

Syllabus For  
**4-Year UG Programme**  
in  
**Management Studies**

**Bachelor of Business Administration**  
**[BBA- General]**

*as per*

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**NATIONAL EDUCATION POLICY-2020**

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**Aryavart School of Commerce & Management**  
**Aryavart International University**

Tilthai, Dharmanagar, North Tripura-799260

## Introduction

In the 21st century, business management has emerged as a dynamic and multidisciplinary field that drives economic growth, innovation, and organizational excellence across the globe. The rapid transformation of industries through digitalization, globalisation, and entrepreneurship has made business education an indispensable pillar of higher education. The four-year Bachelor of Business Administration (BBA) Programme at Aryavart International University (AIU) is designed to equip students with a comprehensive foundation in management principles, entrepreneurial thinking, and professional skills essential for success in the corporate world and beyond.

Aligned with the National Education Policy (NEP) 2020, the BBA Programme at AIU offers two streams — BBA (General) and BBA (Specialization) — providing students the flexibility to pursue holistic management education or focus on a specific domain of their choice. The Programme integrates theoretical learning with industry-oriented practical training, IBM-certified skill modules, live projects, and internship opportunities in collaboration with leading industry partners.

## Programme Objectives

The objectives of the four-year BBA Programme are:

- To provide students with a strong foundation in management theories, business practices, and organisational behaviour.
- To develop analytical, critical thinking, and decision-making abilities required for effective business management.
- To foster entrepreneurial mindset and innovation through project-based learning, incubation support, and industry interaction.
- To equip students with digital literacy, data analytics, and emerging technology skills relevant to the modern business environment.
- To inculcate ethical values, social responsibility, and professional integrity essential for sustainable business leadership.
- To prepare students for higher education (MBA, Ph.D.) and competitive examinations while also facilitating direct industry placement.
- To develop effective communication, leadership, and teamwork skills through seminars, workshops, and group activities.
- To promote research aptitude and knowledge generation through project reports, case studies, and business simulations.

## Programme Learning Outcomes

On the completion of the BBA Programme, students will be able to:

- ✓ Demonstrate comprehensive understanding of core business functions including marketing, finance, human resources, and operations.
- ✓ Apply management theories and business frameworks to real-world organisational challenges.
- ✓ Analyse business data and generate strategic insights using modern tools and quantitative techniques.
- ✓ Design and implement entrepreneurial ventures, supported by AIU's incubation centre and industry network.
- ✓ Exhibit professional communication, presentation, and leadership skills essential for managerial roles.
- ✓ Demonstrate awareness of global business trends, cross-cultural management, and international trade practices.
- ✓ Uphold ethical standards and corporate social responsibility in professional conduct.
- ✓ Qualify for national competitive examinations and pursue advanced management programmes.

## Need for Curriculum Development

The BBA curriculum at Aryavart International University is framed in alignment with the UGC guidelines and NEP 2020 to produce industry-ready business graduates. The following factors necessitate a contemporary and flexible BBA curriculum:

### Dynamic Business Environment

Rapid changes in technology, global markets, and consumer behaviour demand that students be trained in emerging business models such as digital marketing, fintech, e-commerce, and sustainable management. The curriculum integrates these evolving domains to bridge the gap between academia and industry.

### Credit Transfer and Academic Mobility

In line with the UGC's credit transfer provisions under NEP 2020, the BBA Programme enables students to transfer credits between programmes and institutions, pursue interdisciplinary electives, and take vocational/skill enhancement courses from approved platforms such as IBM SkillsBuild.

### Skill Enhancement and Employability

The curriculum places strong emphasis on industry-oriented skill development, IBM-certified modules, internships, case study analysis, and live projects. Aryavart School of Commerce and Management at AIU maintains active collaborations with IBM to ensure that students are trained on tools and competencies demanded by recruiters.

