critically evaluate the effectiveness and limitations of existing industrial legislation in promoting fair and equitable employment practices, as well as propose potential reforms or improvements.</p> <p>CO3: Integrate and apply the knowledge the legal principles to real-world scenarios for understanding of how industrial legislation operates in practice._</p>
OPERATIONS MANAGEMENT SPECIALISATION				
67.	10 th	Operations Research Applications	16IMN1001 D	<p>CO1: Demonstrate the proficiency to use different methods and techniques for effective decisions–making, create exposure to operations research tools and techniques in various business environments. To provide insights on dynamic programming, integer programming, and Quadratic Programming applications.</p> <p>CO2: Develop the ability to use operations research tools in the field of operations scheduling, transportation techniques and queuing model.</p>

				<p>CO3: Identify and develop operational research models from the verbal description of the real system. To interpret the mathematical tools that are needed to solve optimization problems.</p> <p>CO4: Create exposure to operations research tools & techniques in various environments, optimization techniques, nonlinear programming techniques and supply chain distribution.</p>
68.	10 th	Seminar	16IMN1002	<p>CO1: Demonstrate strong presentation skills to effectively communicate complex business concepts to a diverse audience.</p> <p>CO2: Apply critical thinking and analytical skills to respond to questions and engage in discussions related to the chosen seminar topic.</p> <p>CO3: Develop and deliver a well-structured and persuasive presentation on a chosen business topic, adhering to time constraints.</p> <p>CO4: Effectively defend the chosen seminar topic through comprehensive knowledge and clear communication during the viva voce examination.</p>