

Department of Commerce and Business Administration  
Faculty of Commerce  
University of Allahabad



Course Structure and Syllabus  
Five Year Integrated Programme in Management

w.e.f. Academic Session: 2023-2024

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**Structure of FIVE YEAR INTEGRATED PROGRAMME IN MANAGEMENT (IPM)  
CREDIT STRUCTURE**

**SEMESTER-I**

S.N.	Course Code	Course Title	L	T	P	Credit	Int.	Ext.
THEORY								
1.		Foundation Course - 1	2	1		3	40	60
2.		Skill Based Elective - 1	2	1		3	40	60
3.	IPMC-101	Fundamentals of Management	3	1		4	40	60
4.	IPMC-102	Accounting for Managers	3	1		4	40	60
5.	IPMC-103	Fundamentals of Computing	3	1		4	40	60
6.	IPMC-104	Workshop on Presentation Skills	1		3	4		
TOTAL						22		

**SEMESTER-II**

S. No.	Course Code	Course Title	L	T	P	Credit	Int.	Ext.
THEORY								
1.		Foundation Course – 2	2	1		3	40	60
2.		Skill Based Elective – 2	2	1		3	40	60
3.	IPMC-201	Business Communication	3	1		4	40	60
4.	IPMC-202	Quantitative Techniques	3	1		4	40	60
5.	IPMC-203	Business Economics	3	1		4	40	60
6.	IPMC-204	Seminar			4	4		
TOTAL						22		

**SEMESTER-III**

S. No.	Course Code	Course Title	L	T	P	Credit	Int.	Ext.
THEORY								
1.	IPMC-301	Business Research	3	1		4	40	60
2.	IPMC-302	Principles of Marketing	3	1		4	40	60
3.	IPMC-303	Business Law	3	1		4	40	60
4.		Elective 01	3	1		4	40	60
5.		Elective 02	3	1		4	40	60
6.	IPMC-304	Dissertation	1		1	2		
TOTAL						22		

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**SEMESTER-IV**

S. No.	Course Code	Course Title	L	T	P	Credit	Int.	Ext.
THEORY								
1.	IPMC-401	Human Resource Management	3	1		4	40	60
2.	IPMC-402	Financial Management	3	1		4	40	60
3.	IPMC-403	Business Environment	3	1		4	40	60
4.		Elective 03	3	1		4	40	60
5.		Elective 04	3	1		4	40	60
6.	IPMC-404	Socio-Economic Survey			2	2		
<b>TOTAL</b>						<b>22</b>		

**SEMESTER-V**

S. No.	Course Code	Course Title	L	T	P	Credit	Int.	Ext.
THEORY								
1.	IPMC-501	Business Ethics and Corporate Governance	3	1		4	40	60
2.	IPMC-502	Stock Market Operations	3	1		4	40	60
3.	IPMC-503	Business Statistics	3	1		4	40	60
4.		Elective 05	3	1		4	40	60
5.		Elective 06	3	1		4	40	60
6.	IPMC-504	Internship			2	2		
<b>TOTAL</b>						<b>22</b>		

**SEMESTER-VI**

S. No.	Course Code	Course Title	L	T	P	Credit	Int.	Ext.
THEORY								
1.	IPMC-601	Innovation and Creativity Management	3	1		4	40	60
2.	IPMC-602	Organisational Behaviour	3	1		4	40	60
3.	IPMC-603	Managerial Economics	3	1		4	40	60
4.		Elective 07	3	1		4	40	60
5.		Elective 08	3	1		4	40	60
6.	IPMC-604	Viva-Voce			2	2		
<b>TOTAL</b>						<b>22</b>		

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### SEMESTER-VII

S. No.	Course Code	Course Title	L	T	P	Credit	Int.	Ext.
THEORY								
1.	IPMC-701	Management Information System	3	1		4	40	60
2.	IPMC-702	Production and Operations Management	3	1		4	40	60
3.	IPMC-703	Indirect Taxes	3	1		4	40	60
4.		Elective 09	3	1		4	40	60
5.		Elective 10	3	1		4		
6.	IPMC-704	Rural Field Survey	1		1	2	40	60
TOTAL						22		

### SEMESTER-VIII

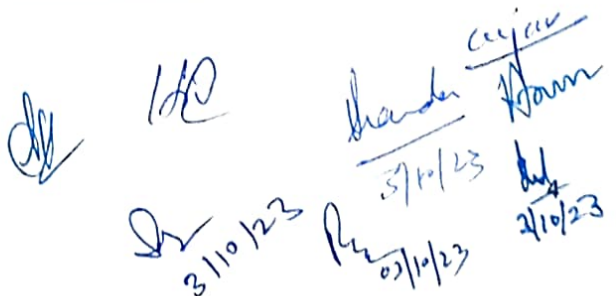
S. No.	Course Code	Course Title	L	T	P	Credit	Int.	Ext.
THEORY								
1.	IPMC-801	International Business	3	1		4	40	60
2.	IPMC-802	Operations Research	3	1		4	40	60
3.	IPMC-803	Direct Taxes	3	1		4	40	60
4.		Elective 11	3	1		4		
5.		Elective 12	3	1		4		
6.	IPMC-804	Industrial tour			2	2	40	60
TOTAL						22		

### SEMESTER-IX

S. No.	Course Code	Course Title	L	T	P	Credit	Int.	Ext.
THEORY								
1.	IPMC-901	Strategic Management and Business Policy	3	1		4	40	60
2.	IPMC-902	Project Management	3	1		4	40	60
3.	IPMC-903	Entrepreneurship Development	3	1		4	40	60
4.		Elective 13	3	1		4	40	60
5.		Elective 14	3	1		4	40	60
6.	IPMC-904	Internship			2	2	40	60
TOTAL						22		

### SEMESTER-X

S. No.	Course Code	Course Title	L	T	P	Credit	Int.	Ext.
THEORY								
1.	IPMC-1001	Major Project Dissertation	2		20	22	40	60


  
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## Electives Courses

<p style="text-align: center;"><b><u>General Management</u></b></p> <p>IPME-101: Personality Development            IPME-102: Behavioural Economics            IPME-103: Managing Online Businesses            IPME-104: Family business management            IPME-105: Stress Management            IPME-106: Corporate Social Responsibility            IPME-107: Start-up ecosystems and Management            IPME-108: Intellectual Property Rights            IPME-109: Indian management thought and practices</p>	<p style="text-align: center;"><b><u>Financial Management</u></b></p> <p>IPME-201: Indian Financial System            IPME-202: Behavioural Finance            IPME -203: Financial Services            IPME-204: Security Analysis &amp; Portfolio Management            IPME -205: Financial Modeling for Business            IPME -206: Risk Management in business            IPME -207: Financial Derivatives            IPME -208: Financial econometric            IPME -209: Capital and securities market            IPME -210: Personal Financial Planning            IPME -211: Financial Reporting &amp; Analysis</p>
<p style="text-align: center;"><b><u>Human Resource Management</u></b></p> <p>IPME-301: Strategic Human Resource Management            IPME-302: Performance Management            IPME-303: Leadership Development            IPME-304: International Human Resource Management            IPME-305: Managing Organisational Change            IPME-306: Industrial Relations            IPME-307: Labour Laws            IPME-308: Talent Development            IPME-309: Competency and Skill Management            IPME-310: Organisation Development            IPME-311: Training Management</p>	<p style="text-align: center;"><b><u>Marketing Management</u></b></p> <p>IPME- 401: Digital Marketing            IPME- 402: Customer Relationship Management            IPME- 403: Advertising Management            IPME- 404: Marketing Research            IPME- 405: Social Media Marketing            IPME- 406: Agri Business and Rural Marketing            IPME- 407: Brand and Product Management            IPME- 408: Advanced Selling Skills and Sales Management            IPME- 409: Marketing Analytics            IPME- 410: Consumer Behaviour            IPME- 411: International Logistics Management</p>
<p style="text-align: center;"><b><u>Supply Chain Management</u></b></p> <p>IPME-501: Agri-Food Supply Chain Management            IPME-502: Commercial Aspects of Transportation and Logistics Industry            IPME-503: Digital Innovation &amp; Technology in Supply Chain Management            IPME-504: Logistics Regulation and Compliance            IPME-505: Transportation and Shipping Logistics Management            IPME-506: Innovations in Supply Chain            IPME-507: Retail Supply Chain Management            IPME-508: Supply Chain Finance            IPME-509: Transportation Systems &amp; Network Design            IPME-510: Sustainable Supply Chain</p>	<p style="text-align: center;"><b><u>Skill Courses</u></b></p> <p>As offered by the University of Allahabad</p> <hr/> <p style="text-align: center;"><b><u>Foundation Courses</u></b></p> <p>As offered by the University of Allahabad</p>

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# FIVE YEAR INTEGRATED PROGRAMME IN MANAGEMENT (IMP)

## SEMESTER-I

### CORE COURSE

#### IPMC-101: Fundamentals of Management

**Objective:** The objective of the course is to enable students comprehend the basic concepts and principles of management and give an understanding of the basic functions of management so as to inculcate the ability to apply the concepts in organisational context.

