

**Integrated MBA
Syllabus
(2025-2030)**

FIRST SEMESTER

IMB1101 PRINCIPLES & PRACTICES OF MANAGEMENT [3 0 0 3]

Foundations of Management and Managerial Roles: Concept, Scope of Management, Levels of Management, Managerial Skills, Roles of a Manager. Creativity and Innovation in Managerial Work. (*Role-playing for different managerial positions*). **Evolution of Management Thought and the Planning Function:** Classical Approach- scientific management, Administrative Management and Neo-Classical Approach- Human relations movement and Modern Approach- Quantitative approach, Systems approach, and Contingency approach. **Functions of Management:** Planning: Concept, Importance, Group Decision making, Management by Objectives (MBO), Process of Planning. **Organizational Design and Structure:** Concept, Importance, Process of Organizing, Types of Organizational Structures, Span of Management, Centralization and Decentralization. (*Design an organizational structure for a startup*). **Talent Management and Direction:** Concept & Scope of Staffing, Manpower Planning, Recruitment and Selection, Training and Development, Performance Appraisal. **Directing:** Concept, Importance. **Motivation and Leadership Dynamics:** Concept & Importance of motivation, Maslow's Need Hierarchy theory, Leadership- Concept, Characteristics of Leadership, and Leadership styles, Leadership during adversity and Crisis. (*Leadership role-play in different styles*). **Managerial Communication, Coordination, and Control** - Types, Process and Barriers of Communication. **Coordinating:** Definition, and Techniques of Coordination. **Controlling:** Concept, Process of Controlling, Budgetary and Non- Budgetary Controls. (*Simulate a business scenario where communication barriers affect team performance*).

Textbook:

- S. P. Robbins, M. Coulter, and D. De Cenzo, *Fundamentals of Management*, 9th ed. Noida, India: Pearson Education India, 2016.

Reference Books:

1. J. K. Mitra, *Principles of Management*, 1st ed., New Delhi, India: Oxford University Press, 2018.
2. H. Koontz and H. Weihrich, *Essentials of Management: An International, Innovation and Leadership Perspective*, 11th ed. New Delhi, India: McGraw Hill Education (India) Pvt. Ltd., 2020.
3. Y. K. Bhushan, *Fundamentals of Business Organisation and Management*, 20th rev. ed. New Delhi, India: Sultan Chand & Sons, 2016.

IMB1102 BUSINESS ECONOMICS [3 0 0 3]

Introduction to Business Economics and Fundamental Economic Concepts - Introduction, Importance, Business economics Decision-Making Process, Role of Business Economist, Fundamental Concepts of Managerial Economics- Opportunity Cost, Time Perspective, Incremental Cost, Time Value of Money, Equi- marginal Concept, **Utility Analysis and Consumer Behavior Concepts** - Concept of Utility, Cardinal and Ordinal, Marginal Average and Total Utility concepts, Indifference curves, income consumption curve and price consumption curve, Consumer surplus- Definition & assumptions **Demand Theory and Elasticity of Demand** - Introduction, Factors affecting Demand, Law of Demand and elasticity of Demand. (*Demand Elasticity Simulation with changing prices to observe and calculate demand responses.*) **Supply Analysis and Price Determination in a Free Market** - Introduction, Factors affecting supply, Law of supply, Elasticity of Supply, Determination of price in free economy. Concept of surplus

and shortage, **Cost Analysis and Cost-Output Relationships** - Concept & Types of cost, determinants of cost, Objectives of cost analysis, Marginal Average and Total Cost concepts, Cost output relationship in short run, Cost output relationship in the long run **Revenue Analysis and Market Structures** - Introduction, Total marginal and average revenue, Elementary theory of markets- perfect competition, pure monopoly, monopolistic competition and oligopoly (*Market Structure Simulation with pricing and competition in different market types*).

Textbook:

- D. Salvatore and S. K. Rastogi, *Managerial Economics: Principles and Worldwide Applications*, 9th ed. New Delhi, India: Oxford University Press, 2020.

Reference Books:

1. R. G. Lipsey, *An Introduction to Positive Economics*, 9th rev. ed. Harlow, England: Longman Higher Education, 1990.
2. P. A. Samuelson, *Foundations of Economic Analysis*, Enlarged ed. Cambridge, MA: Harvard University Press, 1983.

IMB1103 FUNDAMENTALS OF FINANCIAL ACCOUNTING [3 1 0 4]

Introduction to Financial Accounting: Meaning and importance of Accounting, Accounting as an information system, Accounting concepts, conventions, and principles, Accounting Standards in India an Overview, Generally Accepted Accounting Principles (GAAP) - Indian and global context, Users of Accounting Information. **Recording and Classification of Transactions:** Classification of Accounts, Rules of Debit and Credit, Recording Transactions: Journalizing, Ledger Posting and Balancing, Preparation of Trial Balance, Errors and Rectification (basic level). **Preparation of Final Accounts:** Trading Account and Profit & Loss Account: Meaning, format, and preparation, Balance Sheet: Structure and importance, Closing entries and adjustment entries including outstanding expenses, prepaid expenses, accrued incomes. **Depreciation Accounting:** Meaning and causes of depreciation, AS 6 - Depreciation Accounting an overview, Methods of Depreciation - Straight Line Method, Written Down Value Method, Disposal of depreciable assets and accounting treatment, Change in method of depreciation - brief overview. **Inventory Valuation:** Concept and significance of inventory in financial accounting, AS 2 - Valuation of Inventories - an overview, Methods of Inventory Valuation - FIFO (First-In, First-Out), LIFO (Last-In, First-Out), Weighted Average Method. **Accounting for Special Transactions:** Hire Purchase and Instalment System: concepts, differences, accounting treatment, Operating Lease vs Financial Lease - Concepts and basic journal entries, Application of accounting principles to these transactions.

Textbook:

- P. C. Tulsian, *Financial Accounting*, rev. ed. New Delhi, India: Pearson Education India, 2023.

Reference Books:

1. S. N. Maheshwari and S. K. Maheshwari, *Financial Accounting for B.Com., CA, CS & ICWA (Foundation) Courses*, 4th ed. New Delhi, India: Vikas Publishing House, 2003.
2. N. Balwani, *Accounting and Finance for Managers*. New Delhi, India: Excel Books, 2002.
3. A. K. Bhattacharyya, *Financial Accounting for Business Managers*, 4th ed. New Delhi, India: PHI Learning Pvt. Ltd., 2012.

PES1030 YOGA & WELLNESS [0 1 2 2]

Introduction to Physical Fitness and Wellness: Concept of Fitness - Definition and meaning of Fitness, Different Kinds of Fitness; Physical Fitness, Skill Related and Health Related Physical Fitness, Relationship of fitness and health; Basic concept of wellness, Role of various factors in wellness, components of wellness; Physical fitness and wellness, Health benefits of Exercise. Exercise prescription. Introduction to Stress and its management techniques: Yoga and Stress Management; Stress Management and Relaxation Techniques; Asanas and its effects- Padmasana, Hatasana< Bhujangasana, Shalabhasana, Dhanurasana, Shavasana, Vajrasana, Chakrasana, Trikonasana, Padahasthasana; Postural Deformities - Corrective measures.

Reference Books:

1. C. B. Corbin, *Concepts of Fitness and Wellness*, 9th ed. New York, NY: McGraw-Hill Publishing, 2010.
2. D. Blattner and L. B. Howerton, *Health, Wellness, and Physical Fitness, Grades 5-8*, New York, NY: Mark Twain Media, 2013.
3. A. K. Uppal and P. P. Ranganathan, *Fitness, Wellness and Nutrition*, 1st ed. New Delhi, India: Friends Publications India, 2020.

IMB1104 BUSINESS MATHEMATICS [3 1 0 4]

Set Theory: Notation of sets, Singleton set, Finite Set, Infinite Set, Equal Set, Null Set, Sub-Set, Proper subset, Universal set, Union of sets, Intersection of sets, Disjoint sets, Power set, Venn diagram, Complementary set, Uses of set theory in business, Elementary permutations and combinations. Matrices & Determinants: Introduction, types of matrices, Addition of matrices, Subtraction of matrices, Multiplication of matrices, Transpose of matrix, Expansion of determinants, Minor and Cofactors, Properties of determinant. Commercial Arithmetic and Mathematical Series: Arithmetic progression, Geometric progression (in terms of time, money values) Harmonic progression, relationship among AP, GP and HP. Differential Calculus:- Concepts of differentiation, Derivative of a function, Differential coefficient of product and quotient of two functions, Differentiation of different forms of functions - Chain rule, Exponential, and derivatives of higher order, Maxima and Minima, Applications of differentiation in business. Integral Calculus. Concept of integration, Elementary integration, (single variable function), integration by substitution, Definite integration, Applications of integration in business.

