

Syllabus of IPM (NEP)

DEPARTMENT OF BUSINESS MANAGEMENT

SCHOOL OF MANAGEMENT, HNBGU (A CENTRAL UNIVERSITY),

SRINAGAR GARHWAL, UTTRAKHAND

Course Structure along with credit distribution for Programmes with Single Major

The following course structure under FYUP is designed for Programmes with Single Major.

First Year – NHEOF Level- 4.5

Course Category	Course Code	Subject/Title	Semester-I			Course Code	Subject /Title	Semester-II	
			Name of paper	Credits				No. of paper	Credits
Major (One)	SOM/IPM/DSC - 101	DSC major-I	Basics of Accounting	4		SOM/IPM/DSC -201	DSC major - II	Principles and Practices of Management	4
Minor (Three) Select any two	SOM/IPM/DSC (M1)- 102	DSC minor - I	Finance (Management Accounting)	4		SOM/IPM/DSC (M1)- 202	DSC minor - I	Finance (Financial Management)	4
	SOM/IPM/DSC (M2)- 102	DSC minor - II	Marketing Management (Principles of Marketing)	4		SOM/IPM/DSC (M2)- 202	DSC minor - II	Marketing Management (Consumer Behaviour)	4
	SOM/IPM/DSC (M3)- 102	DSC minor - III	Human Resource Management (Basics of HRM)			SOM/IPM/DSC (M3)- 202	DSC minor - III	Human Resource Management (Counseling Skills for Managers)	
(M.D/I.D)	SOM/IPM/M.D-I/D-I – 103	M.D-I/I.D-I	Entrepreneurship Development (Basics of Entrepreneurship)	4		SOM/IPM/M.D-II/I.D-II- 203	M.D-II/I.D-II	Entrepreneurship Development (Family Business Management)	4
SEC/VAC	SOM/ IPM /SEC*/ - 104 Or SOM/IPM/SEC-AMSC-104	SEC*/AMS C	SEC-(Six Sigma)/ SEC-AMSC**	2		SOM/IPM/ SEC-204 or SOM/IPM/ VAC-204	SEC/A EC	SEC-(Introduction to Business Startups) /Communication Skills	2
VAC	SOM/IPM/VAC-105	VAC	Life Skills & personality development	2		SOM/IPM/ VAC- 205	VAC	Understanding and connecting with environment	2
Total			6	20				6	20
NHEQF Level 4.5	Student on exit after successfully completing first year (i.e., securing minimum required 40 credits + 4 Credits in one vocational course/skills-enhancement course (Exit Course) of 4 credits) will be awarded “Undergraduate Certificate” of one year, in related field/discipline/subject								
Discipline Specific Skill enhancement Course- SEC- (SEC related to any one discipline subject opted by student as a core in the first year)									

In lieu of Communication skills (AEC) a department may offer Discipline specific skill course under the SEC during the first year i.e. first or second semester of FYUP.
<i>Six Sigma- SEC</i> <i>AMSC**-SEC</i> <i>Communication Skills- AEC</i> <i>Life Skill & Personality Development – VAC</i> <i>Understanding and connecting with environment- VAC</i> <i>Introduction to Business Start-ups-SEC</i>
<i>‘Communication Skills’ course will be offered in Hindi, English and Sanskrit Languages, student may opt any one language for studying the course</i>
Note: Students are required to study courses under SEC/SEC-AMSC**/AEC/VAC categories—namely Skill Enhancement Course (SEC)-Six Sigma/or SEC-AMSC** (offered by university) and SEC (Introduction to Business Start-ups) or AEC (Communication Skills) in first and second semesters, and vice versa. Or VAC- Life Skills & personality development and Understanding and connecting with environment—in the 1st and 2nd semesters, and vice versa. However, they will have the flexibility to choose one course per semester (SEC/AMSC and SEC/AEC). If a student opts for SEC (Six Sigma)/ SEC-AMSC** in the 1st semester, they must choose SEC (Introduction to Business Start-ups) or AEC (Communication Skills) in the 2nd semester, and vice versa.
**AMSC-Courses are given on page no 71 of prospectus also see page no 77.

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IPM Syllabus (NEP) from 2025-26

First Year (Semester-I)

Subject: Basics of Accounting

CourseCode: SOM/IPM/DSC -101

Course Objective: The course is designed to provide students with a clear understanding of fundamental accounting concepts, procedures, and practices. It develops the ability to prepare, analyze, and interpret basic financial statements, with emphasis on double-entry bookkeeping, error rectification, depreciation, and accounting for non-trading concerns.

Course Outcomes:

1. Understand the meaning, objectives, and functions of accounting along with its users and basic concepts.
2. Apply the double-entry system to record transactions accurately in journals and ledgers.