#### UNIT-I

Introduction: Functions and Principles of management, Managerial roles, Evolution of management, Approaches to management– Classical, behavioural, systems and contingency approaches; Contemporary issues and challenges.

#### UNIT-II

Planning: Meaning, nature, importance and steps of planning, types of plans, MBO, Decision making: meaning, types, Process and models. Organization: Concept, Characteristics, Functions and Importance, Classification of organisation, Formal, Informal Theories of Organization, Line and staff authority, Matrix and Virtual organisation

#### UNIT-III

Directing and Controlling: Direction-meaning, principles of directing, techniques of direction, Motivation-Motives, Characteristics, Motivation Theories, Maslow's hierarchy of need Theory, Douglas McGregor Theory X and Y, Theory Z, Herzberg two factor theory, ERG theory, Leadership-theories of leadership, Trait theory, Behavioural, situational approach,

**UNIT-IV** Communication: Process, Methods, Types of communication, Principles of Effective communication, Barriers to communication, Methods of overcoming barriers, Coordination-Features and importance, essentials of effective coordination, Techniques of coordination, Types, Steps for effective coordination.

**UNIT-V** Control Process: Nature, Steps in control process, Techniques of control, PERT/CPM, types of managerial control, Budgetary Control, Management Audit-Objectives and significance, Approaches to management audit.

#### Suggested Readings:

1. S.P.Robbins, Mary Coulter, David DE Cenzo, *Fundamentals of management*, Pearson Publication.
2. D. Chandra Bose, *Principles of management and Administration*
3. Peter F. Drucker, *The Practice of Management*
4. Peter. F. Drucker, *Management: Tasks, Responsibilities and Practices*
5. Peter F. Drucker, *People and Performance*
6. Stephen P. Robbins and Mary A. Coulter *Management: Global Edition*
7. Ricky W. Griffin *Management: Principles and Practices*
8. Stoner, Freeman and Gilbert, Jr. *Management*, Pearson Education,
9. Wehrich, Heinz and Harold Koontz, *Management: A Global Perspective*, TMHI

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## IPMC-102: Accounting for Managers

**Objective:** The course objective is to impart knowledge about the accounting process and to inculcate an understanding of the way accounting information may be utilized for managerial decision making.

### Unit - I

Accounting – Introduction, importance and scope; Generally Accepted Accounting Principles; accounting equation; Accounting cycle – Journals, Ledgers, Trial Balance; Role of Cost Accounting and Financial Accounting for decision making.

### Unit – II

Preparation of financial statements – Statement of Profit and Loss, Balance Sheet; Fund Flow Statement and Cash Flow Statement

### Unit – III

Financial Statement Analysis – Ratio Analysis, Trend Analysis, Common size statement and Comparative Financial Statement.

### Unit – IV

Cost Concept & classification - Material, labour, overhead; types of cost; cost sheet; marginal costing and Cost volume profit analysis.

### Unit – V

Standard costing and variance analysis (Material and labour); Budget and Budgetary Control: Characteristics of Budgeting, Objectives of budgetary control, budget and Forecasting, types of budget, Limitations of Budgetary control; use of any accounting software.

### Suggested Readings:

- P.C. Tulsian, *Financial Accountancy*, Pearson Education.
- S.N. Maheshwari and S.K. Maheshwari, *An Introduction to Accountancy*, Vikas Publishing House
- M.N. Arora, *Cost and Management Accounting*, Himalaya Publishing House
- R.P. Rustagi, *Fundamentals of Management Accounting*, Taxmann





## IPMC-103: Fundamentals of Computing

**Objective:**The purpose of this course is to develop the ability to utilize the computing facilities for business activities.

### UNIT-I

Introduction- Evolution of Computers, Characteristics and classification of Computers, Basic Computer Organization, System Concept, Number Systems, Conversion from one number system to another, CPU, Control Unit, Arithmetic Logic Unit, Registers, Main Memory, Cache Memory, Storage Evaluation Criteria.

### UNIT-II

Input-Output Devices: Keyboard, Point-and-Draw Devices, Data Scanning Devices, Electronic-card reader, Speech Recognition and Vision-input system, Monitors, Printers, Screen Image Projector, Voice Response Systems, Secondary Storage Devices: Magnetic Disks, Optical Disks, Memory Storage Devices, Mass Storage Devices.

### UNIT-III

Relationship between Software and Hardware, Types of Software, What is an Algorithm and a Flowchart, Computer Languages, Language Translators, Operating System, Major Functions of OS, Application Software Packages, MS-Word, Excel and PowerPoint.

### UNIT-IV

Communication system, Data Transmission Modes, Data Transmission Media: Twisted-Pair Wire, Coaxial Cable, Microwave System, Communications Satellite, Optical Fibers, Asynchronous and Synchronous Transmission, Switching Techniques, Network Types, Network Topologies, Communication Protocol, Distributed Computing Systems.

### UNIT-V

Data Processing, Characteristics of Poor Quality Data and Integrity of Data, Data Storage Hierarchy, Standard methods of organizing data, File Management System, DBMS, Internet, Intranet, Extranet, e-mail, Web Browsers, Search Engines, Search Engine Result Pages, Data Centers, Cloud Computing-Concept, its application in organisation, Virtualization.

### Suggested Readings:

1. Norton, Peter, *Introduction to Computers*, McGraw Hill
2. Sinha, Pradeep K., Sinha, Priti, *Computer Fundamentals*, BPB
3. Rajaraman V., Neeharika Adabala, *Fundamentals of Computer*, PHI
4. Goel, Anita, *Computer Fundamentals*, Pearson
5. Lalwani, Lokesh, *Excel 2019 All-in-One*, BPB

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## IPMC-104: Workshop on Presentation Skills

This course aims to develop the presentation skill of the students. Their presentation skills will be evaluated on predefined criteria.

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## SEMESTER II

### IPMC-201: Business Communication

**Objective:** The course objective is to inculcate verbal and non-verbal communication skills in the students so that they are able to express and effectively convey the messages in formal and informal workplace settings. The course also aims at developing necessary skills for online communication and using technology for effective communication in modern day organisations.

#### Unit-I

**Introduction:** Meaning and process of communication channels: traditional, digital; choice of medium/channel Forms of communication; formal, Informal, Grapevine, role of digital medium communication barriers; Semantic, psychological, physical technological Persuasive communication, Business Communication Etiquettes.

#### Unit-II

**Verbal Communication:** Effective Verbal Communication, Listening skills, Interviews: face to face, telephonic, video conferencing; Facing interviews and Public speaking.

#### Unit-III

**Non-Verbal Communication:** Business letters – parts of letters, formats of letters Notice, Agenda and Minutes: Format, Using digital Applications for written formal communication, Writing e-mails, Resume writing; Preparing resume using online templates Body language.

#### Unit-IV

**Group Communication:** Group Discussion; Brainstorming, Conducting effective meetings, Digital platforms for group communication, Power point presentations, Conducting effective meetings.

#### Unit-V

**Practical Activities:** Case studies, role plays, exercises and activities.

#### Suggested Readings:

- Mukerjee, Hory: *Business Communication: Connecting At Work*. Oxford University Press
- Jain, Neeraj and Mukherji, Shoma: *Effective Business Communication*. McGraw Hill Education
- Synder: *Today's Business Communication: A How-To Guide for the Modern Professional*. McGraw Hill.
- Williams, Karen, Logan, Joyce, Krizan, A.C. and Merrier, Patricia: *Communicating in Business*. Cengage Learning India Private Limited.
- Lehman, Carol, DuFrene, Debbie and Sinha, Mala: *Business Communication (BCOM)*. Cengage Learning India Pvt. Ltd.
- Chaturvedi, P.D. and Chaturvedi Mukesh: *Business Communication*. Pearson Education.
- Bovee, Courtland, Hill, John and Raina, Roshan: *Business Communication Today*. Pearson Education.

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## IPMC-202: Quantitative Techniques

**Objective:** The main objective is to provide the knowledge of basic mathematics and statistics and its techniques useful in business.