### Career Options

The BBA Programme opens diverse and rewarding career pathways. Graduates of AIU's BBA Programme are equipped to pursue careers including:

- Business Development Manager / Analyst
- Marketing Executive / Digital Marketing Specialist
- Financial Analyst / Banking Professional
- Human Resource Manager / Talent Acquisition Specialist
- Entrepreneur / Start-up Founder (supported by AIU Incubation Centre)
- Supply Chain and Operations Manager
- Management Consultant / Strategy Analyst
- Retail and Sales Manager
- Event Manager / Public Relations Professional
- Civil Services / Government Administration (after further preparation)

## Pedagogy

The BBA pedagogy at Aryavart International University is designed to create practice-oriented, industry-aligned business professionals. The curriculum employs a blend of traditional and experiential learning methodologies.

### Integration of Theory and Practice

Each course balances conceptual foundations with real-world application. Students engage in case study analyses, business simulations, role-play exercises, and fieldwork to translate theoretical knowledge into managerial competencies.

### ICT-Enabled Teaching

Smart classrooms, digital learning resources, online collaboration tools, and IBM-powered training platforms are integrated into the instructional design to promote digital fluency and higher-order thinking.

### Research-Based Learning

Students undertake semester-wise project reports and a final-year research project under faculty supervision, fostering analytical rigour and a research temperament consistent with NEP 2020's emphasis on inquiry-based education.

### Methods of Instruction

- Lectures by subject experts and industry practitioners
- Seminars, workshops, and guest lectures
- Group discussions, debates, and management games
- Case study analysis and business simulations
- Internships, field visits, and live industry projects
- IBM SkillsBuild and online certification modules

### Methods of Evaluation

- Internal Sessional Examinations (Internal Assessment Exams)
- End Semester Examinations (Theory / Practical (if applicable))
- Assignments, presentations, and project reports
- Group projects and business plan submissions
- Viva-voce and lab-based evaluations
- Attendance and class participation

## Scheme of Evaluation

### A. BBA (General) — Scheme of Evaluation (Theory Courses)

Component	Sub-component	Marks
Internal Assessment (30 Marks)	Continuous Mode	15
	Internal Assessment Examination (2 Hours)	15
End Semester Examination (Theory)	3 Hours Written Examination	70
<b>TOTAL</b>		<b>100</b>

### B. Scheme of Evaluation (Practical / Project Courses)

Applicable identically to both BBA (General) and BBA (Specialization) for practical, lab-based, and project courses:

Component	Sub-component	Lab Exam / Viva	Marks
Internal Assessment (30 Marks)	Assignment / Presentation	Lab-Based Exam	30
End Semester Examination	Project / Report	Viva-Voce	70
<b>TOTAL</b>			<b>100</b>

### C. Internship — Scheme of Evaluation (100 Marks, Internal Assessment)

Applicable to the internship/industrial training component undertaken by students as part of the BBA Programme. The internship is evaluated entirely through internal assessment for a total of 100 marks.

Component	Sub-component	Mode of Evaluation	Marks
Internal Assessment (100 Marks)	Internship Report / Logbook	Continuous Evaluation	30
	Industry Supervisor / Mentor Assessment	Mentor Evaluation	30
	Final Presentation & Viva-Voce	Internal Viva	40
<b>TOTAL</b>			<b>100</b>

### D. Seminar — Scheme of Evaluation (100 Marks)

The seminar component is evaluated on a 70:30 basis, comprising 30 marks of internal (continuous) assessment and 70 marks of end-semester evaluation, with the viva-voce forming an integral part of the final seminar presentation.

Component	Sub-component	Mode of Evaluation	Marks
Internal Assessment (30 Marks)	Continuous Mode / Review Presentations	Continuous Evaluation	30
End-Semester Evaluation (70 Marks)	Final Seminar Presentation including Viva-Voce	Presentation & Viva-Voce	70
<b>TOTAL</b>			<b>100</b>

### E. Dissertation — Scheme of Evaluation (300 Marks, Internal Assessment)

Applicable to Research-stream students in the 8th semester (Year IV) pursuing the BBA (Honours with Research) award. The dissertation is evaluated entirely through internal assessment for a total of 300 marks.