3. Prepare trial balances, rectify accounting errors, and produce final accounts.
4. Calculate and record depreciation and amortization using various methods.
5. Prepare financial statements for non-trading concerns such as clubs and NGOs.

Unit 1: Introduction to Accounting

Meaning, objectives, and functions of accounting, Users of accounting information, Basic accounting concepts and conventions, Accounting equation – Assets = Liabilities + Equity, Double-entry system – Rules of debit and credit

Unit 2: Journal, Ledger, Trial Balance & Error Rectification

Journal entries – Simple, compound, and opening entries, Ledger posting – Balancing of accounts, Preparation of trial balance – Purpose and limitations, Types of accounting errors – Errors of omission, commission, principle, compensating, Rectification of errors before and after trial balance

Unit 3: Final Accounts

Preparation of Trading account, Profit and Loss account, and Balance Sheet, Adjustments for outstanding/prepaid expenses, accrued income, depreciation, provisions, Closing entries and post-closing trial balance

Unit 4: Depreciation & Amortization

Meaning and causes of depreciation, Methods – Straight-line, diminishing balance, units of production, sum-of-years' digits, Accounting treatment for amortization of intangible assets

Unit 5: Special Accounting for Non-Trading Concerns

Features of non-trading organizations (clubs, NGOs), Receipts and Payments account, Income and Expenditure account, Balance sheet preparation for non-profit entities

Recommended Readings:

1. T.S. Grewal, *Double Entry Bookkeeping*. Sultan Chand & Sons.
2. Mukherjee, A., & Hanif, M., *Modern Accountancy*. Tata McGraw-Hill Education.
3. Jain, S.P., & Narang, K.L., *Principles of Accounting*. Kalyani Publishers.

Subject: Management Accounting

Course Code: SOM/IPM/DSC (M1)- 102

Course Objective: This course aims to provide students with the knowledge and skills to use accounting information for managerial decision-making. It focuses on the analysis, interpretation, and presentation of financial data for planning, control, and performance evaluation in business organizations.

Course Outcomes:

1. Understand the scope and importance of management accounting in decision-making.
2. Analyse financial statements using comparative, common-size, and trend analysis techniques.
3. Apply ratio analysis for evaluating liquidity, solvency, profitability, and operational efficiency.
4. Prepare and interpret funds flow and cash flow statements.
5. Develop budgets, conduct variance analysis, and understand the basics of capital budgeting.

Unit 1: Introduction to Management Accounting

Meaning, scope, and importance of management accounting, Role in decision-making, Distinction between financial, cost, and management accounting

Unit 2: Financial Statement Analysis – I

Comparative statement analysis, Common-size statement analysis, Trend analysis for performance evaluation

Unit 3: Financial Statement Analysis – II

Ratio analysis – Liquidity, solvency, profitability, activity, and leverage ratios, Interpretation and limitations of ratios

Unit 4: Funds Flow & Cash Flow Analysis

Preparation and analysis of funds flow statement, Cash flow statement as per AS-3 (operating, investing, and financing activities)

Unit 5: Budgetary Control & Variance Analysis

Concept and objectives of budgeting, Types of budgets – Sales, production, cash, flexible, Standard costing and variance analysis – Material, labour, overhead variances, Introduction to capital budgeting as a decision tool

Recommended Readings:

1. Khan, M. Y., & Jain, P. K., *Management Accounting*. Tata McGraw-Hill Education.
2. Horngren, C. T., Sundem, G. L., & Stratton, W. O., *Introduction to Management Accounting*. Pearson Education.
3. Drury, C., *Management and Cost Accounting*. Cengage Learning.

Subject: Principles of Marketing

Course Code: SOM/IPM/DSC (M2)- 102

Course Objective: This course aims to aware students with the marketing function in organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing. The course will use and focus on Indian experiences, approaches and cases.

Course Outcomes

1. Understand Core Marketing Concepts
2. Analyze the Marketing Environment
3. Develop Effective Marketing Strategies

Unit 1: Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context); Portfolio approach – Boston Consultative Group (BCG) matrix

Unit 2: Segmentation, Targeting and Positioning: Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Difference between Segmentation, Targeting and Positioning;

Unit 3: Product & Pricing Decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling, New Product Development. Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), Adapting Price (Geographical Pricing, Promotional Pricing and Differential Pricing).

Unit 4: Promotion Mix: Factors determining promotion mix, Promotional Tools – basics of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling; Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of Wholesalers. Marketing of Services - Unique Characteristics of Services, Marketing strategies for service firms – 7Ps.

SUGGESTED READINGS

1. Kotler, P. & Keller, K. L.: Marketing Management, Pearson.
2. Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul Haq, E.: Principles of Marketing: A South Asian Perspective, Pearson.
3. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective-Indian Context, Macmillan Publishers India Limited.
4. Zikmund, W.G. & D' Amico, M.: Marketing, Ohio: South-Western College Publishing

Subject: Basics of Human Resource Management

Course Code: SOM/IPM/DSC (M3)- 102

Course Objective: The objective of this course is to introduce students to the fundamental principles, functions, and practices of Human Resource Management. It aims to provide a foundational understanding of how HRM contributes to organizational effectiveness and employee development.