### UNIT-I

Numbers: Natural Numbers, Integers, Divisor of an Integer, G.C.D. and L.C.M. of two Integers, Rational Numbers, Irrational Numbers, Real Numbers, Absolute Value of Real Numbers, Complex Numbers, Modulus of a Complex Numbers.

Set Theory: Subset, Superset, Power of a Set, Set Operations such as Union, Intersection, Difference, Symmetric Difference, Cartesian Product of Two Sets, Venn Diagram, Logarithmic Function and its Properties.

### UNIT-II

Matrix Theory: Definition and Types of Matrices, Addition, Scalar Multiplication and Multiplication of Matrices, Transpose of a Matrix, Determinant of a Square Matrix, Row and Column Operations on a Matrix, Solution of System of Linear Equations by Matrix Method.

### UNIT-III

Measures of Central Tendencies and Dispersions: Mean, Median, Mode and Weighted Average, Range Method, Mean Deviation, Standard Deviation, Coefficient of Variation, Quartile Deviation.

### UNIT IV

Measures of Skewness: Karl Pearson's Coefficient of Skewness, Bowley's Coefficient of Skewness.

Correlation: Graphic and Scatter Diagram Method, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation Coefficient.

### UNIT V

Analysis of Time Series: Moving Average Method, Least Square Method, Seasonal Variations, Irregular Fluctuations.

Index Number: Un-weighted Index Number, Changing and Shifting of Base, Weighted Index Number, Cost of Living Index Number, Fisher's Ideal Index Number, Reversibility Tests.

#### Suggested Readings:

- Budnick, Frank S., *Applied Mathematics for Business, Economics, and the Social Science* McGraw Hill, New Delhi
- Gupta, J.D., Gupta, P.K., *Mathematic for Business and Economist*, TMH, New Delhi
- Roy, Ramendu, *Principles of Statistics*, Prayag Pustak Bhawan, Allahabad
- Elhance, D.N., Elhance, Veena, Aggarwal, B.M., *Fundamentals of Statistics*, Kitab Mahal, New Delhi
- Singh, R.K., Shukla S. S., *Business Statistics*, Shikha Publishers, Allahabad

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## IPMC-203: BUSINESS ECONOMICS

**OBJECTIVE:** To familiarise the students about the basic concepts of economics and application of economic theory in business decision-making.

### UNIT-I

**Introduction:** Introduction to business economics. Its scope and importance to the organization. Concepts of opportunity and incremental cost principle. Concept and nature of demand, determinants of demand, demand curve.

### UNIT-II

**DEMAND & SUPPLY:** Meaning, significance, types and measurement of elasticity of demand (price, income and cross) Meaning, significance and various methods of demand forecasting. Ordinal approach to consumer behaviour, Indifference curve analysis-Price, income & substitution effects. Supply function and elasticity of supply.

### UNIT-III

**Theories of Business Economics:** Theory of production: short run analysis with law of variable proportions. Theory of production in the long run: laws of returns to scale. Revenue analysis: concept of revenue, classification of revenue, revenue-output relationship.

### UNIT IV

**Market Structure:** Pricing and output decisions under various market structure: perfect competition, monopoly, monopolist competition. Collusive and non-collusive oligopoly market, price rigidity, cartels and price leadership models. National Income and Economic Welfare

### UNIT V

**Theories of Distribution:** Keynesian liquidity preference theory, Marginal productivity theory of wage, Knight and Modern theory of profit, IT applications: Role of IT in management decision making.

#### Suggested Readings:

- H.L. Ahuja, *Principles of Economics*, Sultan Chand, Nov. 2007.
- Yogesh Maheshwari, *Managerial Economics*, 3rd Edition, PHI Learning,
- Richard Lipsey and Alec Charystal, *Economics*, Oxford University Press, New Delhi,
- Diwedi.D.N. *Managerial Economics*, Vikas Publishing House

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### IPMC-204: Seminar

Course objective is to help students develop insights into contemporary issues and hone their public speaking skills. The course will also help develop researching skills in the students and enable them identify sources of secondary data, conduct literature review and analyse the secondary data. The students will present the topics allotted to them by the course instructor and will be evaluated on some predefined criteria.

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## SEMESTER III

### IPMC-301: Business Research

**Objective:** The objective is to equip the students with basic understanding of business research methodology and to provide an insight into the application tools of analysis and interpretation.

#### UNIT- I

**Business Research Method:** Concept, Nature, Scope of BRM, Significance, Objectives of Business Research, Characteristics of Research, Types of Research-Exploratory, Empirical Research, Cross- Sectional and Time Series Research, Research Questions/ Problems, Research Hypothesis- Characteristics, Research in an Evolutionary Perspective, The Role of Theory in Research, The Research Process: An overview.

#### UNIT- II

**Research Design and Measurement:** Definition and types of research design- Exploratory and Causal Research Design, Descriptive and Experimental Design, Qualities of a Good Research Design, Validity of Findings-Internal and External Validity, Variables in Research, Scaling: Procedure and Technique, Nominal, Ordinal and Rank Scales, Measurement of variables, Validity and Reliability of data.

#### Unit III

**Data Collection:** Primary Vs Secondary Data, Methods of data Collection, Survey Vs Observation Research Methods: Descriptive and Experimental, Construction of Questionnaire and Instrument, Validation of Questionnaire, Sampling Plan, Sample Size, Determination of Optimal Sample Size, Sampling Techniques, Probability Vs. Non Probability Sampling Methods.

#### Unit IV

**Data Preparation and Analysis:** Data Preparation, Editing, Coding, Data Entry, Validity of Data, Qualitative Vs Quantitative data analysis, Bivariate and Multivariate statistical Techniques, Factor Analysis, Discriminant Analysis, Cluster Analysis, Multiple Regression and Correlation, Chi square test, Multidimensional scaling – Application of Statistical Software for Data Analysis.

#### Unit V

**Report Writing and Ethics In Business Research:** Research Report: Different types, Contents of Report; Need of Executive Summary; Chapterization, Contents of Chapter; Report Writing; The Role of Audience; Readability; Comprehension, Tone, Final Proof; Report Format: Title of the Report; Ethics in Research, Ethical Behaviour in Research; Subjectivity and Objectivity in Research.

#### Suggested Readings:

- William G. Zikmund: *Business Research Methods*,
- Cooper and Schindler: *Business Research Methods*, TMH
- Mark Saunders: *Research Methods for Business*: Pearson Education,
- C.R. Kothari: *Research Methodology – Methods*, New Age Publications.
- Anil K. Mishra: *A Hand-Book of Research in SPSS*, Himalayan Publishing
- Field, A.. *Discovering Statistics Using IBM SPSS*. Sage Publications
- Das Gupta S., *Methodology of Social Science Research*

## IPMC-302: Principles of Marketing

**Objective:** To familiarize with the basic concepts, and techniques of marketing management and understanding the consumer behaviour in the complex and fast changing business environment.

### Unit-I

Marketing: Core Concept of marketing, Nature, scope of Marketing, Theories of marketing, Functions of marketing, Strategic marketing, Marketing Mix, Holistic marketing, Marketing Organization, Designing Appropriate Structure and influencing Factors, Marketing Environment,

### Unit-II

Analysing consumer markets: Model of consumer behaviour, Buying decision process, Segmentation-bases for consumer segmentation, Product-Types of products, Levels of product, Product mix, Product width, PLC, New product Development, Consumer Behaviour, Nature and Factors influencing Consumer Behaviour, Decision Making Process

### Unit-III

Pricing: Consumer psychology and pricing, Defining the pricing Objective, Determining demand, Pricing methods, Product-mix Pricing, Major consumer incentive decisions. Selecting Trade incentives.