Component	Sub-component	Mode of Evaluation	Marks
Internal Assessment (300 Marks)	Dissertation / Thesis Evaluation	Supervisor & Evaluator	200
	Final Presentation & Viva-Voce	Internal Viva	100
<b>TOTAL</b>			<b>300</b>

### Exit Options and Credit Requirements

As per NEP 2020 provisions, students may exit the programme at the end of each year and are awarded the corresponding certificate/degree:

Exit Option / Completion	Certificate / Award
Successful completion of Year I (2 Semesters)	Certificate in Business Administration
Successful completion of Year II (4 Semesters)	Diploma in Business Administration
Successful completion of Year III (6 Semesters)	Bachelor of Business Administration (BBA)
Successful completion of Year IV (8 Semesters)	Bachelor of Business Administration (BBA) with Honors/Research

### Internal Assessment: Continuous Mode

The Internal Assessment for BBA (General) includes two components: (i) Internal Assessment Examinations and (ii) Continuous Mode Evaluation. The Continuous Mode constitutes 15 marks per theory/practical course and is assessed on an ongoing basis throughout the semester as detailed below.

### BBA (General) — Continuous Mode Assessment (15 Marks)

The Continuous Mode Assessment for BBA (General) is conducted on an ongoing basis throughout the semester and comprises the following components, emphasising broad-based managerial knowledge, regular engagement, and all-round participation across core business disciplines:

Sl. No.	Component	Criteria / Basis	Marks
1	Attendance	≥95%: 5   94–90%: 4   85–89%: 3   80–84%: 2   75–79%: 1   <75%: 0	5
2	Assignment / Case Study / Quiz	Written assignments, case analysis, or class quiz/test assigned by the course faculty	5
3	Teacher–Student Interaction / Presentation / Viva	Oral interaction, seminar/topic presentation, group discussion, or class participation	5
<b>TOTAL</b>			<b>15</b>

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*Note: Internal Assessment Examinations are conducted twice per semester. The average of the two sessional exams (each of 50 marks, averaged to 15) is taken for the purpose of Internal Assessment. The course faculty shall announce the schedule and modalities of Continuous Mode Assessment at the commencement of each semester.*

**Course Structure for the Bachelor of Business Administration Program as Per NEP 2020**

Semester	Major Subject (Core Subject) (4 Credits)	Additional/ Interdisciplinary subject/ Multidisciplinary (4 Credits)	Skill Course/ Vocational Course (2 Credits)	Ability Enhancement Courses (2 Credits)	Discipline specific/ Open Elective/Project (4 Credits)	Extracurricular Courses (2 Credits)	Value Added Courses/ VAC (2 Credits)	Total Credits
I	Principles of Management & Organisational Behaviour	Microeconomics	Not Applicable	Business Communication	Not Applicable	Life Skills and Personality Development	Not Applicable	20
	Business Mathematics & Statistics							
	Management Information System							
II	Human Resource Management	Fundamentals of IT	Not Applicable	Environmental Studies	Not Applicable	Not Applicable	Health & Wellness	20
	Production & Operations Management							
	Accounting & Financial Management							
<b>Exit option with Certificate in Business Administration (40 Credits)</b>								
Semester	Major Subject (Core Subject) (4 Credits)	Additional/ Interdisciplinary subject/ Multidisciplinary (4 Credits)	Skill Course/ Vocational Course (2 Credits)	Ability Enhancement Courses (2 Credits)	Discipline specific/ Open Elective/Project (4 Credits)	Extracurricular Courses (2 Credits)	Value Added Courses/ VAC (2 Credits)	Total Credits
III	Managerial Economics	Business Policy & Strategic Management	Not Applicable	Not Applicable	Not Applicable	Indian Knowledge System	Human Values & Ethics	20
	Principles of Marketing							
	Indian Banking System							
IV	Business & Marketing Research	Indian Economy	Not Applicable	Not Applicable	Not Applicable	Indian Constitution	Drug Abuse, Road Safety & Traffic Rules	20
	Macroeconomics							
	Business Law							
<b>Exit option with Diploma in Business Administration (80 Credits)</b>								