Course Outcomes

1. Understand the role and importance of Human Resource Management in organizations.
2. Identify key HR functions such as recruitment, selection, training, performance appraisal, and employee relations.
3. Analyze the impact of effective HR practices on organizational performance.
4. Develop basic skills in HR planning, job analysis, and employee motivation.

1. Introduction to HRM

Meaning, definitions, nature, and objectives of HRM, Scope and importance of HRM within organizations, Evolution—from Personnel Management to modern HRM practices, Functions, roles, and limitations of HRM

2. Human Resource Planning & Job Analysis

Human Resource Planning: need, objectives, pre-requisites, and models, Job Analysis, Job Description, and Job Specification, Job Design and its methods and outcomes

3. Recruitment, Selection & Placement

Recruitment: definition, factors affecting recruitment, sources, and processes, Selection: steps involved, tests, interviewing techniques, and placement, Induction & employee socialization

4. Training & Development

Training vs. Development: meaning, objectives, and key differences, Types of training and development methods (e.g., on-the-job, classroom, e-learning), Executive development programs and career planning

5. Performance Appraisal & Compensation

Performance Appraisal: meaning, objectives, methods, potential errors/biases in appraisal process, Compensation: meaning, objectives, structure, compensation strategies, job evaluation, incentives, fringe benefits

Suggested Readings:

1. "Human Resource Management" by K. Aswathappa
2. "Human Resource Management" by V.S.P. Rao
3. "Essentials of Human Resource Management" by P. SuIPM Rao

Subject: Basics of Entrepreneurship

Course code:SOM/IPM/M.D-I/D-I – 103

Course Objective: The core objective of a "Basics of Entrepreneurship" course within a IPM program is to equip students with the fundamental knowledge and skills needed to understand, evaluate, and potentially launch their own ventures.

Course Outcomes: This includes fostering an entrepreneurial mindset, understanding the various aspects of starting and managing a business.

Unit 1: Introduction to Entrepreneurship Definition of Entrepreneur, Entrepreneurial Traits, and Entrepreneur vs. Manager, Entrepreneur vs. Entrepreneur. The Entrepreneurial decision process. Role of Entrepreneurship in Economic Development, Ethics and Social responsibility of Entrepreneurs. Opportunities for Entrepreneurs in India and abroad. Woman as Entrepreneur

Unit 2: Creating and Starting the Venture Sources of new Ideas, Methods of generating ideas, creating problem solving, product planning and development process

Unit 3: Financing and managing the new venture Sources of capital, Record keeping, recruitment, motivating and leading teams, financial controls. Marketing and sales controls. E-commerce and Entrepreneurship, Internet advertising

Unit 4: New venture Expansion Strategies and Issues Features and evaluation of joint ventures, acquisitions, merges, franchising. Public issues, rights issues, bonus issues and stock splits.

Unit 5: Institutional support to Entrepreneurship Role of Directorate of Industries, District Industries Centres (DICs), Industrial Development Corporation (IDC), State Financial corporation (SFCs), Commercial banks Small Scale Industries Development Corporations (SSIDCs), Khadi and village Industries Commission (KVIC), National Small Industries Corporation (NSIC), Small Industries Development Bank of India (SIDBI)

Recommended Readings:

1. "Entrepreneurship" by Robert Hisrich, Michael Peters, and Dean Shepherd:
2. "The Art of the Start" by Guy Kawasaki:
3. "The Lean Startup" by Eric Ries:
4. "The Innovator's Dilemma" by Clayton M. Christensen:
5. "Zero to One" by Peter Thiel:

Subject: Six Sigma (Subject Specific SEC) or AMSC (Common SEC)

(Choose any one out of these two subjects)

Subject: Six Sigma (Subject Specific SEC)

Course code: SOM/ IPM /SEC*/ - 104

Course Objective: The primary objective of Six Sigma courses is to equip professionals with the knowledge and tools to improve business processes by eliminating defects and minimizing variation. This course uses the DMAIC (Define, Measure, Analyze, Improve, Control) framework to systematically achieve this goal.

Course Outcomes:

1. Structured problem-solving skills
2. Leadership and project management abilities
3. Enhanced analytical expertise
4. Increased efficiency and productivity
5. Enhanced quality and customer satisfaction
6. Continuous improvement culture

UNIT 1: Define

Six Sigma Overview: Explains the principles, history, and applications of Six Sigma.**Project Management:** Covers developing a project charter, defining roles and responsibilities, and building a project team. **Voice of the Customer (VOC):** Details how to gather and translate customer requirements into measurable goals.**Process Mapping:** Utilizes tools like SIPOC (Suppliers, Inputs, Process, Outputs, Customers) and Value Stream Mapping to visualize the process.**Lean Concepts:** Introduces principles like the Seven Elements of Waste (TIMWOODS) and 5S to identify and eliminate waste.