### Unit-IV

Distribution Channels, Functions, Type of Channels, channel levels, Factors Influencing Channel management ,Modern retail environment, Brick-And Mortar Retailers and Online retailers, Supply Chain Management, Gati Shakti Scheme

### Unit-V

Promotion-Promotional Mix, Elements of Promotional Mix, Characteristics of promotional tools Communication Process, Advertising, Publicity, Personal selling as a process, Sales Promotion, Direct marketing channels, (Case Studies)

### Suggested Readings:

- Kotler, Phillip: *Marketing Management*: PHI
- Stanton, W J: *Fundamentals of Marketing*
- Cundiff & Still: *Fundamentals of Marketing*
- Rusenberg, L J: *Marketing*
- Pillai R S N, Bhagwati : *Modern Marketing Principles & Practices*
- Neelmegham and Namakumari : *Marketing Management*, MacMillan, New Delhi
- S.A.Sherlekar : *Marketing Management*

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## IPMC-303: Business Law

**Objective:** The objective of the course is to impart basic knowledge of the business laws.

### Unit I

Companies Act, 2013 Definition: Types of Companies, Incorporation of a Company, Memorandum and Articles of Association, Prospectus, Directors, Meetings

### Unit II

The Indian Contract Act, 1872: Contract-Meaning, Characteristics and kinds, Essentials of valid contract, Discharge of contract, Contingent contracts, Contract of Bailment

### Unit III

The Sale of Goods Act, 1930: Contract of Sale, Conditions and warranties, Transfer of Ownership in Goods, Performance of Contract of Sale

### Unit IV

The Limited Liability Partnership Act, 2008: Salient Features of LLP, Difference between LLP and Partnership, LLP and Company, Partners and Designated Partners, Incorporation and Registration, Dissolution

### Unit V

Laws related to Environment Protection: Environment Protection Act, 1986, Water (Prevention and Control of Pollution) Act, 1974, Air (Prevention and Control of Pollution) Act, 1981, National Green Tribunal Act, 2023

### Suggested Readings

- Himanshu Srivastava, Mohit Bahal: *Company Law*; Shuchita Prakashan, Allahabad
- G.K. Kapoor: *Corporate Laws & Secretarial Practices*; Premier Book Company, New Delhi
- Garg, Chawla & Gupta: *Company Law*; Kalyani Publishers, Ludhiana (Hindi & English)
- Himanshu Srivastava, Prabhat Agarwal, *Commercial Law*, Shikha Publication,




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### IPMC-304: Dissertation

The course aims to inculcate the researching abilities among students. The students will learn about framing objectives, hypotheses and adopting appropriate research design and the art of writing research report.

Each student will prepare dissertation under the supervision of a faculty member assigned by the Director, MONIRBA. Dissertation topic will be allotted and evaluated by the concerned supervisor.

**SEMESTER- IV**  
**IPMC-401 Human Resource Management**

**Objective:** This course is to help the students to understand the basic concepts as well as modern trends in HRM. It aims at preparing the students to apply the concepts of human resource management at workplace using modern technology for managing talent in the digital era.

**Unit-I**

**Introduction:** Concept, objectives and functions of HRM; Changing nature of work in digital era;

New forms of jobs in the digital era

Digital tools for Managing employees in workplace; Artificial Intelligence and HRM

**Unit-II**

**Procuring Human Resource:** Human Resource Planning: Concept and process; Job analysis- job description, job specification; Human Resource Planning softwares

Recruitment: types and methods, role of digital platforms and social media for recruitment; use of softwares in recruitment; Employer branding

Selection: steps in selection, selection methods, application of digital technology in employee selection; Interviews- types, online interviews

Onboarding: concept, softwares for onboarding

**Unit-III**

**Maintaining and Developing Human Resource:** Performance appraisal: Concept, methods, performance management softwares

Training: Concept; Methods: on the job training, off- the- job training;

Training technologies: mobile and video-based learning, virtual environment and avatars; online learning - Online learning platforms, training softwares

Wages and salary administration: fair wage, living wage, minimum wage; Factors affecting wages and salary; compensation management softwares

**Unit-IV**

**Trends in Human Resource Management:** Managing workforce diversity; use of softwares in managing workforce diversity

Job redesigning: Job enrichment, job enlargement, impact of technology

Remote working: Meaning, issues and challenges; Flexible work schedules

HR Analytics: Concept

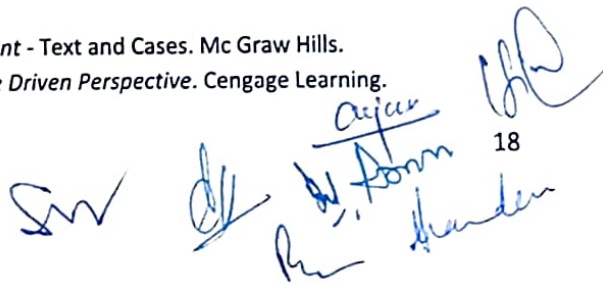
Quality of Worklife; Work-life balance

Employee wellness: Concept, use of digital applications for employee wellness

**Note:** Case studies, business games, role plays, group discussions and other activities will be conducted in the class to strengthen the student learning.

**Suggested Readings:**

- Jyothi, P, and Venkatesh, D.N: *Human Resource Management*. Oxford University Press.
- Boxall, Peter, Purcell, John and Wright Patrick: *The Oxford Handbook of Human Resource Management*. OUP Oxford.
- Emma, Parry, Morley, J., Michael, and Brewster, Chris: *The Oxford Handbook of Contextual Approaches to Human Resource Management*. Oxford University Press.
- Aswathappa, K, and Dash, Sadhna: *Human Resource Management - Text and Cases*. Mc Graw Hills.
- Das, Pulak: *Strategic Human Resource Management: A Resource Driven Perspective*. Cengage Learning.



**Objective**

The objective of this course is to acquaint the students with the basic analytical techniques and methods of financial management of business firms. This course introduces the core concepts and skills needed in financial management. It considers the main financial decision facing a company, approaches as to how these decisions are made and introduces analytical tools that can assist in financial decision-making.

**Unit -I**

**Introduction to Financial Management:** Meaning, Evolution, Scope and Objectives of Financial Management, Financial goal of the Firm: Profit maximization Vs. Wealth maximization, Agency Problem, Emerging role of Finance Manager, Risk and Return Dimensions of Financial Decisions, Time Value of Money.

**Unit -II**

**Capital Budgeting Decisions (Long Term Investment Decision) Under Certainty:** Features, Significance, Types; Assumptions and Procedure of Capital Budgeting Decisions; Techniques of Evaluation- NPV, IRR, Accounting Rate of Return, Pay Back Period, Profitability Index; Comparative Analysis of Various Methods; Capital Rationing.

**Unit-III**

**Capital Budgeting Decisions under Uncertainty (Risk Analysis in Capital Budgeting):** Conventional Techniques- Risk Adjusted Discount Rates, Certainty Equivalents, Sensitivity Analysis; Statistical Techniques- Probability Distribution Approach, Decision Tree, Simulation.

**Unit -IV**

**Financing Decision:** Concept of Capital Structure, Cost of Capital, WACC, EBIT- EPS Analysis, Types of Leverages, Capital Structure Theories: NI approach, NOI approach and MM approach.  
**Dividend Decision and Valuation of Firm:** Determinants of Dividend policy, Theories of Dividend: Walter's Model, Gordon's Model and MM hypothesis.

**Unit -V**

**Working Capital Management:** Concepts; Financing Approaches to Working Capital; Sources of Financing Current Assets, Managing Working Capital through Operating Cycle; Estimation of Working Capital Requirements; Inventory Management- EOQ, ABC, JIT; Cash Management- Baumol's Model, Miller and Orr Model; Receivables Management-Credit Evaluation.

**Suggested Readings:**

- Brealey, R.A., & Myers, S.C., *Principles of Corporate Finance*, New Delhi: TMH
- Chandra, P., *Financial Management*, New Delhi: TMH
- Damodaran, A., *Corporate Finance: Theory and Practice*, New Delhi: John Wiley
- Khan, M.Y. and Jain, P.K., *Financial Management*, TMH
- Pandey, I.M., *Financial Management*, Vikas Publication New Delhi,
- Ross, S. A., Randolph Westerfield and Bradford Jordan *Fundamentals of Corporate Finance*, McGraw Hill
- R.P. Rustagi: *Financial Analysis and Financial Management*, Sulatan Chand& Sons
- S.C. Kuchhal: *Financial Management*, Chaitanya Publishing House.s

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**Objective:** To understand the various components that together constitute the business environment and to explain the different measures that are helpful to manage both the internal and external environment of the business.

**Unit-I**

**Introduction:** Business Environment - Concept, Components, Significance and Nature; Types of Environment; Interaction between Internal environment and external environment Techniques of Environment Analysis.

**Unit-II**

**Economic Environment:** Economic Systems; Nature and Structure of Indian Economy; factors affecting economic growth; International Business Environment – objectives, structure and role of WTO in international trades; role of foreign investment in Indian economy.

**Unit-III**

**Political and Legal Environment:** Role of Government in Regulation and Development of Business; overview of industrial policy, monetary policy, fiscal policy, EXIM policy; FEMA.

**Unit-IV**

**Technological Environment:** Factors Influencing Technological Environment; Impact of Technology on Business; Transfer of Technology – Channels, Methods, and Limitations.