Reference Books:

1. K. L. Gupta, R. K. Agarwal, and P. Jain, *Business Mathematics*. Agra, India: Nirupam Sahitya Sadan, 1989.
2. D. C. Sancheti and V. K. Kapoor, *Business Mathematics*, 11th rev. ed. New Delhi, India: Sultan Chand & Sons, 2011.
3. B. N. Gupta, *Business Mathematics*, 1st ed. Agra, India: SBPD Publications, 2024.
4. P. Hazarika, *Textbook of Business Mathematics for B.Com. & BBA Courses*, New Delhi, India: S. Chand & Co. Ltd., Dec. 2017.
5. J. K. Sharma, *Business Mathematics: Theory and Applications*, New Delhi, India: Ane Books Pvt. Ltd., 2009.
6. J. K. Singh, *Business Mathematics*, 3rd ed., Mumbai, India: Himalaya Publishing House, May 2017.

CAP1106-OFFICE AUTOMATION TOOLS [2 0 2 3]

Computer Peripheral and Windows operations, Introduction to Office Automation, Requirement and tools to automate the work. MS WORD: Creating and formatting of a document, Introduction of cut, copy and paste operations, explore various page layout and printing options, Creation and editing Table in MS word, Header, footer, Referencing, Writing equations, Exploration of translate feature, Introduction of word art, Graphics and print options, Mail merge. MS EXCEL: Creation of spreadsheet and usage of excel, Formatting and Editing in worksheet, Visibility :

Row, Column, Sheet, Security, Searching in Excel sheets, Basic Mathematical and Statistical Functions using formula, Referencing worksheets, Workbook, Sorting, Filtering, Validation, Consolidation, Subtotal, What if Analysis tools: Scenario Manager, Goal Seek, Pivot Tables, Macros, printing and additional features of worksheet, Maintaining multiple worksheet, Protection of worksheet and workbook and inserting graphics creating chart. MS POWER POINT: Creation of presentation, Power point views, creating slides and other operations, using design, Animation, and transition in slides, Internet Tools, Using Email and Outlook facilities, Google Drive, Google Forms, Google Spreadsheet, Google groups.

Reference Books:

1. R. Thareja, *Fundamentals of Computers*, illustrated ed. New Delhi, India: Oxford University Press, 2014.
2. A. Kahate, *Information Technology*. New Delhi, India: Tata McGraw-Hill Publishing Company, 2008.
3. J. Lambert and C. Frye, *Microsoft Office Step by Step (Office 2021 and Microsoft 365)*, 1st ed. Redmond, WA: Microsoft Press, 2022.

BBA1021 UNIVERSAL HUMAN VALUES [2 0 0 2]

Introduction to Value Education: Understanding Value Education, Self-exploration as the Process for Value Education, Continuous Happiness and Prosperity - the Basic Human Aspirations, Right Understanding, Relationship and Physical Facility, Happiness and Prosperity - Current Scenario, Method to Fulfill the Basic Human Aspirations. Harmony in the Human Being: Understanding Human being as the Co-existence of the Self and the Body, distinguishing between the Needs of the Self and the Body, The Body as an Instrument of the Self, Understanding Harmony in the Self, Harmony of the Self with the Body, Program to ensure self- regulation and Health. Harmony in the Family and Society: Harmony in the Family - the Basic Unit of Human Interaction, Values in Human-to-Human Relationship, 'Trust' - the Foundational Value in Relationship, 'Respect' - as the Right Evaluation, Understanding Harmony in the Society, Vision for the Universal Human Order. Harmony in the Nature/Existence: Understanding Harmony in the Nature, Interconnectedness, self- regulation and Mutual Fulfilment among the Four Orders of Nature, Realizing Existence as Co-existence at All Levels, The Holistic Perception of Harmony in Existence. Implications of the Holistic Understanding - a Look at Professional Ethics: Natural Acceptance of Human Values, Definitiveness of (Ethical) Human Conduct, A Basis for Humanistic Education, Humanistic Constitution and Universal Human Order, Competence in Professional Ethics, Holistic Technologies, Production Systems and Management Models- Typical Case Studies, Strategies for Transition towards Value-based Life and Profession

Reference Books:

1. R. R. Gaur, R. Asthana, and G. P. Bagaria, *A Foundation Course in Human Values and Professional Ethics*, 2nd rev. ed. New Delhi, India: Excel Books, 2019. ISBN: 978-93-87034-47-1.
2. A. N. Tripathi, *Human Values*. New Delhi, India: New Age International Publishers, 2004.
3. S. Sadri and J. Sadri, *Business Excellence Through Ethics & Governance*, 2nd ed. New Delhi, India: Bharti Publications, 2015.
4. S. Sadri, A. K. Sinha, and P. Bonnerjee, *Business Ethics: Concepts and Cases*. New Delhi, India: Tata McGraw-Hill, 1998.

SECOND SEMESTER

IMB1201 FINANCIAL MANAGEMENT [3 1 0 4]

Introduction to Financial Management: Meaning, nature, and scope of financial management,

Objectives of financial management - wealth maximization vs. profit maximization, Time value of money - concept, compounding, discounting techniques, annuities, perpetuities. **Sources of Finance and Financial Institutions:** Long-term and short-term sources of finance, Internal and external sources of funds, Introduction to Inter-Corporate Deposits (ICDs), Indian financial institutional setup: Role of SIDBI, NABARD, IFCI, IDBI, EXIM Bank, Financial intermediation: Role of banks and NBFCs. **Capital Structure and Leverage:** Concept of capital structure - optimum capital structure, Determinants of capital structure, Theories of capital structure: NI, NOI, MM hypothesis, and traditional approach, Concept of financial, operating, and combined leverage - measurement and implications, Cost of capital: Concept, computation of specific and weighted average cost of capital (WACC). **Capital Budgeting and Risk Analysis:** Meaning and significance of capital budgeting decisions, Techniques: Payback period, Accounting Rate of Return (ARR), Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index, Risk analysis in capital budgeting: Sensitivity analysis, scenario analysis. **Dividend Decisions:** Meaning and types of dividends, Dividend theories: Walter's model, Gordon's model, Modigliani and Miller approach, Dividend policy and factors affecting dividend decisions. **Working Capital Management:** Concept, importance, and components of working capital, Working capital policy - aggressive vs. conservative, Estimation of working capital requirements, Accounts receivable management, Practical exercises: Working capital calculations in MS Excel.

Textbook:

- P. Chandra, *Financial Management*, 31st ed. New Delhi, India: Tata McGraw-Hill, 2015.

Reference Books:

1. M. Y. Khan and P. K. Jain, *Financial Management*, 2014 ed. New Delhi, India: Tata McGraw-Hill, 2014.
2. I. M. Pandey, *Financial Management*, New Delhi, India: Vikas Publishing House, 2015.

IMB1202 PRINCIPLES OF MACROECONOMICS [3 0 0 3]

Origin of macroeconomics Circular Flow of Income, Economic Sectors, Growth and Development defined. National Income Accounting [GNP, GDPO, NNP and Net Economic Welfare], Business Cycles Theory, Inflation, Deflation and Stagflation. Theory of Unemployment and Income, Elementary Keynesian Economics [Marginal Propensity to consume, Marginal Propensity to Invest, Multiplier, Accelerator] (IS and LM functions); Properties of IS-LM curves, factors affecting the position and slope of IS-LM curves, determination of equilibrium income and interest rates, Money Supply- Meaning and nature of money, Primary and secondary functions of money, Elementary Monetary policy and Elementary Financial Policy, Business Environment: International Trade and Balance of Payments - Concept of open economy Balance of trade vs. balance of payments Current and capital account Exchange rate systems: fixed vs. Floating Trade policy: Meaning of tariffs, quotas, and subsidies. Contemporary Issues - from Complacency to Social Responsibility of Business, Economic Environment: Economic System, Green Initiatives NGT Triple Bottom Line. Government: Economic role of Government - Fiscal Policies, Import & Export Policy, Emerging Structure of Indian Economy, Globalization and LPG policies in India, SEZ. Business & Legal Environment, Regulation of Stock exchange, SEBI, FEMA 2000. NRI Investments.

Reference Books:

1. M. C. Vaish, *Macro Economic Theory*. Delhi, India: Vikas Publishing House Pvt. Ltd., 2014
2. 2.R. J. Barro, *Macroeconomics*. Delhi, India: PHI Learning Pvt. Ltd., 2012.
3. E. Shapiro, *Macroeconomic Analysis*. New Delhi, India: Galgotia Publication Pvt. Ltd., 2013.
4. 4.D. N. Dwivedi, *Macroeconomics Theory and Policy*. New Delhi, India: Tata McGraw Hill Education Pvt. Ltd., 2012.
5. 5.E. D. Souza, *Macroeconomics*. New Delhi, India: Pearson, 2012.