UNIT II: Measure

Basic Statistics: Covers fundamental concepts like descriptive statistics, normal distribution, and graphical analysis.**Data Collection:** Describes methods for collecting and summarizing data and creating data collection plans.**Measurement System Analysis (MSA):** Evaluates the quality of a measurement system to ensure accurate data, including Gage Repeatability and Reproducibility studies.**Process Capability:** Assesses a process's ability to meet customer specifications using metrics like Defects Per Million Opportunities (DPMO) and process sigma levels.

UNIT III: Analyze

Root Cause Analysis: Employs tools like cause-and-effect (fishbone) diagrams, the "Five Whys," and Pareto charts.**Hypothesis Testing:** Uses statistical tests to validate theories about the factors affecting the process.**Regression Analysis:** Explores relationships between process inputs (X's) and outputs (Y's) to understand cause-and-effect. Multi-Vari Analysis and Failure Mode and Effects Analysis (FMEA).

UNIT IV: Improve

Design of Experiments (DOE): A statistical method for optimizing a process by systematically changing input variables.**Lean Tools:** Integrates Lean techniques like Kaizen (continuous improvement) and Poka-Yoke (mistake-proofing) to make the process more

efficient.**Solution Implementation:** Focuses on piloting and deploying the best solutions while managing change within the organization.**Risk Analysis and Mitigation:** Involves analyzing risks associated with the changes and developing mitigation plans.

UNIT V: Control

Statistical Process Control (SPC): Uses control charts to monitor the process over time and ensure it remains stable.**Control Plan:** Documents the monitoring and response plans for a process to ensure ongoing success.**Documentation:** Emphasizes the importance of documenting all changes, lessons learned, and new standard operating procedures.**Evaluation:** Focuses on assessing the financial and quality results of the project and planning for long-term monitoring

OR

Subject: AMSC (Common SEC) Subject names will be as mentioned s. no.1-6 (Any one)

Course code: SOM/IPM/SEC-AMSC-104

AMSC: Additional Multidisciplinary Skill Course (is offered as SEC) Following are the courses offered under AMSC under the FYUP, University may add new courses under AMSC in future:

1. Plant Nursery Development and Management
2. Basic Yoga Practices
3. Physical Education and Sports Management
4. Regional Folklores and their Cultural Context
5. Indian Traditional Music 6. Tour and Travel Operations

(For syllabus of this course kindly visit university website-See prospectus page no.:71 and 77)

Subject: Life Skills and Personality Development

Course code: SOM/IPM/VAC- 105

Course Objective: The course aims to provide in-depth information about life skills and personality development. It will help the learner gain a better understanding about those around.

Course Outcomes

1. Understand key concepts of career and professional skills
2. Deal with stress-management and enhance development capabilities
3. To learn leadership qualities of a successful leader

UNIT –1: Career and Professional Skills: Listening Skills, Reading Skills, Writing Skills, Effective Resume preparation, Interview Skills, Group Discussion Skills, Exploring Career Opportunities, Psychometric Analysis and Mock Interview Sessions
Team Skills: Cognitive and Non-Cognitive Skills, Presentation Skills, Trust and Collaboration, Listening as a Team Skill, Brainstorming, Social and Cultural Etiquettes
Digital Skills: Computer skills, Digital Literacy and Social Media, Digital Ethics and Cyber Security.

UNIT -2: Attitude and Motivation; Attitude: Concept, Significance, Factors affecting attitudes, Positive attitude - Advantages, Negative attitude- Disadvantages, Ways to develop positive attitude, Difference between personalities having positive and negative attitude. **Motivation:** Concept, Significance, Internal and external motives - Importance of self- motivation, Factors leading to de-motivation, Maslow's Need Hierarchy Theory of Motivation

UNIT – 3: Stress-management and Development of Capabilities; Development of will power, imagination through yogic lifestyle- Development of thinking, emotion control and discipline of mind through Pranayama- Improvement of memory through meditation-Stress: meaning, causes, and effects of stress in life management- Stress: psycho- physical mechanism, management of stress through Yoga.

UNIT -4: Other Aspects of Personality Development; Body language - Problem-solving - Conflict and Stress Management - Decision-making skills - Leadership and qualities of a successful leader - Character-building Team-work - Time management - Work ethics – Good manners and etiquette.

UNIT – 5: Health and Hygiene; Health and Hygiene- Meaning and significance for Healthy Life, Exercise and Nutrition and Immunity. Obesity- Meaning, Types and its Hazards. - Physical Fitness and Health Related Physical Fitness- Concept, Components and Tests, Adventure Sports.