**Unit-V**

**Socio-Cultural Environment:** Business and Society - social responsibility of business, pollution threat, Ecology balance, effect on culture; Consumer Protection – concept and related laws; Environment protection.

**Suggested Readings**

- Francis Cherunilam: *Business Environment*, Himalaya Publishing House
- Basu, C, *Business Organisation and Management*, TMH
- Robert; Lawrence, *Modern Business Organization*, McMillan India.
- Tulsian, P. C., *Business Orgnaisation & Management*, Pearson Education.

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## IPMC-404: Socio-Economic Survey

Course objective is to help students develop an understanding of the socio-economic issues through field research. Students will conduct research on the topic allotted to them by the concerned faculty member. The field research will be conducted within the city and the students will be required to prepare a project report. Students will be evaluated on the basis of pre-defined criteria.

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## SEMESTER V

### IPMC:501 Business Ethics and Corporate Governance

#### Objective

To generate the awareness among students about ethical principles that may be applied in working of an organization and to develop an understanding of the various aspects of corporate governance that provide sound basis for functioning of a responsible organization.

#### Unit - I

**Business Ethics: Introduction** Ethics and Business: Introduction; Moral Reasoning; Ethical Relativism, Ethical Principles in Business: Utilitarianism, Justice and Fairness, Ethics of care; Ethical Dilemma

#### Unit - II

**Ethics in Marketplace:** Market and Business: Ethics in Marketplace- Perfect Competition, Monopoly and Oligopoly; Ethics of Consumer Production and Marketing; Ethics and Environment; Employees' Duties and Obligations to Organization

#### Unit - III

**Corporate Governance:** Introduction, Concept and Significance; Shareholders and their Role;; Corporate citizenship; Insider Trading; Whistle Blowing.

#### Unit - IV

**Corporate Governance in India:** Evolution; Role of Securities and Exchange Board of India (SEBI); Directors and their roles; Independent Directors; Responsibilities of Board; Measurement of Board Performance; Roles and Functions of Board Committees

#### Unit - V

**Corporate social Responsibility:** Concept and Nature; Significance; Kumar Mangalam Birla Report; NR Narayanmurty Committee Report; CSR in Companies Act, 2013; Corporate Sustainability; CSR Practices in India

**Note:** Case Studies will be provided and discussed in the classroom.

#### Suggested Reading:

- MGVelasquez: *Business Ethics: Concepts and Cases*, Pearson Education
- J Boatright: *Business Ethics*, Pearson Education
- S.K. Chakraborty: *Values and Ethics for Organizations: Theory and Practice*, Oxford University Press
- Chakraborty, S.K., *Management by Values*, Oxford University Press
- Kesho Prasad: *Corporate Governance*, Prentice Hall of India
- BN Ghosh: *Business Ethics and Corporate Governance*, McGraw Hill
- Sharma, J.P., *Corporate Governance, Business Ethics and CSR*, Ane Books Pvt Ltd, New Delhi.

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## IPMC-502: STOCK MARKET OPERATIONS

**Objective:** This course aim at giving a comprehensive understanding on the stock market operations in terms of its structure, trading, settlement procedures, processes and related components and the regulations, emerging challenges in the Indian Stock market.

### Unit-I

**Capital Markets in India:** An overview of Indian Securities Market, Meaning, Functions; Role of Primary Market; Methods of Floatation of Capital; Problems of New Issues Market; IPO's; Evolution of Stock Exchanges in India and Interlinkages among the Global Stock Markets; Recent developments in Capital Markets in India.

### Unit-II

**Stock exchanges and its Functions :** Meaning, Nature, Functions of Secondary Market; Organisation and Regulatory framework for Stock Exchanges in India, SEBI : Functions and Measures for Secondary Market; Overview of major Stock Exchanges in India Listing conditions of BSE and NSE, Delisting ; **Depositories-** NDSL, CDSL; **Secondary Market Players-** Brokers, Sub-Brokers, FII, DII, Depository Participants, Custodians.

### Unit -III

**Trading , settlement and Surveillance System In Stock Exchanges :** Different trading systems-BSE-BOLT System; Different types of settlements - Pay-in and Pay-out – Bad Delivery, Short delivery; Long and Short position, Auction; NSE – NEAT system; Market types, Order types; De-mat settlement, Physical settlement, Funds settlement; Valuation debit, Valuation price; Margins, Exposure limits; Surveillance system in BSE & NSE, Circuit breakers.

### Unit -IV

**Stock Market Indices :** Meaning, Purpose, and Methods of calculating Stock Market Indices– Stock Market Indices in India – BSE Sensex–NSE indices – S&P CNX Nifty , Stock Market Indices in Foreign Countries (Overview), Stock Market Clearing House- Functions and Importance ; **Stock Market Risk :** Risk – Return Trade- off, Systematic Vs. Non-Systematic Risks; Components of Risks.

### Unit -V

**Futures and Options (Call and Put):** Terminology, Spot Price and Exercise Price, Mark to Market, In the Money, Out of Money contracts, Hedging, Swap Contracts; **Investor Protection and Legal Framework in India-** Role of SEBI and Stock Exchanges in Investor Protection, Investor Grievances and Investors' Redressal System, Insider Trading, Stock Market Fraud Cases.

#### Suggested Readings:

- Punithavathy Pandian, "Security Analysis and Portfolio Management",
- Prasanna Chandra, "Investment Analysis and Portfolio management", TMH,
- V. A. Avadhani, *Investment and Securities Market in India*, Himalaya Publishing.
- Sanjeev Agarwal- *A Guide to Indian Capital Market*, Bharat Publishers
- Ravi Puliani and Mahesh Puliani- *Manual of SEBI*, Bharat Publication

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**Objective:** To acquaint the students with the principles of business statistics and its techniques useful for the analysis of economic and business data.

**Unit – I**

**Regression Analysis:** Regression Equations, Regression Coefficients.

**Multiple Correlation and Multiple Regression Analysis:** Partial Correlation, Coefficient of Multiple Correlation, Multiple Regression Analysis.

**Unit-II**

**Probability Theory:** Axiomatic and Classical Definitions, Addition and Multiplication Theorems of Probability, Application of Addition Theorem, Multiplication Theorem, Bayes' Theorem.

**Theoretical Frequency Distribution:** Binomial, Normal and Poisson Distribution.

**Unit-III**

**Association of Attributes:** Theory of Association, Criterion of Independence, Coefficient of Association, Partial Association, Illusory Association, Consistency of Data, Contingency.

**Chi-Square Test:** Methods and Uses.

**Unit-IV**

**Business Forecasting:** Elements, Importance, Limitations and Theories of Business Forecasting.

**Vital Statistics:** Meaning, Definition, Importance, Utility, Measurements of Mortality, Life Table, Measurement of Fertility, Population Growth.

**Unit-V**

**Sampling:** Hypothesis Testing, Standard Error, Sampling of Attributes, Sampling of Variables – Large and Small Sample, t-test, Partial Comparison Test.

**Statistical Quality Control:** Meaning, Definition, Origin, Control Charts.

**Suggested Readings:**

- Black, Ken, Business Statistics: For Contemporary Decision Making, Wiley
- Roy, Ramendu, Principle of Statistics, Prayag Pustak
- Sharma, J. K., Business Statistics, Vikas
- Elhance, D.N., Elhance, Veena, Aggarwal, B.M., Fundamentals of Statistics, Kitab Mahal.
- Singh, R.K., Shukla, S.S., Business Statistics, Shikha
- Gupta, S.P. Statistical Methods, Sultan Chand.
- Gupta, S.C., Gupta, Indira, Business Statistics, Himalaya
- Aggarwal, B.M., Singh, Sukhvair, Business Statistics, Ane Books

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## IPMC-504: Summer Internship

This course aims to provide industry-exposure to students. The students are expected to complete an internship of six to eight weeks duration in an organisation after the completion of the end-semester examination of Semester IV. It will help them learn the practical aspects of management. After the completion of internship, an internship report will be submitted by the students to the Department. The students shall be evaluated on the pre-defined criteria.

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**IPMC-601: INNOVATION AND CREATIVITY MANAGEMENT**

**OBJECTIVE:** To help students develop the skills and abilities to analyse business issues in the complex and dynamic work environment by developing creative and innovative approach.

**UNIT-I**

**CREATIVITY AND INNOVATION:** Introduction, Thinking Styles, Lateral, Divergent, Convergent Thinking, 6 Thinking Hats, Radiant Thinking - Mind Mapping and Morphological mind mapping Techniques.