6. 6.M. L. Jhingan, *Macro Economic Theory*. Delhi, India: Vikas Publishing House Pvt. Ltd., 2013.

IMB1203 COMMUNITY DEVELOPMENT [1 0 2 2]

Community Development: Introduction, Definition, Scope, Approaches, Role of Community Development in Social Change, Theory, Policy and Practice, Social Capital Theory, Empowerment Theory, Participatory Development Theory, Contemporary Global Issues in Community Development (urban poverty, migration, digital divide). Natural Resources Management & Livelihoods: Basics of natural resource use and sustainability, Community-based livelihood strategies, Green Jobs and Climate-Resilient Livelihoods. Gender and Inclusion in Community Development: Basics of Gender Analysis, Intersectionality (Gender, Caste, Disability), Rights-based approach to inclusive development. Governance & Legal Frameworks: Local Self-Governance (Panchayati Raj Institutions), Constitutional Rights & Legal Entitlements relevant to community development. Communication and ICT for Development: Basics of Communication for Development (C4D), Digital Inclusion and the Role of social media. Field Research & Data Use: Introduction to Participatory Rural Appraisal (PRA), Basics of Interpreting Data for Community Needs Assessment. Soft Skills & Ethics in Community Work: Personality Development, Attitude Building, Ethics in Community Engagement, Emotional Intelligence and Leadership.

Reference Books:

1. J. A. Christenson, *Community Development*, latest ed. New York: Routledge, 2019.
2. M. Warner, J. Reece, and X. Zhang, *Community Development and Schools: Conflict, Power and Promise*, 2023.
3. T. Borrup and A. Zitcer, *Democracy as Creative Practice: Weaving a Culture of Community Life*, 2023.

IMB1204 BUSINESS STATISTICS [3 1 0 4]

Introduction to Statistics: Definition, scope, and importance in business, Types of statistics: Descriptive and Inferential; Methods of Data Collection and Data Presentation: Primary and Secondary Data, Frequency Distribution: Definition, Components, Types, & formation; Diagrammatical & Graphical Presentation of Data: Bar Charts, Pie charts, Histograms, Polygons, Ogives; Descriptive Statistics: Importance and limitation, Measures of Central Tendency: Mean, Mode, Median; Measures of Dispersion: Range, Interquartile Range, Mean Deviation, Standard Deviation, Coefficient of Variation; Probability and Probability Distributions: Concepts, Importance in Decision Making, Random Variables, Classical Approach, Addition and Multiplication Theorems, Baye's theorem of probability, Probability Distributions: Binomial, Poisson, Normal; Index Numbers & Time Series: Meaning and significance, Problems in Construction of Index numbers, Methods of constructing index numbers - Weighted and Un-weighted (simple aggregative and simple average of price relative methods); Analysis of Time Series: Measurement of Trend - Freehand Method, Semi-Average Method, Moving Average, Method of Least Squares.

Textbook:

- R. Levin, M. H. Siddiqui, D. S. Rubin, and S. Rastogi, *Statistics for Management*, 8th ed. New Delhi, India: Pearson Education, 2017

Reference Books:

1. B. Jhunjhunwala, *Business Statistics*. New Delhi, India: S. Chand & Company Ltd, 2008.
2. D. Patri and D. N. Patri, *Business Statistics for Management*. New Delhi, India: Kalyani Publishers, 2018.
3. J. K. Sharma, *Business Statistics*. New Delhi, India: Pearson Education, 2012.

4. S. C. Gupta, *Fundamentals of Statistics*. Mumbai, India: Himalaya Publishing House,2021.
5. S. P. Gupta, *Statistical Method*. New Delhi, India: Sultan Chand & Sons,2014.

LCM1219 BUSINESS LAW [3 0 0 3]

Concept of contract and Agreement, Formation of Contract: Proposal (offer) and Acceptance, Consideration, Capacity to Contract, Free consent: Coercion, Undue Influence, Misrepresentation, Fraud, Mistake, Void Agreements, Legality of Object and Consideration, Distinction between Void Contract & Voidable Contract, Modes of discharge of contract, Performance, Wagering Agreements, Impossibility of Performance, Quasi Contract, Breach of Contract and Damages, Measurement of Damages, Standard form of Contracts, Contracts which are specifically enforceable, Contracts which are not specifically enforceable, Injunctions. Sale of Goods Act, 1930, Concept of Sale and Agreement to sell, Implied Conditions and Warranties, Transfer of Title and Property, Performance of Contract, Rights of Unpaid Seller, Suit for Breach of Contract, Negotiable Instruments Act- Definition and characteristics of Negotiable Instruments, Parties to negotiable instruments, Presentment of Negotiable Instruments, Discharge of parties, Crossing of Cheque- Kinds and effects, Rights of holder and holder in due course, Civil and criminal liability for dishonour of cheques.

Reference Books:

1. Pollock and Mulla, *Indian Contract Act*. New Delhi, India: LexisNexis,2021.
2. P. C. Markanda, *The Law of Contract*. New Delhi, India: LexisNexis,2017.
3. Mulla, *Sale of Goods & Partnership*. New Delhi, India: LexisNexis.,2019.
4. O. P. Faizi and A. Aggarwal, *Khergamvala on The Negotiable Instruments Act.*,2010.

BBN1205 PYTHON FOR DATA ANALYTICS [2 0 4 4]

Introduction to Python Programming: History of Python, Features of Python, Install Python and Jupyter Notebook / Google Colab. Python Identifiers, Keywords and Indentation. Data Types: Integer, Float, String, Boolean. Comments and document interlude in Python. Command line arguments. **Data Structures and Control Flow:** Basic Data Types, Python's Built-in Data types: String, List, Tuple, Set, and Dictionary. Sorting simple lists. Basic Input- Output Operations, Python user-defined functions, Defining and calling Function, Loops and statement in Python, Python Modules & Packages. **File Handling and Exception Handling:** File opening in various modes and closing of a file, Reading from a file, Writing onto a file, some important File handling functions e.g open(), close(), read(), readline() etc. Exception Handling: What is Exception? Handling an exception, try.... except...else, try-finally clause. **Object-Oriented Programming (OOP):** Overview & concept of OOP, Creating Classes and Objects, Inheritance, polymorphism. **Python for Data Analysis:** NumPy: Creating Arrays, Array Operations. Pandas: Series and DataFrames, Indexing, Filtering, Aggregating. Reading and Writing CSV Files. Handling Missing Data, Merging and Grouping Data. **Data Visualization with Python:** Matplotlib, Seaborn, Plotly, Styling and Annotating Charts, Analyze and visualize insights from a dataset (Distribution Plots, Styling Options, Different Types of Charts and Plots, Heatmaps).

Textbook:

- M. Lutz, *Learning Python*. Sebastopol, CA, USA: O'Reilly Media.,2013.
- E. Matthes, *Python Crash Course: A Hands-On, Project-Based Introduction to Programming*. San Francisco, CA, USA: No Starch Press.,2019.

Reference Books:

1. W. McKinney, *Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython*, 2nd ed. Sebastopol, CA, USA: O'Reilly Media.,2017.
2. A. Sweigart, *Automate the Boring Stuff with Python: Practical Programming for Total Beginners*, 1st ed. San Francisco, CA, USA: No Starch Press.,2015.

LLC1210 BUSINESS COMMUNICATION [2 1 0 3]

Introduction: Definition of Communication, Features, Process, Shannon-and-Weaver Model of Communication, Functions, Feedback. Definition and Significance of Business and Organizational Communication, Medium: Verbal and Non-verbal communication. Channels: Formal and Informal. Levels of Communication, Direction of Communication: Downward, Upward, and Diagonal. Effective Communication and Barriers, Understanding the significance of cross-cultural communication: Stereotyping, Cultural shock, Ethnocentrism. Gender and Communication: Sensitivity and awareness about gender neutrality while communicating. Subject-Verb Agreement, Listening Skills: Effective listening, Barriers to effective listening, Note-taking. Speaking Skills: Self-Introduction, Public Speaking, Power Point Presentation and Extempore, Group Discussion, Interview. Writing Skills: Guidelines for Effective Writing - Bloom's Taxonomy, Difference between Summarizing and Paraphrasing, Formal Letter Writing, Formal E-mail Writing, Formal Report Writing, Citation and Plagiarism, Cover Letter, Agenda and Minutes, Resumé, Statement of Purpose; Reading Skills: Reading Comprehension and Precis writing, Skimming, and Scanning, One-word Substitution: Malapropism, Synonyms, Antonyms. Crisis Communication and Negotiation Skills, Digital Communication and Cyber Ethics: Digital communication, Significance of Netiquettes, Ethical behaviour in virtual spaces, Ethical use of AI to avoid plagiarism.