Suggested Readings:

1. Barun K. Mitra, "Personality Development & Soft Skills", Oxford Publishers, Third impression, 2017.
2. Ghosh, Shantikumar. 2004. Universal Values. Kolkata: The Ramakrishna Mission
3. Larry James, "The First Book of Life Skills"; First Edition, Embassy Books, 2016.
4. Mulligan, J.: The personal Management (handbook)
5. Patra, Avinash. 2012. The Spiritual Life and Culture of India. London: Oxford University Press.
6. R.D. Sharma (1979), "Health and Physical Education" Gupta Prakashan, New Delhi.
7. Shiv Khera, "You Can Win", Macmillan Books, New York, 2003.

Fist Year-Semester II

Subject: Principles and Practices of Management

Course Code: SOM/IPM/DSC -201

COURSE OBJECTIVES-The general objective of this course is to provide a broad and integrative introduction to the theories and practice of management. In particular, the course focuses on the basic areas of the management process and functions from an organizational viewpoint. The course also attempts to enable students to understand the role, challenges, and opportunities of management in contributing to the successful operations and performance of organizations. Specify how the managerial tasks of planning, organizing, and controlling can be executed in a variety of circumstances. Examination of management theory and provide opportunities for application of these ideas in real world situations.

COURSE OUTCOMES

1. Analyze effective application of knowledge to diagnose and solve organizational problems and develop optimal managerial decisions.
2. Understand the complexities associated with management in the organizations and integrate the learning in handling these complexities.
3. Assess global situation, including opportunities and threats that will impact management of an organization
4. Students can integrate management principles into management practices.
5. Assess managerial practices and choices relative to ethical principles and standards.

UNIT - I: INTRODUCTION TO MANAGEMENT – Meaning, definition, concept, scope and principles of management; Evolution of management thought -Management theories- classical, behaviour, system, contingency and contemporary perspectives on management. Management art or science and management as profession. Process and levels of Management. Introduction to Functions (POSDCORB) of Management.

UNIT - II: PLANNING – IMPORTANCE – Planning – Importance, objectives, process, policies and procedures, types of planning, Decision making - Process of decision making, Types of decision, Problems involved in decision making.

UNIT - III: ORGANIZING –Meaning, importance, principles of organizing, span of management, Patterns of organization– formal and informal organizations, Common organizational structures; departmentalization, Authority, delegation, centralization and decentralization, Responsibility – line and staff relationship.

UNIT - IV: STAFFING –Sources of recruitment, Selection process, Training, Directing, Controlling – Meaning and importance, Function, span of control, Process and types of Control, Motivation, Co-ordination – Need and types and techniques of co-ordination- Distinction between coordination and co-operation -Requisites for excellent co-ordination - Systems Approaches and co-ordination.

UNIT - V: EMERGING ISSUES IN MANAGEMENT – Total Qualitymanagement, Technology Management, Talent and Knowledge Management,Leadership, Organizational change and Development, Corporate Socialresponsibility.

SUGGESTED BOOKS

1. Robbins, S. P., & DeCenzo, A. D. Fundamentals of Management. NewDelhi: Pearson Education
2. Harold Koontz & Heinj Weihrich, Essentials of Management, TataMcGraw- Hill Education, New Delhi.
3. T. Ramasamy, Principles of Management, HimalayaPublishing House, Mumbai.
4. L.M. Prasad, Principle and Practice of Management, Sultan Chandand Sons.
5. P. C. Tripathi & P. N. Reddy, Principles of Management, Tata McGraw-Hill Education, New Delhi.
6. Singh, “Principles and Practices of Management and OrganizationalBehaviour, Sage Publication.
7. P Subha Rao, “Principles of Management, Himalaya Publishing House.
8. Gupta, Sharma and Bhalla; Principles of Business Management; KalyaniPublications.

Subject: Financial Management

Course Code:SOM/IPM/DSC (M1)- 202

Course Objective:This course aims to equip students with the conceptual foundations and practical applications of financial management. It focuses on the role of finance in decision-making, the principles of time value of money, capital structure, investment appraisal, dividend policy, leverage, and working capital management.

Course Outcomes:

1. Understand the nature, scope, and objectives of financial management and its role in modern organizations.
2. Apply the concept of time value of money in various financial decision-making situations.
3. Analyse cost of capital and capital structure decisions using theoretical and practical approaches.
4. Evaluate investment proposals using capital budgeting techniques and understand dividend policy implications.
5. Assess leverage impacts and perform EBIT–EPS analysis for capital structure choices.