**UNIT-II**

**INDIVIDUAL & GROUP TECHNIQUES FOR CREATIVITY:** Generating Ideas – Brain storming, Nominal and Delphi Techniques, Question checklist, Attribute changing, Morphological analysis, SCAMPER.

**UNIT-III**

**MEASURING IDEAS AND INNOVATION:** Creative problem solving, Enhancing Creative persona, Creating Creative climate, Investigation - Recognizing the importance of observation and empathy tools to understand real user needs. - Developing own observation guidelines and tools to gather information.

**UNIT-IV**

**CREATIVITY & INNOVATION IN BUSINESS:** Creating and building Creative and Innovative Business Culture, Business Practices adopted to promote Creativity and Innovation-Importance of creativity and Innovation.

**UNIT-V**

**CONTEMPORARY ISSUES:** Product Creativity, Process Creativity, Service Creativity and Strategic Creativity. Challenges involved in Innovation and Creativity.

**Suggested Readings:**

- Rousing Creativity: *Think New Now* Floyd Hurr, ISBN 1560525479, Crisp Publications Inc.
- Geoffrey Petty, *How to be better at Creativity*, The Industrial Society 1999
- Clayton M. Christensen Michael E. Raynor, *The Innovator's Solution*, Harvard Business School Press Boston, USA, 2003
- Semyon D. Savransky, *Engineering of Creativity – TRIZ*, CRC Press New York " 2000

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## IPMC-602: Organisational Behaviour

**Objective:** The goal of this course is to help students understand the complexities of human behaviours in organisations and developing skills to manage behavioural issues at individual, dyads, groups and organisational levels

### Unit-I

**Introduction and Individual Behaviour:** Organisational behaviour: Concept and meaning; Nature of Organisational Behaviour; Significance; Models of Organisational Behaviour- Autocratic;

### Unit-II

**Personal Dynamics:** Learning: Meaning; Theories- Classical Learning theory, Operant Learning, Social Learning; Behaviour Modification  
Personality: Meaning and Concept; Types of personalities; Big Five Model  
Perception: Meaning; process; Errors in perception

### Unit-III

**Inter-Personal dynamics:** Leadership: Concept; Theories: Trait theory, Behavioural theories, Contingency theories  
Motivation: Meaning; Theories; Application  
Stress Management: Meaning of stress; Reasons for stress; Coping strategies

### Unit-IV

**Group Dynamics:** Group dynamics: Meaning of group and team; Stages of group formation; Process of group formation; Group think; Forming effective teams; Managing virtual groups and teams  
Power and politics: Meaning of power and politics; Bases of power; Reasons for politics  
Conflict management: Meaning of conflict; Reasons for conflict; Process of conflict development; Conflict resolution techniques

### Unit-V

**Organisational Dynamics:** Organisational culture: Concept; Development of organizational culture; Dimensions; Functional and dysfunctional aspects of organizational culture  
Organization Development and Change: Concept of organization development; Need for organization change; Forces for organizational change; Types of changes  
Managing across cultures: Concept of cross-cultural management; Need for cross cultural sensitivity; Hofstede's theory; Culture shock

**Note:** Case studies, business games, role plays, group discussions and other activities will be conducted in the class to enhance students' learning.

#### **Suggested Readings:**

- Prateek, Udai and Khanna, Sushama: *Understanding Organizational Behaviour*. Oxford University Press.
- Rudani, R.B.: *Management and Organisational Behaviour*. Mc Graw Hill India.
- Creed, Andrew: *Organisational Behaviour*. OUP Australia & New Zealand
- Luthans, Fred: *Organizational Behavior*. McGraw-Hill Education.
- McShane, Steven, Gllnow, Mary and Sharma, Radha: *Organizational Behavior*. McGraw Hill.
- Pierce, Duluth and Gardner, Donald: *Management and Organisational Behavior*. Cengage Learning



**Objective:** The objective of this course is to lay an adequate theoretical foundation to study various applied fields in economics and management and demonstrate the application of economic theory to business decisions. It contains to develop a student's ability to think analytically about the economic forces at work in society and to develop a framework which the students may use to analyze the overall behavior of a modern mixed economy.

### Unit-I

Relevance of economics for business decisions, Role of Managerial Economist and Business decision making. Demand Analysis – individual market and firm demand, Determinants of demand, Elasticity measures and business decision making, Demand Estimation and demand Forecasting, Supply Analysis.

### Unit – II

Production functions: Single variable – Variable Proportions, two variables - Returns to scale; cost minimization and output maximization, various cost concepts, cost functions, Economies of scale and economies of scope (simple numerical problems to be solved).

### Unit -III

Market morphology, Price and output determination under different market conditions: Perfect competition, monopoly, monopolistic competition, oligopoly, Descriptive pricing approaches: Full cost pricing, product pricing; Price skimming, penetration pricing. Input pricing; Concepts of consumption, saving, and Investment.

### Unit-IV

National Income and national Product, GNP,GDP,NNP, Measurement of National Income, Value added method, Income method, Expenditure Method, Inflation-Nature and causes, Structuralist, Inflation in developing economy, Inflation and interest rate: The fisher effect, Effects of inflation,

### Unit-V

Analysis of Business Cycles; Features, Theories of Business cycles, Inflation, Keynes's theory of Business Cycles, Hicks' theory of Business Cycle, Economic Stabilisation: Fiscal and Monetary policies. Global Financial Crisis and Euro zone Crisis and its impact on world economy

### Suggested Readings:

- Managerial Economics, Salvatre, Srivastava, Oxford
- Managerial Economics, Keat, Young, Banerjee, Pearson,
- Managerial Economics, H L Ahuja, S.Chand
- Managerial Economics Theory and Applications, DM Mithani HPH
- Managerial Economics, PL Mehta Sultan chand & Co.
- Managerial Economics, DN. Dwivedi, Vikas

### IPMC-604: Comprehensive Viva-Voce

The student will be required to appear for vice-voce at the end of the semester. The syllabus for viva voce shall comprise the combined syllabus of Semester-I to Semester-VI.

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## SEMESTER VII

### IPMC-701: Management Information System

**Objective:** To familiarise the students regarding improvement of business performance through the application of technology.

#### Unit-I

Digital Technology and Business, Business Process Management, Competitive Advantage through Digital Technology, Data Management and Governance, IT Architecture, Information and Decision Support Systems, Data Centers and Cloud Computing, Virtualization, Cloud Service Delivery Models.

#### Unit-II

Data Management and Digital Networks – DBMS, Big Data Analytics, Enterprise Data Warehouse, Data Networks, IP Addresses and APIs, Wireless Networks and Mobile Infrastructure, Collaboration and Communication Technologies, Sustainability and Triple Bottom Line, Internet Technologies – Using Search Technology for Business Success, Organic Search and Search Engine Optimization, Paid Search Strategies and Metrics, A Search for Meaning – Semantic Technology, Recommendation Engines, Social Media – Strategies and Communities, Engagement, Monitoring, Media Failures.

#### Unit-III

Tactical and Operational Support Systems – Solving Business Challenges at All Management Levels, Manufacturing, Production, and Transportation Management Systems, Sales and Marketing Systems, Accounting and Finance Systems, Human Resources Systems and Ethics

#### Unit-IV

Strategic Technology and Enterprise Systems – Enterprise Systems, Enterprise Social Platforms, Enterprise Resource Planning Systems, Supply Chain Management Systems, Customer Relationship Management Systems.

#### Unit-V

Data Visualization and Geographic Systems – Data Visualization, Enterprise Data Mashups, Digital Dashboards, Geographic Information Systems, IT Strategy and Balanced Scorecard – IT Strategy and the Strategic Planning Process, Aligning IT with Business Strategy, Balanced Scorecard, IT Sourcing and Cloud Strategy.

Note: Case studies will be provided in the class

#### Suggested Readings:

- Turban, Efraim, McLean, Ephraim, Wetherbe, James, *Information Technology for Management*, Wiley.
- Rainer, Rex Kelly, Turban, Efraim, Potter, & Richard E, *Introduction to Information Systems: Supporting and Transforming Business*, Wiley.
- Laudon, Kenneth C., & Laudon, Jane Price, *Essentials of Business Information Systems*, Pearson
- Morgan, Tony, *Business Rules and Information Systems: Aligning IT with Business Goals*, Pearson
- Nickerson, Robert C., *Business Information Systems*, Prentice Hall

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## IPMC-702: Production and Operations Management

**Objective:** The course is designed to provide students with an in-depth understanding of the principles and techniques involved in Production and Operations Management, which will equip them to make informed decisions and contribute to the efficient management of operations in organizational settings.