Reference Books:

1. M. Raman and S. Sharma, *Technical Communication: Principles and Practice*. New Delhi, India: Oxford University Press, 2013.
2. M. E. Guffey and D. Loewy, *Essentials of Business Communication*. Boston, MA, USA: Cengage Learning, 2016.
3. P. Lynne, *Reading and Writing Successfully in College: A Guide for Students*.
4. Framingham, MA, USA: Framingham State University, 2023.

THIRD SEMESTER

IMB2101 Cost Accounting [3 1 0 4]

Cost Accounting: Concept of Cost, Classification of cost: Types of Cost, Distinctions between Financial and Cost Accounting, Cost accounting methods, Cost accounting techniques, Alternative cost accounting principles, Elements of Cost. Presenting information: Purchasing, receiving and storage of material, Pricing material issues, Material control. Recording of Labour Cost, Direct Expenses. Overhead: Classifications allocation, apportionment, re-apportionment, and absorption of overhead costs. Production Account, Methods of Costing: Unit costing, Job costing, Contract Costing. Process costing (process losses, Joint and By-products, Inter-Process Profits, Costing of Work-in- Progress), Operating Costing (only for transport services).

Textbook:

- J. Lal, S. Srivastava, and M. Singh, *Cost Accounting*, 6th ed. New Delhi, India: McGraw Hill Education, 2020.

Reference Books:

1. N. K. Agarwal, *Cost Accounting: Text & Problems*, 7th rev. ed. New Delhi, India: Asian Books, 2010.
2. D. C. Jain, M. C. Khandelwal, and G. Pareek, *Cost Accounting*. Ajmer, India: Ajmera Book Company, 2020.
3. M. N. Arora, *A Textbook of Cost and Management Accounting*, 12th ed. New Delhi, India: Vikas Publishing House, 2024.

IMB2102 Marketing Management [3 0 0 3]

Introduction to Marketing: Nature, Importance, and Scope of Marketing, Core Concepts: Needs, Wants, Demand, Value, Exchange, Marketing vs. Selling, Company Orientations toward the Marketplace (Production, Product, Selling, Marketing, Societal), Marketing Mix (7Ps Framework), Recent Trends in Marketing: Digital, Green, Social, and Relationship Marketing. Strategic Marketing and Environment Scanning: Value Delivery Process and Value Chain, Corporate, Division, and SBU-level Strategic Planning, BCG Matrix and Ansoff Matrix, Marketing Environment: Micro and Macro Environment, Marketing Information System and Marketing Research. Market Segmentation, Targeting, and Positioning (STP), Concept and Bases of Segmentation, Criteria for Effective Segmentation, Targeting Strategies: Undifferentiated, Differentiated, Concentrated, and Niche, Positioning and Repositioning, Differentiation Strategies, Perceptual Mapping. Product and Pricing Decisions: Levels and Classification of Products, Product Line and Mix Strategies, New Product Development (NPD) and Product Life Cycle (PLC), Branding, Packaging, and Labelling, Pricing Objectives and Factors Affecting Pricing Decisions, Pricing Methods: Cost-Based, Value-Based, Competition-Based. Distribution Decisions: Marketing Channels: Types and Functions, Channel Design and Channel Conflict Management, Vertical and Horizontal Marketing Systems, Wholesaling and Retailing: Concepts, Functions, Types, and Trends, Logistics and Supply Chain Management, E-Commerce and Online Distribution Strategies. Promotion and Communication Strategy: Integrated Marketing Communications (IMC), Promotion Mix: Advertising, Personal Selling, Sales Promotion, Publicity, Direct and Digital Marketing, Media Planning and Strategy, Public Relations and Sponsorship, Measuring Promotion Effectiveness.

Textbook:

- P. Kotler, K. L. Keller, A. Koshy, and M. Jha, *Marketing Management: A South Asian Perspective*, 14th ed. New Delhi, India: Pearson Education, 2012.

Reference Books:

1. V. S. Ramaswamy and S. Namakumari, *Marketing Management*, 5th ed. New Delhi, India: McGraw-Hill Education, 2013.
2. P. Baines, C. Fill, K. Page, and P. Sinha, *Marketing*, Asian ed. New Delhi, India: Oxford University Press, 2015.
3. R. Saxena, *Marketing Management*, 4th ed. New Delhi, India: Tata McGraw-Hill Education, 2012.
4. P. Kotler, G. Armstrong, P. Y. Agnihotri, and E. U. Haque, *Principles of Marketing: A South Asian Perspective*, 13th ed. New Delhi, India: Pearson Education, 2010.

IMB2103 Organizational Behavior-I [3 0 0 3]

Introduction to Organizational Behavior: Introduction, need and Scope of OB; Challenge and Opportunities for OB managers; Models of OB (Classical, Behavioral, Contingency, etc.). Emerging Trends in OB (e.g., OB in virtual workplaces, gig economy). **Understanding Individual Behavior:** Introduction, importance of Individual Behavior; Factors Affecting Individual Behavior (Biological, Psychological, and Environmental). **Perception and Attitudes:** Nature and Behavioral Applications of Perception. Factors affecting perception, process, errors in perception, and managerial application. Attitude: Concept and components of attitude, functions of attitude, attitude formation, attitude change. **Personality and Theories of Personality:** Introduction to personality, Determinants of Personality, Personality Types & Traits; Theories with Practical Applications (*Group presentations on different personality frameworks and their workplace applications*). **Organization Culture:** Introduction to Organization Culture, Functions of Organization Culture, Types of Organizational Culture. **Stress and Conflict Management:** Introduction to Stress, Types of Stress, Causes of Stress at workplace, Factors affecting stress in organization. Conflict: Introduction to Conflict, Types of

Conflict, Conflict Resolution Techniques at workplace (*Role-play or case analysis on stress/conflict scenarios in the workplace*).

Textbook:

- S. P. Robbins and T. A. Judge, *Organizational Behavior*, 18th ed. New Delhi, India: Pearson Education India, 2019.

Reference Books:

1. F. Luthans, *Organizational Behavior*. New Delhi, India: McGraw-Hill Education, 2010.
2. D. C. Fieldman and H. Arnold, *Managing Individual and Group Behavior in Organizations*. New Delhi, India: McGraw-Hill Education, 1983.
3. E. Gerlof, *Organization Theory and Design*. New Delhi, India: McGraw-Hill Education, 1985.
4. K. Aswathappa, *Organizational Behaviour*. Mumbai, India: Himalaya Publishing House, 2018.
5. S. S. Khanka, *Organizational Behaviour: Text and Cases*. New Delhi, India: S. Chand and Company Pvt. Ltd, 2002.

LLC2018: Fundamental French - I [3 0 0 3]

Basic alphabets, accents, salutations, counting, introducing oneself and others, asking someone's identity, expressing appreciation, likes, dislikes, hobbies, actions verbs regarding visit, purchase. From grammar point of view, it includes topics like être, avoir, s'appeler, subject pronouns, interrogation, articles, gender, adjectives, counting, nationalities, professions, conjugation of verbs in present tense, negative form, near future tense, possessive adjectives, days of the week, months of the year, Paragraph writing on the following topics: My friend, my family.

Reference Books:

1. R. Merieux and Y. Loiseau, *Latitudes 1 (A1/A2) Méthode de Français*. Paris, France: Didier, 2008.
2. K. Madanagobalane, *Synchronie 1*. Chennai, India: Samhita Publication, 2011.
3. T. Beryl and A. Duval, *The Collins Robert French Dictionary*. Paris, France: Collins, 2010.
4. *Le Nouveau Sans Frontières Part 1*, Indian ed. Paris, France: CLE International, 1997.

BBN2107: Introduction to R Language [2 0 4 4]

Introduction to R for Business Analytics: What is R-Language? Advantages of R-Language, History and Development of R-Language, Installing R and RStudio. Installing R packages relevant to business analytics (e.g., readxl, tidyverse, ggplot2, dplyr). **R Fundamentals and Data Structures:** Understanding R syntax and functions, Vectors, Character Strings, Matrices, Variables and Data Types. **Data Manipulation and Cleaning with R:** Data Frames & list; Importing and Exporting Data, Filtering, and Sorting Data; Merging and Joining Data. Handling missing data and outliers in managerial datasets. **Data Visualization for Business Insights:** Base R Plotting System, Scatter Plots, Bar Charts, Histograms using ggplot2. Dashboards and reporting basics (intro to RMarkdown). **Introduction to Statistical Analysis in R:** Descriptive statistics, Hypothesis testing (e.g., t-test, ANOVA) with business cases, Chi-square test and correlation analysis, Introduction to parametric and non-parametric tests. **Capstone Mini-Project (Group-Based):** Analyze a real-world business dataset (Use of sample datasets from Kaggle, UCI, or open government databases (<https://www.data.gov.in/>)), Apply data cleaning, visualization, and statistical testing.