6. Manage working capital effectively and develop sound financial plans.

Unit 1: Introduction to Financial Management & Time Value of Money

Nature, scope, and objectives of financial management, Role of finance manager in modern organizations, Goals of financial management – Profit vs. Wealth maximization, Concept of time value of money – Present value (PV) and future value (FV), Compounding and discounting techniques, annuities, perpetuities, Applications in decision-making: loan amortization, investment appraisals

Unit 2: Cost of Capital & Capital Structure Decisions

Meaning and significance of cost of capital, Measurement of cost for debt, equity, preference shares, retained earnings, Weighted Average Cost of Capital (WACC), Capital structure theories – Net Income, Net Operating Income, Modigliani-Miller, and Trade-off theory, Factors influencing capital structure decisions

Unit 3: Capital Budgeting Techniques & Dividend Policy

Investment appraisal methods – Payback, ARR, NPV, IRR, PI, Risk analysis in capital budgeting – Sensitivity, scenario, and simulation analysis, Dividend theories – Walter, Gordon, MM hypothesis, Dividend policy decisions – Stable vs. variable dividend policy, stock dividends

Unit 4: Leverage & EBIT–EPS Analysis

Operating leverage, financial leverage, and combined leverage, Break-even analysis and margin of safety, EBIT–EPS analysis for capital structure decisions.

Unit 5: Working Capital Management & Financial Planning

Concept, importance, and components of working capital, Determinants of working capital needs. Techniques for cash, receivables, and inventory management, Working capital financing – Short-term sources, Financial planning – Meaning, objectives, and process

Recommended Readings:

1. Khan, M. Y., & Jain, P. K. *Financial Management: Text, Problems and Cases*. McGraw-Hill Education.
2. Pandey, I. M. *Financial Management*. Vikas Publishing House.
3. Brigham, E. F., & Ehrhardt, M. C. *Financial Management: Theory and Practice*. Cengage Learning.

Subject: Consumer Behavior

Course code: SOM/IPM/DSC (M2)- 202

Course Objective–The course of Consumer behavior equips students with the basic knowledge about the issues and dimensions of consumer behavior and with the skill and

ability to analyse consumer information and develop consumer behavior oriented marketing strategies.

Course Outcomes

1. Understand importance of consumer behavior in decision making
2. Understand different theories to learn consumer behavior
3. Group Dynamics & consumer reference groups
4. Consumer Decision making process

UNIT – 1: Consumer Behavior: Nature, scope & application: Importance of consumer behavior in marketing decisions, characteristics of consumer behavior, role of consumer research, consumer behavior- interdisciplinary approach. Introduction to 'Industrial Buying Behavior, Market Segmentation and segmentation profile.

UNIT -2: Consumer Needs & Motivation: Characteristics of motivation, arousal of motives, theories of needs & motivation: Maslow's hierarchy of needs, McLelland's APA theory, Murray's list of psychogenic needs, Bayton's classification of motives, self-concept & its importance, types of involvement.

UNIT-3:Personality & Consumer Behavior: Importance of personality, theories of personality, Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory: Theory of self-images; Role of self-consciousness.

UNIT –4: Group Dynamics & consumer reference groups: Different types of reference groups, factors affecting reference group influence, reference group influence on products & brands, application of reference groups. Social Class & Consumer behavior, Determinants of social class, measuring & characteristics of social class. Culture & Consumer Behavior, Characteristics of culture, core values held by society & their influence on consumer behavior, introduction to sub-cultural & cross-cultural influences.

UNIT -5: Diffusion of Innovation: Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process. Consumer Decision making process: Process- problem recognition, pre-purchase search influences, information evaluation, purchase decision.

Suggested Readings:

1. Leon G.Schiffman& Leslie L.Kanuk: Consumer Behavior, Prentice Hall Publication, latest Edition 2. Solomon, M.R.: Consumer Behavior – Buying, Having, and Being, Pearson Prentice Hall.
2. Blackwell, R.D., Miniard, P.W., & Engel, J. F.: Consumer Behavior, Cengage Learning.
3. Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A: Consumer Behavior – Building Marketing Strategy, Tata McGraw Hill.
4. Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A: Consumer Behavior – Building Marketing Strategy, Tata McGraw Hill.

5. Kotler, P. & Keller, K. L.: Marketing Management (Global Edition) Pearson.

Subject: Counselling Skills for Managers

Course code:SOM/IPM/DSC (M3)- 202

Aim of this Course:The main aim of a Counseling Skills for Managers course is to equip managers with the tools and techniques to effectively support their team members, fostering a positive and productive work environment. This involves developing skills in communication, active listening, empathy, and conflict resolution to address employee needs and performance issues.

Learning Outcomes: The course seeks to enhance managers' ability to guide, motivate, and help employees navigate challenges, promoting both individual growth and organizational success.

UNIT-I: Emergence and Growth of Counselling Services. Counselling as a discipline, Basic Principles for schools, for community agencies, Goals of counselling, Community and Mental Health agencies.