### Unit – I

Production Management: Nature, Importance, Functions of Operations and production Management; Evolution of Operations Management.;Types of Production/Operations Systems; Role of digital technology; Industry 4.0

### Unit-II

Long-Term Strategic Decisions: Capacity Planning. Location Selection. Factors affecting choice of location, Layout, Types of layout, Product layout Process Layout, Layout by fixed position, Characteristics of various layout, Product Design. Process Design.

### Unit-III

Operations Planning: Demand Forecasting. Methods and Process, Material Requirements Planning. Sequencing and Scheduling of Operations in Job Order Production Systems. Planning of Projects.

### Unit-IV

Operations Control: Product planning and Control, Inventory Management and Control. EOQ, ABC and VED methods of inventory control, Quality Management. Statistical Quality Control, TQM, Concept and applications.

### Unit- V

Present Trends in Operations Management: Service Operation Management. Just-in-Time Kaizen, Supply Chain Management. Outsourcing and Offshoring. Challenges and Priorities for Operations Management. Flexible Manufacturing System, Enterprise Resource Planning, Business Process Re-engineering.

### Suggested Readings:

- Bedi Kanishka: Production and Operations Management, Oxford Press, New Delhi
- Mahadwan B., Operations Management – Theory and Practices, Pearson, New Delhi
- Heizer Jay, Render Barry: Operations Management, Pearson New Delhi
- Steverson, Willian J.,: Operations Management, TMH, New Delhi
- Adam Everett E. Adam, Jr. and Ronald J. Ebert: Production and Operations Management, PHI, New Delhi

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**Objective:** To inculcate the basic knowledge of Direct Tax Laws related to business, among students

**Unit – I**

**Basic Concepts: Basic Concepts and Definitions, Residential Status, Incomes exempt from Tax, Agricultural Income.**

**Unit - II:**

**Income from Salary and House Property**

Meaning of salary –Basis of charge, conditions of chargeability, Allowances, Perquisites, Computation of taxable Income from Salary.

Income from house property- Determinants of Annual Value, Deductions and exemptions, computation of taxable income House Property.

**Unit – III**

**Profits and gains from business or profession and capital gains**

Meaning of business income, methods of accounting, Deductions and Disallowances under the Act, Computation of presumptive income under Income-tax Act, Computation of taxable income from Business and profession.

Meaning of Capital Asset, Basis of Charge, Exemptions related to capital gains; Meaning of Transfer, Computation of taxable capital Gain.

**Unit – IV**

**Income from Other Sources, Clubbing of Income and Set-off of Losses: Income from Other Sources**  
Basis of charge - Dividend, Interest on securities, winning from lotteries, Crossword puzzles, Horse races, Card games etc., Permissible deductions, impermissible deductions. Income of other persons included in assessee's total income, set-off and carry forward of losses

**Unit – V**

**Computation of Total income and Tax Liability of individual**

Deductions from gross total income; Rebates and reliefs; Computation of total income of

individuals, E-Filing at ITR (ITR 1 to 7 ), Advance Payment of Tax, form 26AS

**Suggested Readings:**

- Ahuja, G., & Gupta, R. (2020). *Simplified Approach to Income Tax* :Flair, Publications Pvt. Ltd.
- Singhania, V.K., & Singhania, M. (2020). *Student's Guide to Income Tax Including GST- Problems & Solutions*. : Taxmann Publications

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## IPMC-704: Rural Field Survey

The course objective is to expose students to the conditions and issues in rural areas so as to develop insights for managing business in a better way. Each student shall complete the field work project under the guidance of a faculty member assigned by the Director, MONIRBA and submit a project report to the Department. The project shall be evaluated on pre-defined criteria.

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## SEMESTER VIII

### IPMC-801 : International Business

**Objective:** This course aims to make the students aware about the various aspects of international business such as business environment, international institutions, marketing practices etc.

#### UNIT- I

International Business: Evolution of International Business, Drivers of Globalization, Influences of International Business, Stages of Internationalization, Difference between Domestic and International Business, International Business Approaches, Theories of International Trade – Mercantilism, Theory of absolute cost advantage, Comparative cost advantage theory, Relative factor endowment theory, Country similarity theory, International PLC theory.

#### UNIT-III

International Business Environment – Social, Cultural, Technological and Economic Environment, Political Environment. Modes of Entry-Exporting, licensing, franchising, contract manufacturing, management contracts, turnkey projects, FDI, alliances like mergers and acquisitions, joint ventures, Comparison of Different Modes of Entry.

#### UNIT- III

Foreign Direct Investment– Factors Influencing FDI, Reasons for FDI, Costs and Benefits of FDI, Trends in FDI in India. WTO–GATT, The Uruguay Round Package: Organization Structure of the WTO, International Financial Institutions–Function and structure of IMF, World Bank, International Development Association, International Liquidity and SDR International Finance Cooperation.

**UNIT-IV** Basics of International Marketing, Basics of Global HRM, Basics of International Financial Management, Basics of International Accounting. International Production and Logistics Management– Generic Strategies of International Business, Acquisition of Resources, Location Decisions, International Logistics Management.

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

#### Suggested Readings:

- Charles W.L.Hill, *International Business*, TMH.
- Jyotsana Singh, *International Business*,
- A.Nag, *International Business-Concept, Analysis, and Strategy*, Atlantic Publisher
- Shahid Akhtar, *International Trade*
- C.B.Gupta, *International Business*, S.Chand
- Rakesh Mohan Joshi, *International Business*, Oxford Higher Education
- K.Ashwathappa, *International Business*, McGrawHill
- John Daniels, LeeRadebaugh, Daniel Sullivan, Pearson

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**Objective:** The objective is to provide scientific methods, techniques and tools to make decisions in obtaining optimum solutions to the problems involving the operations of large systems of men, machines and money in the industry, and business.

### Unit-I

Linear Programming: Formulation of Linear Programming Problem (LPP), Solution of LPP by Simplex Method, use of artificial variables – M-technique and Two Phase Technique, Duality theory, Conversion of Primal into its dual, Special Cases of LPP: Infeasibility, Degeneracy and un-boundedness.

### Unit-II

Transportation Technique: Formulation of a TP, Determination of Initial Basic Feasible solutions by North-West Corner Rule, the Least Cost Method, Vogel's Approximation Method (VAM), Optimum solution by MODI method, Special Cases of Transportation: Unbalanced problem, Maximization objective, Degeneracy.

### Unit-III

Assignment Problem: Solution of Assignment Problem by Hungarian Method, Special Cases of Assignment: Maximum, Unbalanced Assignment.  
Network Analysis: Construction of Networks, Time Calculation of Network Diagram by PERT/CPM, Critical Activities and Slack Time.

### Unit-IV

Sequencing Problem: 'n-jobs, two machines', 'n-job, more than three machines' (Johnson Rule), Queuing Theory (Simple Channel Model).

### Unit-V

Game Theory: Two person, Zero-sum Game, the Maximin and Minimax Principle, Dominance Rule, Solution of  $2 \times 2$ ,  $2 \times n$ ,  $n \times 2$  ( $n > 2$ ) Games. Applications and Limitations of Game Theory.

#### Suggested Readings:

- Hamdy A. Taha, Operations Research – An Introduction, PHI, New Delhi
- Vohara, N.D., Quantitative Techniques in Management, Tata McGrawhill, New Delhi
- Sharma Anand, Operations Research, HPH, New Delhi
- Swarup, Kanti, Gupta, P.K., Man Mohan, Operations Research, Sultan Chand & Sons, New Delhi.

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**Objective:** To confer basic knowledge of Direct Tax Laws Concerning the business.

**Unit-I**

**Basic Concepts:** Basic Concepts and Definitions, Residential Status, Incomes exempt from Tax, Agricultural Income.

**Unit-II**

**Income from Salary and House Property:** Meaning of salary –Basis of charge, conditions of chargeability, Allowances, Perquisites, Computation of taxable Income from Salary.

**Income from house property-** Determinants of Annual Value, Deductions and exemptions, computation of taxable income House Property.

**Unit III**

**Profits and gains from business or profession and capital gains:** Meaning of business income, methods of accounting, Deductions and Disallowances under the Act, Computation of presumptive income under Income-tax Act, Computation of taxable income from Business and profession.