Textbook:

- K. Ren, *Learning R Programming: Language, Tools, and Practical Techniques*. Birmingham, UK: Packt Publishing, 2016.

Reference Books:

1. O. Trejo and P. C. Figliozzi, *R Programming by Example: Practical, Hands-on Projects to Help You Get Started with R*. Birmingham, UK: Packt Publishing, 2017.
2. J. Jose, *Beginner's Guide for Data Analysis Using R Programming*. New Delhi, India: Khanna Publishing House, 2020.

FOURTH SEMESTER

IMB2201: Organization Behavior-II [3 0 0 3]

Introduction to Group Behavior: Foundations of group behavior, classification of groups, needs/reasons for joining group; five stage model of group development; punctuated equilibrium model. **Group Decision Making & Team Dynamics:** Group properties and their relationships; group decision making; and evaluation of group effectiveness. Teams: - Importance of teams; difference between teams and groups; types of teams; creating effective teams; turning individuals into team players; conflict management within teams.

Leadership Theories and Styles: Concept and Types of Leadership, trait theory; behavioral theories of leadership; contingency theories (Fiedler model; Cognitive Resource Theory). Contingency Approach: Hersey & Blanchard Situational Model; Leader-Member Exchange Theory; Path-Goal Theory; and Leader-Participation Model along with Contingency Variables.

Advanced Leadership Approaches: Inspirational Approaches to Leadership; Key Characteristics of Charismatic Leaders; Level 5 Leaders; Transactional and Transformational Leadership and their characteristics; Leadership and Ethical Behavior. **Organizational Change and Power Dynamics:** Importance of Change, Planned Change & OB Techniques. Definition of power; contrasting leadership and power; bases of power - formal power, personal power; dependency and power dynamics- the key to power; Power Tactics; factors influencing the choice and effectiveness of power tactics; politics - power in action; Factors that influence political behaviors; employee responses to organizational politics; impression management (IM) and ethics of political actions. **Application of OB Concepts to Real-World Scenarios:** Case Studies and Real-World Applications of OB Theories, Managing Change in Organizations, Cross-Cultural Leadership and Team Dynamics.

Textbook:

- S. P. Robbins and T. A. Judge, *Organizational Behavior*, 18th ed. India: Pearson Education, 2019.

Reference Books:

1. F. Luthans, *Organizational Behavior*, McGraw-Hill Education, 2015.
2. K. Aswathappa, *Organizational Behaviour*, Himalaya Publishing House, 2018.
3. S. S. Khanka, *Organizational Behaviour: Text and Cases*, New Delhi, India: S. Chand & Co. Pvt. Ltd., 2013.
4. K. Singh, *Organizational Change and Development*, New Delhi, India: Excel Books, 2010.

IMB2202: Climate Change and Disaster Management [3 0 0 3]

Foundations of Climate Change and Global Warming: Introduction to climate change and climate variability; Evolution of climate, Green House Gases and Global Warming; Observed changes in climate system - temperature, precipitation, CO₂ concentration, Sea level rise. Drivers of climate change - Greenhouse gases, aerosols - reflective and black carbon, land use changes, Global warming. **Climate Change Impacts and Human Security:** Effect of climate change on disaster vulnerabilities: Environmental & geographical impacts, Socioeconomic vulnerabilities, Health, infrastructure, and systemic risks; Climate change

issues for human security, national security. **Introduction to Disasters and Classification:** Definitions and concept of hazard, vulnerability, risk, disaster; Difference between Hazard and Disaster; General characteristics of disasters; Causative factors of disasters; Classification of disasters - natural vs. man-made disasters, slow vs. sudden disasters, classification based on processes of disasters. **Types of Disasters and Case-Based Exploration:** Basic concept of disaster: Brief outline of prominent disasters - earthquakes, volcanisms, landslides, cyclones, tsunamis, floods. Repercussions of Disasters and Hazards: Economic Damage, Loss of Human and Animal Life, Destruction of Ecosystem. **Disaster Preparedness and Crisis Management:** Early warning and communication, Emergency response, Local preparedness, Relief management-Shelter, environmental health, trauma care; Role of agencies, technology, and coordination. **Disaster Management Frameworks and Response Systems:** Basic aspects of disaster management: definition of disaster management; components of disaster management cycle- crisis management and risk management. Crisis management-quick response, relief, recovery, and development; Risk management- risk identification, risk reduction- preparedness, prevention and mitigation (structural and non-structural mitigation); and risk transfer. Important sectors in disaster management: health and medical care- basics of first aid and practical training (breathing & CPR), communications, insurance, social work, NGO's, media, fire services, police and paramilitary services, armed forces etc.

Textbook:

- R. Prizzia, *Climate Change and Disaster Management*, USA: Sentia Publishing, 2015.

Reference Books:

1. R. Shaw and R. R. Krishnamurthy, *Disaster Management: Global Challenges and Local Solutions*, Hyderabad, India: Universities Press (India) Pvt. Ltd., 2009.
2. A. K. Gupta, S. S. Nair, S. Chatterji, and F. B-Lux, *Disaster Management and Risk Reduction*, New Delhi, India: Narosa Publishing, 2013.
3. A. K. Gupta, S. S. Nair, and V. K. Sharma, *Disaster Risk and Impact Management*, New Delhi, India: Astral Publishing, 2018.

IMB2203: Principles of Human Resource Management [3 0 0 3]

Introduction to Human Resource Management & Strategic Role: Definition, Scope, Function, and Evolution of HRM. HRM in changing environment - Globalization, cultural environment, work force diversity. HR as a strategic partner, Work life balance - Concepts and business implications. **Human Resource Planning & Job Design:** Human Resource forecasting - demand and supply, skill inventories. Job Design Approaches - Job Analysis Process, Job description and Job specification. **Recruitment, selection & orientation:** Internal & external sources of recruitment, e-recruitment - trends & tools, steps in placement and selection process, Selection tests and Interview, Designing and Executing an Orientation Program. **Training, Development, and Compensation:** Training: Objective, Need assessment, and Methods. Compensation: components of pay structure, factors influencing compensation levels. Wage differentials, incentives plan, time wage, piece rate, Halsey plan, Merrick's plan, Bandeaux plan, Emerson's efficiency plan, profit sharing, gain sharing, employee's stock option plans. **Performance Management & Career Planning:** Performance appraisal - Objective and uses, appraisal methods. Career Management: Career anchors, career life. **Industrial Relations and Global HR Perspectives:** Introduction to Industrial relations, Machinery for settlement of disputes. Cultural issues, Compensation issues, International Staffing Models: Ethnocentric, Geocentric.

Textbook:

- G. Dessler and B. Varkkey, *Human Resource Management*, 17th ed. India: Pearson Education, 2021.

Reference Books:

1. S. Sadri and S. Jayashree, *Human Resources Management in Modern India*, Mumbai, India: Himalaya Publishing Co., 2012.
2. D. A. Decenzo and S. P. Robbins, *Human Resource Management*, 12th ed. India: Wiley, 2016.
3. R. W. Mondy and R. M. Noe, *Human Resource Management*, 9th ed. India: Pearson Education, 2005.
4. A. Monappa and M. Saiyadain, *Personnel Management*, 2nd ed. New Delhi, India: Tata McGraw-Hill, 2001.
5. V. S. P. Rao, *Human Resource Management*, 3rd ed. New Delhi, India: Excel Books, 2010.
6. J. Sadri, S. Sadri, and N. Nayak, *A Strategic Approach to Human Resources*, 2nd ed. India: Pearson Education, 2018.

IMB2204: Production & Operations Management [3 0 0 3]

Introduction to Operations Management: Definition, key decisions of OM, difference between goods vs. services. Operation Strategies - Definition, relevance, strategy formulation process in Operations Management. **Forecasting Techniques:** Definition, needs, importance for forecasting in OM, Qualitative method (grass roots, market research and Delphi method) and quantitative methods (simple moving average method, weighted moving average and single exponential smoothing method), forecast error. **Process Selection & Facility Layout:** Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous. Layout planning - Types of layouts (Process, Product, Group technology and Fixed position layout). Facility Location - Objective, factors that influence location decision, location evaluation methods- factor rating method. Location Decisions & Models. **Capacity Planning & Material Management:** Capacity Planning: Definition, measures of capacity (input and output). Material Planning: issues in material management, independent demand system, dependent demand system. **Production Planning & Scheduling:** Aggregate Planning, definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce, and average inventory), Scheduling: Operation scheduling, goals of short-term scheduling, job sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson's rule on two machines, Gantt charts, Just in Time (JIT). **Emerging Issues in Operations Management:** Emerging Issues in Planning/ Operations Management: Total Productive Maintenance, Advanced Manufacturing System, Role of computers in planning. Introduction to digitization in operations.