UNIT-II: Individual Counselling- Theories of Counselling, Psychoanalytic Theory, Individual Psychology, Behavioural Analysis, Assessing Client's Problems, Counselling Process, Counselling skills, Solution, application and termination.

UNIT-III:Counsellor's Attitudes. Skills of Counselling. Counselling Strategies. Counselling Therapies-Insight Oriented Therapy, Behaviour Therapy, Reality Therapy, Transactional Analysis, Counselling Process, Counselling skills, Solution, application and termination.

UNIT-IV: Group Techniques for Counsellors-Definitions, Group Guidance, Group counselling, T-Group, Sensitivity Group, Task Groups, Group counselling Theoretical considerations.

UNIT-V: Role of Counselling in Understanding of Low Productivity of Indian Workers. Need of Counselling Cell in the Organization, Counselling for career planning and decision making, Application of Counselling to Organizational Situations with a focus on Performance Counselling.

Teaching Methods/ Activities- Classrooms lecture, tutorials, Group discussion& Seminar etc.

Suggested Readings:

- (1) Corner L S, Guide Hackney H -The Professional Counsellor's Process to Helping
- (2) MacLennan, Nigel -Counselling for Managers
- (3) Moursund J -The Process of Counselling and Therapy
- (4) Robert L.Gibson, M.H.Mitchell -Introduction to Counselling and Guidance
- (5) Janase -Interpersonal Skills in Business
- (6) Munra C A -Counselling-A Skills Approach
- (7) Lussiar -Humans Relations in Organizations

Subject: Family Business Management**Course Code: SOM/IPM/M.D-II/I.D-II-203**

AIM OF THIS COURSE:The aim of a Family Business Management course is to equip individuals with the knowledge and skills necessary to effectively manage and grow family-owned businesses, ensuring their long-term sustainability and success. These courses focus on developing a comprehensive understanding of business principles, as well as the unique challenges and opportunities presented by family dynamics, succession planning, and intergenerational transitions.

LEARNING OUTCOMES:On successful completion of the course, the students will be able to:

1. Describe and demonstrate the knowledge of the various issues and aspects relating to Family enterprises.
2. Understand, classify and explain Family Business enterprises along-with the MSMEs development framework available in India including Start-Up India and Make in India initiative.
3. Understand and apply the knowledge of Detailed Project Report (DPR/Business Plan), Operational concepts and Family Business models to resolve issues relating to starting, managing and governance of Family Business enterprises.

UNIT-I: Defining family business; Why family businesses are special, Understanding Family Businesses, What constitutes a family business?, The Unique Nature of Family Business and its characteristics, Understanding the Family Business Dynamics: people, systems & growing complexity, Handling Family Business Conflicts, Issues relating to the compensation.

UNIT-II: The family's relationship with the business: developing a strategic vision & building teamwork, The next generation: Human resource management and leadership perspective, Getting help: making the most of outside resources.

UNIT-III: Professionalizing the boardroom: the role of balanced board of directors, Cousin companies: family governance in multigenerational family firms, The Three Circle Model of Family business, Governance of Family Firms, Role and Significance of the Family Council

UNIT-IV: Succession Issues in Family Business, Understanding the Profile of a Successful Successors, Succession Planning: Managing succession: the leadership challenge,
UNIT-V: Building financial security and relinquishing control, Wealth management: family offices and philanthropy.

TEACHING METHODS/ ACTIVITIES

Classrooms lecture, tutorials, Group discussion, Seminar, & field work etc.

Suggested Readings:

1. Peter Leach, Family Business
2. Jain, Rajesh, Chains that Liberate: Governance of Family Firms, Macmillan India Ltd.

**Any one course out of these two courses
(Introduction to Business Startups/ Communication Skills)**

Subject: SEC (Introduction to Business Startups)

Source Code: SOM/IMBA/SEC-204

Course Objective: The course aims to provide students with a foundational understanding of the entrepreneurial process and the creation of new businesses. Key objectives include:

1. Understanding the entrepreneurial journey from ideation to launch.
2. Exploring the crucial role of creativity and innovation in entrepreneurial ventures.
3. Developing an understanding of the context of social innovation and social entrepreneurship.
4. Learning the practices involved in financing a start-up, including raising capital.
5. Gaining insights into the management of family-owned companies.

Course Outcomes:

1. **Generate innovative business ideas:** Employ creativity and critical thinking to generate, evaluate, and develop novel business concepts.
2. **Understand the entrepreneurial process:** Describe the nature of entrepreneurship and the step-by-step process of turning an idea into a viable business.
3. **Identify entrepreneurial competencies:** Recognize the mindset, qualities, and traits needed for entrepreneurial success.

UNIT-I: The entrepreneurial process: A step-by-step breakdown of how to build a new business from the ground up.

UNIT-II: Role of creativity and innovation: Techniques for developing and applying innovative thinking to business ideas.