**Meaning of Capital Asset, Basis of Charge, Exemptions related to capital gains; Meaning of Transfer, Computation of taxable capital Gain.**

**Unit-IV**

**Income from Other Sources, Clubbing of Income and Set-off of Losses:** Income from Other Sources Basis of charge - Dividend, Interest on securities, winning from lotteries, Crossword puzzles, Horse races, Card games etc., Permissible deductions, impermissible deductions. Income of other persons included in assessee's total income, set-off and carry forward of losses

**Unit-V**

**Computation of Total income and Tax Liability of individual, Deductions from gross total income; Rebates and reliefs; Computation of total income of individuals, E-Filing at ITR (ITR 1 to 7 ), Advance Payment of Tax, form 26AS**

**Suggested Readings:**

- Ahuja, G., & Gupta, R. (2020). *Simplified Approach to Income Tax*. : Flair Publications Pvt. Ltd.
- Singhania, V.K., & Singhania, M. (2020). *Student's Guide to Income Tax including GST- Problems &*

*Solutions*. New Delhi: Taxmann Publications Pvt. Ltd





## IPMC-804 : Industrial Tour

The objective of the course is to provide exposure to students about different aspects of industrial operations. The evaluation shall be conducted on pre-defined criteria.

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## SEMESTER IX

### IPMC-901: Strategic Management and Business Policy

**Objective:** The course provides students with an understanding of business strategy concepts and models for decision-making in organizations. The course acquaints students with an integrative functional framework required for business strategy formulation to achieve organisation success.

#### Unit-I

Strategy: Concept, Role and Basic framework; Strategic Planning, Process of Strategy and Decision making, Business and Corporate Strategies, Development of Strategic Ideas, Overview of Strategic Management, Traditional Approaches of Strategy, Levels of Strategy, Scope and Importance of Strategic Management, Framework of Strategic Analysis.

#### Unit-II

External Analysis, Competitive Dynamics, Dynamic Competition: Hyper-competition, Game Theory, and Competitor Analysis Resource based View, Competitive advantages, Segmentation and Strategic Groups, PEST Analysis, Porter Analysis, Life Stage Analysis, Environmental Scanning, Environmental Threat and Opportunity Profile, Market Structures, Structural Analysis of Industries, Strategic Architecture.

#### Unit-III

Vertical Integration: Objectives, Benefits and Costs, Designing Vertical Relationships; Diversification Strategy: Meaning, Objective, Competitive Advantage; Cost and Differentiation strategy, Innovation, Balanced Scorecard, Strategy Redesigning, Corporate Restructuring, Corporate Governance.

#### Unit-IV

International Competition for Industry Analysis; Internationalization Decisions: Locating Production, Entering a Foreign market, Global Integration and National Differentiation management, Managing Change in the Multi-business Corporation, Governance of Multi-business Corporations, Strategic Alliances, Redesigning Organizations.

#### Unit-V

Strategic Control systems, Managing Strategic Change, Strategic Leadership, Strategic Entrepreneurship, Corporate Social responsibility, Cultural and Ethical issues, Specialist issues in Strategic Management.

#### Suggested Readings

- Hill, C. W., Jones, G. R., & Schilling, M. A., Strategic management: theory: an integrated approach. Cengage Learning, Latest Edition
- Robert Grant, Contemporary Strategy Analysis, 3rd Edition, Blackwell 1999.
- J.-C. Spender, Business Strategy: Managing Uncertainty, Opportunity, and Enterprise, Oxford University Press; 1 edition, 2014.
- Michael E. Porter, Competitive Strategy: Techniques for Analyzing Industries and Competitors, 1 Edition, 1998.
- H. Mintzberg, J. Lampel and B. Ahlstrand, Strategy Safari: A Guided Tour Through The Wilds of Strategic Management, 2005.
- Jaunch L.R., Gupta R and William F. Glueck: Policy and Strategic Management, Frank Bros. & Co. (Publishers) Ltd., New Delhi.
- Kazami: Business Policy and Strategic Management, Tata MCGraw Hill, New Delhi.
- Ansoff, HI: Corporate Strategy, McGraw Hill Book Company, New York.

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## IPMC-902: Project Management

**Objective:** The objective of the course is to enable the students Comprehend and become familiar with the use of basic tools and techniques to plan, organize, and manage a project.

### Unit I

Overview of Project Management: Meaning/Definition of Project & Project Management, Classification of Projects, Characteristics/Importance of Project Management, Need for Project Management, Forms of project organization, project life cycle and its phases.

### Unit II

Project Formulation: Project identification, formulation and preparation, Project selection, non-quantitative and scoring models, technical analysis and technology selection, market potential analysis and techniques of long term forecasting.

### Unit III

Financial feasibility, determinants of cost of project, its financing and deciding optimum capital structure. Cash flows from project and owner's perspective. Project Appraisal. Financial feasibility with risk. Types of risk, techniques of risk evaluation and its mitigation.

### Unit IV

Network analysis, construction of networks, CPM, various types of floats and their application, PERT and its applications. Time cost relationship, crashing for optimum cost and optimum time.

### Unit V

Human Aspects of Project management: project manager's skills and functions, matrix organization, Techniques of managing human resources.

Social Cost Benefit Analysis, UNIDO approach, shadow pricing.

Project monitoring, Earned Value Analysis, abandonment analysis, Project Termination and Audit. Reasons for failure.

### Suggested Readings:

- Prasanna Chandra, Project : Preparation, Appraisal, Budgeting and Implementation
- P.K. Matto, Project Formulation in Developing Countries
- Chitale, Project Viability in Inflationary Condition
- Dass Gupta & Sen, Guidelines for Project Evaluation
- Cleland and Kind, System Analysis and Project Management
- Nagendra P. Singh, Emerging Trends in Entrepreneurship Development
- D.K. Jain, Project Planning and Appraisal in Planned Economy

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## IPMC-903: Entrepreneurship Development

**Objective:** The objective of the course is to provide insights into the concept of entrepreneurship and generate an awareness of the various requirements for entrepreneurship development.

### Unit – I

**Introduction:** Concept of entrepreneurship; significance of entrepreneurship in economy; Entrepreneurial competencies; functions of an entrepreneur; Theories of entrepreneurship; types of entrepreneurial firms

### Unit - II

Environmental factors affecting Entrepreneurial Development; Infrastructure requirement; Entrepreneurial Training; Government Policies and Programmes for entrepreneurship development; Institutional support

### Unit - III

Business Plan -meaning and components of business plan; Feasibility analysis- meaning, product feasibility, market feasibility, industry feasibility; financial feasibility; Developing a business model; Sources of finance

### Unit – IV

Intellectual property right- meaning; TRIPS; Patent – types, process of obtaining patent; Copyright; Trade mark, Geographical Indicator

### Unit – V

Micro, Small and Medium Enterprises (MSMEs): Meaning and Definition; Challenges for MSMEs; Government support for MSMEs; Social entrepreneurship: Meaning, significance

### Suggested Readings:

- Zimmerver & Scarborough: Essentials of Entrepreneurship and Small Business Management, PHI
- Nina Verma: Management of Rural Entrepreneurship, Global Vision Publishing House,
- S. S. Khanka: Entrepreneurship and Small Business Management, S. Chand & Sons
- Nandan: Fundamentals of Entrepreneurship of Management, PHI
- Holt: Entrepreneurship- New Venture Creation, PHI
- G.D. Banerjee, Srijeet Banerjee: Rural Entrepreneurship Development Programme in India, Abhijeet Publication
- Vasant Desai: Dynamics of Entrepreneurial Development and Management, HPH
- Mookiah Soundarapandian: Rural Entrepreneurship: Growth and Potentials, Kanishka Publishers
- Mookiah Soundarapandian: Women Entrepreneurship: Issues and Strategies,
- Ashwini Kumar Singh: Creativity & Innovation, Notion Press

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## IPMC-904: Internship

This course aims to provide industry-exposure to students. It will not only help students gain technical knowledge within the industry of their choice, but they also learn how to interact with professionals in a workplace setting, and develop essential soft skills. Students are expected to complete internship of six to eight weeks duration in an organisation after the completion of the end-semester examination of Semester VIII. After the completion of internship, a project report will be submitted by the student to the Department. The students shall be evaluated on the pre-defined criteria.

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IPMC-1001: Major Project Dissertaton

The objective of the course is to provides students with the opportunity to apply the understanding, knowledge, analytical and conceptual skills gained from the taught courses to an In-depth study of a specific management issue. The course aims at developing researching, problem solving, analytical and critical thinking skills among the students. Each student will be assigned a project supervisor, who shall assign a topic to the student. The students are expected to work on the project throughout the semester and submit the project report to the concerned supervisor. Evaluation shall be conducted on pre-defined criteria.

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