Textbook:

- B. Mahadevan, *Operations Management: Theory and Practice*, 3rd ed. India: Pearson Education, 2015.

Reference Books:

1. J. Heizer and B. Render, *Production & Operations Management*, India: Pearson Education, 2014.
2. R. B. Chase, N. J. Aquilano, F. R. Jacobs, and N. Agarwal, *Production & Operations Management: Manufacturing and Services*, New Delhi, India: Tata McGraw-Hill, 2015.
3. S. P. Gupta, *Statistical Methods*, New Delhi, India: Sultan Chand & Sons, 2014.
4. E. E. Adam and R. Ebert, *Production & Operations Management*, New Delhi, India: Prentice Hall of India, 2015.

IMB2205: Management Accounting [3 1 0 4]

The nature, source and purpose of management information, Accounting for management, Sources of data, Specialist cost and management accounting techniques, Environmental accounting, Decision-making techniques, Relevant cost analysis, Absorption and marginal

costing :- Cost volume analysis, Limiting factors, Pricing decisions, Make-or-buy and other short-term decisions, Dealing with risk and uncertainty in decision-making, Budgeting and control, Budgetary systems, Types of budget, Quantitative analysis in budgeting, External considerations and behavioral aspects, Budgeting, Nature and purpose of budgeting, Statistical techniques, Budget preparation, Flexible budgets, Budgetary control and reporting, Behavioral aspects of budgeting, Standard costing:- meaning of Standard costing, Standard costing system, Variance calculations and analysis, Reconciliation of budgeted and actual profit, Material mix and yield variances, Sales mix and quantity variances, Planning and operational variances. Cost Analysis- Case Study.

Reference Books:

1. T. Lucey, *Management Accounting*, 2017 ed. London, UK: Cengage Learning, 2017.
2. M. Y. Khan and P. K. Jain, *Management Accounting: Text, Problems and Cases*, 8th ed. New Delhi, India: McGraw Hill, 2022.
3. D. Bhattacharyya, *Management Accounting*, New Delhi, India: Pearson Education, 2011.
4. C. Drury and M. E. Tayles, *Management and Cost Accounting*, 12th ed. Singapore: Cengage Learning, 2024.
5. R. Rajpurohit and S. Joshi, *Management Accounting*, Rajasthan, India: Rajasthan Pathya Prakashan, 2016.
6. S. N. Maheshwari, *Cost & Management Accounting*, New Delhi, India: Sultan Chand & Sons, 2014.

LLC2218: Fundamental French -II [3 0 0 3]

This course includes describing itinerary, writing short messages, describe a place, describe daily routine life, express quantity, give some advice, describe a person and their style, asking information about someone, propose an outing, accepting & refusing the proposal, speaking on telephone. From grammar point of view, it includes topics like prepositions, interrogative adjectives, question, négation, singulier/pluriel, demonstratives, adjective possessifs, accord, exclamatifs and Impératif, past continuous tense and simple future tense. Paragraph writing on the topics: My city, My University, My daily routine life.

Reference Books:

1. R. Mérieux and Y. Loiseau, *LATITUDES 1 (A1/A2) Méthode de Français*, Paris, France: Didier, 2008.
2. K. Madanagobalane, *Synchronie 1*, Chennai, India: Samhita Publication, 2011.
3. T. Beryl and A. Duval, *The Collins Robert French Dictionary*, Paris, France: Collins, 2010.
4. P. Dominique, J. Girardet, and M. Verdelhan, *Le Nouveau Sans Frontières Part 2*, Indian ed. Paris, France: CLE International, 2006.

FIFTH SEMESTER

IMB3101: Project Planning & Management [3 0 0 3]

Introduction to Project Management and Organizational Structure: Meaning, Definition, Characteristics, PMBOK-Project Organization Structure, Setting Up of Organization Structure, Project Manager: Qualifications, Selections and Training; Role & Responsibility of a Project Manager. **Project Selection, Portfolio Management, and Project Control Techniques:** Project Identification, Project Ideas, Screening of Ideas, Project Feasibility Analysis, Cost benefit analysis, Formulation of Detailed Project Report. Project Control: - Time Control- Scheduling and Control by Network Techniques like PERT & CPM, Cost Control- Budgetary Controls. Introduction to MS Project. **Environmental Analysis, Project Life Cycle, and Resource Allocation Techniques:** Environmental Scanning and Opportunity Analysis, Project Life Cycle,

Marginal Costing Technique for Project Management, Resource allocation. **Project Evaluation Under Risk & Uncertainty:** Risk Adjusted Rate Method, Certainty Equivalent Method, Probability Method, Sensitivity Analysis. **Fundamentals of Project Planning:** Setting project objectives and scope, Work Break-down structure (WBS). **Project Budgeting Techniques:** Pay-Back, Average Rate of Return, Net Present Value & Internal Rate of Return.

Textbook:

- P. Chandra, *Project Management*, 9th ed. New Delhi, India: McGraw-Hill Education, 2019.

Reference Books:

1. N. P. Agarwal and B. K. Sharma, *Project Management*. New Delhi, India: University Science Press, 2018.
2. D. Lock, *Project Management*, 10th ed. Farnham, U.K.: Gower Publishing, 2013.
3. H. Maylor, *Project Management*, 5th ed. Harlow, U.K.: Pearson Education, 2022.
4. R. Pannarselvam and P. Senthilkumar, *Project Management*. New Delhi, India: PHI Learning Pvt. Ltd., 2015.
5. E. W. Larson, C. F. Gray, and G. V. Desai, *Project Management: The Managerial Process*, 6th ed., Special Indian Edition. Chennai, India: McGraw-Hill Education (India) Pvt. Ltd., 2014.

IMB3102: Entrepreneurship and Small Business Management [3 0 0 3]

Fundamentals of entrepreneurship and small business: Meaning, concept, types, and factors contributing to entrepreneurship, theories of entrepreneurship, psychological and ethical perspective of entrepreneurship, difference between entrepreneurship and small business, role of entrepreneurship in the Indian economy. **Entrepreneurial Mindset and Behavior:** Entrepreneurship traits, motivation and behaviour: Nature of Entrepreneurship, entrepreneurial thinking, Entrepreneurial intension, Role model and support system for Entrepreneurship. **Creativity and Business Idea:** Business opportunity identification, business plan components & preparation, innovation for business development, legal forms of business organization. **Financing of new and small business:** Loan, venture capital, private equity and other sources of initial finance. Government and institutional support system for entrepreneurship, schemes, procedures and requirements. **Business models and forms:** Business model canvas, Types of Small business units, Franchising and other options for new business organizations, Business plan formulation. Selection of legal forms of ventures. **Small Business setup:** Selection of the product, market survey, growth strategy and scaling of small business, challenges and failures in small business. Introduction to Social Entrepreneurship.

Textbook:

- R. D. Hisrich, *Entrepreneurship*, 11th ed. New York, NY, USA: McGraw-Hill Education, 2016.

Reference Books:

1. R. Arora and S. K. Sood, *Fundamentals of Entrepreneurship and Small Business Management*. Ludhiana, India: Kalyani Publishers, 2015.
2. V. Desai, *Small-Scale Industries and Entrepreneurship*. Mumbai, India: Himalayan Publishing House, 2014.
3. K. Ramachandaran, *Managing a New Business Successfully*. New Delhi, India: Global Business Press, 2013.
4. C. B. Gupta and S. Khanka, *Entrepreneurship & Small Business Management*. New Delhi, India: Sultan Chand and Sons, 2010.