UNIT-III: Family-owned businesses: Managing the unique dynamics and challenges of companies run by families.

UNIT-IV: Social entrepreneurship: Starting ventures with a mission to create positive social and environmental change.

UNIT-V: Understanding different funding options, such as loans, venture capital, and bootstrapping

OR

Subject: Communication Skills

Source Code: SOM/IMBA/VAC-204

Course Objective:

1. To understand the significance of effective communication in professional contexts.
2. To develop competent presentation strategies.
3. To enhance vocabulary and skills for writing professional documents such as business and reports.
4. To acquire critical thinking and problem-solving abilities through group discussions

Course Outcomes:

1. Explain the barriers of professional communication.
2. Acquire effective presentation and interpersonal skills.
3. Learn techniques to draft business correspondence and technical proposals.
4. Competent participation in discussions and interviews through appropriate communication strategies.

Unit1- Business Communication- Meaning, Features and Functions, Model of Communication process, Channels of communication-Formal vs Informal, Factors responsible for the grapevine phenomenon, effective use of the grapevine.

Unit2- Process of Communication- Barriers and Gateways in Business Communication, Dimensions of communication, Communication and customer care.

Unit3- Business Correspondence- Essentials of effective correspondence, Planning the letter, Different types of letters, sale letters, goodwill letters, notices, circulars and orders, Application for employment, Modern Office Communication Techniques.

Unit4- Oral Communication- Public Speaking, Body Language, Presentation and Interviews, Presentation of Reports, Sales Plans, Leading and Participation in Meetings and Conferences.

Unit4- Report Writings- Business Reports- Structure, Techniques of report writing, Styles of Report Writing, Proposal Writing, Types of proposal, Periodical publications for internal circulation.

Suggested Readings

- | | |
|-----------------------|---|
| 1. Sharma | -Business Correspondence and Report writing |
| 2. Monipally | -The Craft of Business Communication |
| 3. Herta and Murthy | -Effective Business Communication |
| 4. Lesikar and Pettit | -Business Communication |

Subject: Understanding and Connecting with Environment

Course Code:SOM/IPM/VAC- 205

Course Objective-To enable the students to acquire the basic knowledge of environmental Science.

Course Outcomes

After completion of the course, learners will be able to:

1. Understand the scope and importance of multidisciplinary nature of environmental science and sustainability
2. Understand the meaning and concept of renewable and non-renewable resources
3. Understand the levels of biodiversity and threats to biodiversity. They will also learn the types of environmental pollution and assess the steps to overcome them.
4. Examine the various policies and practices adopted by the Government to protect the environment of the nation

UNIT -1: Understanding of Environment (i) Definition, scope and importance of Environment, Multidisciplinary nature of Environmental Sciences (ii) Understanding of Ecology and Ecosystems, Ecological Succession and Ecosystem Services (iii) Energy flow in an Ecosystem; Food Chain, Food Web and Ecological Pyramids (iv) Human interaction with its Environment.

UNIT – 2: Natural Resources and Biodiversity Conservation (i) Basic concept, types and values of Natural Resources (ii) Resource Consumption, Restoration and Conservation Practices and Sustainable Development (iii) Concept, values and distribution of Biodiversity and its linkages with culture, health and people (iv) Threats to Biodiversity and Biodiversity conservation

UNIT -3: Global Environmental issues (i) Environmental Pollution and Waste Management (ii) Climate Change, Green House Effect and Global Warming (iii) Radiations, Nuclear and Technological Hazards (iv) Population Growth, Disaster, Pandemic and Human Health Risks

UNIT – 4: Environment and Society (i) Origin and Evolution of Human; Social, Cultural and Religious Structure and values of Environment (ii) Traditional Wisdom, Indigenous/traditional Communities and Livelihood Security, Industrial Society, Modernization and Adaptations to Natural and Anthropogenic variations

UNIT-5:Environmental Movements, Environmental Ethics and Legislations, Connecting human society with conservation and management of water, energy, biodiversity, culture and heritage and waste management

Suggested Readings:

1. World Commission on Environment and Development. 1987. Our Common Future. Oxford University Press
2. Ramakrishnan, P.S., Purohit, A.N., Saxena, K.G., Rao, K.S., Maikhuri, R. K. 1996. Conservation and Management of Biological Resources in Himalaya. Oxford & IBH Publishing Co. Pvt. Ltd. New Delhi
3. Khanduri, I., Pandey, M., Maikhuri, R. 2006. Environment and Ecology, Trans media Publication Srinagar Garhwal
4. Pepper, I. L., Gerba, C. P. & Brusseau, M. L. 2011. Environmental and Pollution Science. Academic Press.
5. Paryavaran Mitra. Explore, Discover, Think, Act. 2011. Centre for Environmental Education.
6. P.D. Sharma, 2012 Ecology and Environment. Rastogi Publication.