IMB3103: Business Research Methods [3 0 0 3]

Introduction to Business Research and Research Process: Meaning, definition, and objectives

of business research; Types of research: Exploratory, Descriptive, Analytical, Applied & Fundamental; Research Process: Steps in conducting research; Constructs, concepts, and variables (types of variables); Literature review: Sources, process, and identifying research gaps; Formulating research problems and determining research objectives. **Research Design and Sampling Techniques:** Meaning and types of research design: Exploratory, Descriptive, Experimental; Sampling design: Meaning, steps in sampling design; Types of sampling: Probability and Non-probability techniques; Sample size determination and considerations; Confidence level and confidence interval; Significance level and errors in hypothesis testing. **Measurement and Scaling Techniques:** Levels of data: Nominal, Ordinal, Interval, and Ratio; Comparative and Non-comparative scales; Attitude measurement scales: Likert, Semantic Differential, Rating Scales; Validity and Reliability of measurement tools. **Data Collection Methods:** Types of Data: Primary and Secondary; Observation method: Structured and Unstructured; Survey methods: Personal Interviews, Telephone, Online, and Mail surveys; Questionnaire design: Principles, types of questions, sequence, and layout; Data collection instruments: Schedules, Interview guides; Data preparation: Editing, coding, classification, tabulation. **Testing of Hypothesis:** Hypothesis and types of hypotheses; Hypothesis testing procedures; Parametric tests: Z-test, t-test, ANOVA; Non-parametric tests: Chi-square, Mann-Whitney, Kruskal-Wallis; Practical application of statistical tests using SPSS. **Research Report Writing and Referencing:** Writing the research report & Publication: preparing synopsis & summary of research work. reference writing: foot note, end note, in-text citation, bibliography, citation styles, Bibliography and citation styles: APA, MLA, Chicago; Ethical considerations in research and plagiarism avoidance; Introduction to publication process in journals; Reference writing: foot note, end note, in-text citation, bibliography, citation styles. **Textbook:**

- C. R. Kothari and G. Garg, *Research Methodology: Methods and Techniques*, 4th ed. New Delhi, India: New Age International Publishers, 2019.

Reference Books:

1. D. R. Cooper and P. S. Schindler, *Business Research Methods*, 12th ed. New York, NY, USA: McGraw-Hill Education, 2014.
2. M. Saunders, P. Lewis, and A. Thornhill, *Research Methods for Business Students*, 8th ed. Harlow, UK: Pearson, 2019.
3. W. G. Zikmund, B. J. Babin, J. C. Carr, and M. Griffin, *Business Research Methods*. Boston, MA: Cengage Learning, 2013.
4. N. K. Malhotra, *Marketing Research: An Applied Orientation*, 6th ed. New Delhi, India: Pearson Education, 2010.

IMB3104: Design Thinking [2 0 0 2]

Introduction to Design Thinking: Scope, Significance, importance & framework. Key principles -Human-centered approach, collaboration, and iteration. Design Thinking Models - 5-phase model, Double Diamond, and others. Stages of thinking The Design Process-Stage 1 - Define, Stage 2 - Research, Stage 3 - Ideate, Stage 4 - Prototype, Stage 5 - Select, Stage 6 - Implement, Stage 7 - Learn Understanding Problem Space, Empathy, understanding user needs, Stakeholder mapping, Problem framing and reframing, User personas and journey mapping. Ideation Techniques - Creative thinking and brainstorming, Divergent vs. Convergent thinking, Tools for ideation (Mind Mapping, SCAMPER, etc.), Evaluating and prioritizing ideas, Selecting the best ideas for prototyping. Prototyping - Introduction, & importance of prototyping in Design thinking, Tools and techniques for prototyping, Iterative testing and feedback. Testing and Implementation - Conducting usability testing, collecting qualitative and quantitative data, analyzing feedback for improvement, Developing a minimum viable product (MVP), User experience (UX) testing. Reflection and Scaling - Ethical considerations in Design Thinking,

scalability and sustainability of solutions.

Textbook:

- T. Brown, *Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation*, New York, NY, USA: Harper Business, 2009.
- D. A. Norman, *The Design of Everyday Things*, revised ed. New York, NY, USA: Basic Books, 2013.

Reference Books:

1. G. Ambrose and P. Harris, *Basics Design - 8: Design Thinking*, illustrated reprint. New York, NY, USA: AVA Publishing, 2010.
2. C. Müller-Roterberg, *Handbook of Design Thinking*, Kindle Direct Publishing, 2018, ISBN: 978-1790435371

IMB3105: Corporate Social Responsibility [2 0 0 2]

Introduction to CSR and Sustainability: Meaning, nature, and evolution of CSR, Concept of corporate philanthropy and corporate citizenship, CSR vs Business Ethics vs Corporate Governance, Sustainability and sustainable development, Stakeholder theory and stakeholder engagement. **Theoretical Perspectives and Models of CSR:** Carroll's Pyramid of CSR, Triple Bottom Line approach (People, Planet, Profit), Business Case for CSR, Drivers of CSR in emerging markets, Chronological evolution and Indian traditional values in CSR. **CSR in the Indian Context:** CSR policy under Companies Act, 2013 - Section 135, Schedule VII - areas of CSR activities, Calculation of net profit for CSR expenditure, Appointment and role of Independent Directors, Public sector and CSR: guidelines and practices. **CSR Legislation, Codes and Standards:** Global CSR norms: UN Global Compact, OECD Guidelines, ISO 26000, National Voluntary Guidelines (NVGs), Global Compact Self-Assessment Tool, CSR compliance and governance frameworks, Corporate foundations and their roles. **Stakeholders and Implementation Process:** Identifying internal and external stakeholders, Role of NGOs and local self-government in CSR, Government programs supporting CSR (e.g., Swachh Bharat, Skill India), CSR implementation strategies and project lifecycle, Monitoring, evaluation, and impact assessment. **Contemporary Issues and Case Studies in CSR:** CSR as a strategic business tool, CSR and SDGs (Sustainable Development Goals), Emerging trends and challenges in CSR, Case studies of successful CSR initiatives in India and abroad, CSR reporting and disclosure practices.

Textbook:

- C. V. Baxi and R. Ray, *Corporate Social Responsibility*. Vikas Publishing House, 2012.

Reference Books:

1. S. Sharma, *Corporate Social Responsibility in India: Cases and Developments after the Legal Mandate*. Singapore: Springer, 2021.
2. S. K. Agarwal, *Corporate Social Responsibility in India*, New Delhi, India: Deep & Deep Publications, 2008.
3. Ministry of Corporate Affairs, Govt. of India, *CSR Guidelines & Companies Act, 2013*. New Delhi, India: Ministry of Corporate Affairs, 2013.
4. M. Blowfield and A. Murray, *Corporate Responsibility*, 3rd ed. Oxford, UK: Oxford University Press, 2019.

LCM3119: Corporate Laws [3 0 0 3]

Introduction -Characteristics of a company; lifting of corporate veil; types of companies including one person company, small company and producer company; association not for profit; illegal association; formation of company - promoters, their legal position, pre-incorporation contract and provisional contracts; online registration of a company Documents - Memorandum of association, articles of association, doctrine of constructive notice and indoor management, prospectus-shelf and red herring prospectus , allotment and forfeiture of share,

transmission of shares, buyback and provisions regarding buyback; issue of bonus shares. Management- classification of directors, women directors, independent director, small shareholder's director; disqualifications, director identity number (DIN); appointment; legal positions, powers, and duties; removal of directors; key managerial personnel, managing director, manager; meetings of shareholders and board; types of meeting, convening and conduct of meetings, postal ballot, meeting through video conferencing, e-voting. Miscellaneous Provisions- Books of accounts, registers; online filing of documents; dividend provisions; auditor's appointment; rotation of auditors; auditor's report; secretarial audit; concept and modes of winding up; national company law tribunal (NCLT); special courts.

Reference Books:

1. A. Hicks and S. H. Goo, *Cases and Materials on Company Law*, 9th ed. Oxford, UK: Oxford University Press, 2018.
2. D. Kershaw, *Company Law in Context*. Oxford, UK: Oxford University Press, 2012.
3. L. C. B. Gowar, *Principles of Modern Company Law*. London, UK: Stevens & Sons, 1965.
4. B. Hannigan, *Company Law*. Oxford, UK: Oxford University Press, 2018.

SIXTH SEMESTER

IMB3201: Business Analytics [2 0 2 3]

Introduction to Business Analytics: Scope and Significance of Business Analytics: Importance, Job Roles, Trends. **Business Problems:** Introduction, Types of Problems and their advantages, Human Brain and Problem Solving. **Understanding Business Problems:** Framing the problem, Facts and opinions, Business Model Canvas, conducting research without any bias, Building a hypothesis. **Formulating Hypotheses:** Interviewing Frameworks, SPIN, SMART, 5Cs and PESTEL Framework, MECE Approach, analysing possible solutions, Prioritising Options, Considering Implications, Implementing Solutions, Proof of Concept Approach. **Industry Demonstrations:** Issue Tree Framework, 7Ps Framework; Case Studies: Air Crash Investigation, Big Data Consultant, Starbucks. **Wal Store Project:** Use the 5W's+How framework to come up with a list of questions that will help gather relevant facts and data about Wal Store's current state of operations.

Textbook:

- S. Raj, *Business Analytics*, 1st ed. New Delhi, India: Cengage Learning, 2015.

Reference Books:

1. R. N. Prasad and S. Acharya, *Fundamentals of Business Analytics*, 2nd ed. New Delhi, India: Wiley India, 2016.

IMB3202: Insurance and Risk Management [3 0 0 3]

Concept of Risk, Types of Risk, Managing Risk, Sources and Measurement of Risk, Risk Evaluation and Prediction. Disaster Risk Management, Risk Retention and Transfer. Risk Management and its managerial aspects- risk management-concept, evolution, purpose, scope, importance, and its future. Role of risk management in economic growth. Risk management function. Risk Manager. Managerial Aspects- goals, Risk identification, evaluation, risk response, and plan administration, Risk analysis techniques. Insurance-nature, purpose, functions, classification and scope, limitations, and production process. Risk and insurance. Economic development and insurance. Insurance as a social security tool. Economics of insurance. Insurance Contract-nature-subject-matter of insurance and subject-matter of contract of insurance, features-as per Contract Act, special features, evidence, and documents. Payment of premium's-insurance policy and Insurance Repositories. KYC norms and anti money laundering guidelines for insurers. Reinsurance Contract- meaning and purpose. Forms and Types- facultative, treaty, proportional, and non- proportional. National Reinsurer- GIC. Insurance companies as

consumers. Risk Control Techniques: Loss prevention and reduction

Textbook:

- P. K. Gupta, *Insurance and Risk Management*, 2nd ed. Mumbai, India: Himalaya Publishing House, 2017.

Reference Books:

1. S. Arunajatesan and T. R. Viswanathan, *Risk Management and Insurance: Concepts and Practices of Life and General Insurance*. New Delhi, India: Macmillan India Ltd., 2011.
2. J. Holyoake and B. Weipers, *Insurance*, 4th ed. New Delhi, India: AITBS Publishers & Distributors, 2002.
3. M. S. Dorfman, *Introduction to Risk Management and Insurance*, 8th ed. Upper Saddle River, NJ, USA: Prentice Hall, 2004.

IMB3203: Indian Financial System [3 0 0 3]

Introduction to Indian Financial System: Meaning, Objectives, and Components of Financial System, Structure of the Indian Financial System, Role of Financial System in Economic Development, Interlinkages among Financial Institutions, Markets, Instruments, and Services
Financial Markets: Capital Market: Meaning, Structure, Functions; Primary Market vs. Secondary Market, Instruments in Capital Market - Equity, Debt, Derivatives, Money Market: Definition, Features, Instruments - Call Money, Commercial Papers, Treasury Bills, Certificates of Deposit, Recent Developments in Indian Financial Markets. Financial Institutions: Types of Financial Institutions: Banking and Non-Banking, Overview and Functions of IDBI - Industrial Development Bank of India, SFCs - State Financial Corporations, SIDCs - State Industrial Development Corporations, LIC - Life Insurance Corporation of India, EXIM Bank - Export-Import Bank of India, Mutual Funds - Concept, Features, and Types. Commercial Banking System in India: Role and Importance of Commercial Banks in Financial Intermediation, Primary and Secondary Functions of Commercial Banks, Principles of Sound Investment Policy, Recent Reforms in Banking Sector - Highlights of Narasimham Committee Reports (I & II), Digital Banking and Financial Inclusion
Financial Regulatory Institutions: Reserve Bank of India (RBI): Organization, Objectives, Functions, Monetary Policy Role, SEBI - Securities and Exchange Board of India: Structure, Objectives, Powers, and Functions, Need for Financial Regulation and Supervision, Other Regulatory Bodies: IRDAI, PFRDA (Brief Overview). Financial Services: Meaning, Nature, and Importance of Financial Services, Types of Financial Services: Brief overview of Factoring and Forfeiting, Leasing and Hire Purchase, Venture Capital Financing, Consumer Finance - Housing and Vehicle Finance, Emerging Trends in Financial Services - FinTech, Digital Lending, Crowdfunding.

Textbook:

- B. V. Pathak, *The Indian Financial System: Markets, Institutions and Services*, 5th ed. New Delhi, India: Pearson Education, 2021.

Reference Books:

1. M. Y. Khan, *Indian Financial System*, 10th ed. New Delhi, India: McGraw Hill Education, 2020.
2. H. R. Machiraju, *Indian Financial System*, 4th ed. New Delhi, India: Vikas Publishing House, 2010.
3. K. Sasidharan and A. K. Mathews, *Financial Services and System*, 1st ed. New Delhi, India: Tata McGraw-Hill Education, 2008.
4. L. M. Bhole and J. Mahakud, *Financial Institutions and Markets: Structure, Growth and Innovations*, 6th ed. New Delhi, India: McGraw Hill Education, 2021.
5. Bhole, L. M., & Mahakud, J. *Financial institutions and markets: Structure, growth and innovations* (6th ed.). McGraw Hill Education, 2021.

IMB3204: E-Commerce [3 0 0 3]

Introduction to E-Commerce and Its Evolution: Evolution of E-Commerce and its transition to m-commerce, Phases of e-commerce, Dot-Com bubble burst in 2001, Advantages and Disadvantages of E-Commerce. **E-Commerce Business Models:** Concept of Business Models in E-Commerce, Types of Business Models, Components of E-Commerce Business Models, Selling on Internet, Types of sales transactions done on the Internet. **E-Tailing and Market Trends:** Evolution of e-tailing in India, B2B and B2C models of selling, Emerging trends in E-Commerce. **Security, Privacy, and Threats in E-Commerce:** Security and Privacy issues of E-Commerce, Major threats to E-Commerce transactions. **M-Commerce Overview:** Types and Components of M-Commerce in India and abroad, Growth and future directions of M-Commerce and its integration with traditional ways of doing business. **Funding and Future Directions of E-Commerce:** Funding E-Commerce ventures, future of E-Commerce and M-Commerce.

Textbook:

- P.T. Joseph, *E-Commerce: An Indian Perspective*, 7th ed. New Delhi, India: PHI Learning Pvt. Ltd., 2023.

Reference Books:

1. K. C. Laudon and C. G. Traver, *E-Commerce: Business, Technology, Society*, 18th ed. Boston, MA, USA: Pearson, 2024.
2. P. Skeldon, *M-Commerce*, New Delhi, India: Pentagon Press, 2013.
3. D. Chaffey, *E-Business and E-Commerce Management: Strategy, Implementation and Practice*, 5th ed. Harlow, UK: Pearson Education, 2013.

CHY1003: Environmental Science [3 0 0 3]

Introduction: Multidisciplinary nature, scope and importance, sustainability, and sustainable development. **Ecosystems:** Concept, structure and function, energy flow, food chain, food webs and ecological succession, examples. **Natural Resources (Renewable and Non-renewable Resources):** Land resources and land use change, Land degradation, soil erosion and desertification, deforestation. **Water:** Use and over-exploitation, floods, droughts, conflicts. **Energy resources:** Renewable and non-renewable energy sources, alternate energy sources, growing energy needs, case studies. **Biodiversity and Conservation:** Levels, biogeographic zones, biodiversity patterns and hot spots, India as a mega-biodiversity nation; Endangered and endemic species, threats, conservation, biodiversity services. **Environmental Pollution:** Type, causes, effects, and controls of Air, Water, Soil and Noise pollution, nuclear hazards and human health risks, fireworks, solid waste management, case studies. **Environmental Policies and Practices:** Climate change, global warming, ozone layer depletion, acid rain, environment laws, environmental protection acts, international agreements, nature reserves, tribal populations and rights, human wildlife conflicts in Indian context. **Human Communities and the Environment:** Human population growth, human health and welfare, resettlement and rehabilitation, case studies, disaster management, environmental ethics, environmental communication and public awareness, case studies. **Field Work and visit.**

Reference Books:

1. R. Rajagopalan, *Environmental Studies: From Crisis to Cure*, 3rd ed. New Delhi, India: Oxford University Press, 2016.
2. A. K. De and A. K. De, *Environmental Studies*, New Delhi, India: New Age International Publishers, 2007.
3. E. Bharucha, *Textbook of Environmental Studies for Undergraduate Courses*, 3rd ed. Hyderabad, India: Orient Blackswan, 2013.
4. R. Carson, *Silent Spring*, 50th Anniversary ed. Boston, MA, USA: Houghton Mifflin

Harcourt, 2012.

5. M. Gadgil and R. Guha, *This Fissured Land: An Ecological History of India*, 1st ed. Berkeley, CA, USA: University of California Press, 1993.
6. M. J. Groom, G. K. Meffe, and C. R. Carroll, *Principles of Conservation Biology*, 3rd ed. Sunderland, MA, USA: Sinauer Associates, 2006.