Semester	Major Subject (Core Subject) (4 Credits)	Additional/ Interdisciplinary subject/ Multidisciplinary (4 Credits)	Skill Course/ Vocational Course (2 Credits)	Ability Enhancement Courses (2 Credits)	Discipline specific/ Open Elective/Project (4 Credits)	Extracurricular Courses (2 Credits)	Value Added Courses/ VAC (2 Credits)	Total Credits
V	E-Commerce	Banking Law & Practice	Not Applicable	Not Applicable	Working Capital Management/ Managing Family Business	Not Applicable	Not Applicable	20
	Retail Management							
	Project Preparation & Appraisal							
VI	Consumer Behavior	Digital Marketing	Not Applicable	Not Applicable	Banking & Insurance/ Sales & Distribution Management	Not Applicable	Not Applicable	20
	Entrepreneurial Development							
	Enterprise Resource Planning							
<b>Exit option with a Bachelor's Degree in Business Administration (120 Credits)</b>								
VII	Franchising and Purchasing an Existing Business	Training & Development	Community Engagement	Not Applicable	Supply Chain Management/ Social & Rural Entrepreneurship	Not Applicable	Not Applicable	22
	Fundamentals of Actuarial Sciences							
	Financial Risk Management							
VIII	Leadership Skills & Team Building	Business Analysis & Valuation	Not Applicable	Seminar/ Conference	Internship (6 credits)	Not Applicable	Not Applicable	20
	International Marketing							
<b>Exit option with a Bachelor's Degree in Business Administration with Honours (162 Credits)</b>								

**For students securing 75% and above (UG with Research)**

Semester	Major Subject (Core Subject) (4 Credits)	Additional/ Interdisciplinary subject/ Multidisciplinary (4 Credits)	Skill Course/ Vocational Course (2 Credits)	Ability Enhancement Courses (2 Credits)	Discipline specific/ Open Elective/Project (12 Credits)	Extracurricular Courses (2 Credits)	Value Added Courses/ VAC (2 Credits)	Total Credits
VII	Research Methodology	Not Applicable	Community Engagement	Not Applicable	Research Project/ Dissertation*	Not Applicable	Not Applicable	22
	Franchising and Purchasing an Existing Business							
VIII	Leadership Skills & Team Building	Business Analysis & Valuation	Not Applicable	Seminar/ Conference	Internship (6 credits)	Not Applicable	Not Applicable	20
	Financial Risk Management							
<b>Exit option with a Bachelor's Degree in Business Administration with Research (162 Credits)</b>								

\*Research Project or Dissertation carries 12 credits

#One Research/Review Paper to be published in peer-reviewed journal in both 7<sup>th</sup> and 8<sup>th</sup> Sem (for both Honors and Research Students)

**BBA - General**  
**1st Semester**

**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**DETAILED SYLLABUS**

**PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR**

**Code: 26MG101**

Max Marks: 70

**Course Objectives:** The objective of the course is to Understand the Fundamentals of Management, Analyse Organizational Structures and Functions, Study the Decision-Making Process, Gain Knowledge of Organizational Behaviour (OB), Examine Individual Behaviour in Organizations, Explore Group Behavior and Team Dynamics, Learn Motivation Theories and Leadership Models, Understand Organizational Culture and Change, Develop Managerial and Interpersonal Skills and Apply Management and OB Concepts to Real-World Scenarios.

**UNIT I** **(04 hours)**

Introduction: Meaning, Objectives, Differences between Administration and Management, Levels of Management, Kinds of Managers, Managerial roles, History of Management, Recent trends in Management.

**UNIT II** **(12 hours)**

Planning: Importance, Process, Benefits of Planning, Types of Plans, Planning tools and techniques.

Organising: Meaning, Types of Organisation structures, Traditional structures, Directions in organisation structures.

Leading: Meaning, Nature, Traits and Behaviour, Contingency approaches to Leadership, Transformational leadership.

Controlling: Meaning, Importance, Steps in the control process, Types of Control.

**UNIT III** **(06 hours)**

Organisational Behaviour: Introduction, Meaning, History of Organisational Behaviour, Organisational effectiveness, Organisational learning process, Stakeholders, Contemporary challenges for Organisations.

**UNIT IV** **(12 hours)**

Behavioural Dynamics: MARS Model of individual behaviour and performance, Types of Individual behaviour. Personality in Organisation, Values in the workplace, Types of values, Perception, Meaning, Model of Perceptual process.

Emotions in the workplace, Types of emotions, Circumplex Model of Emotion, Attitudes and Behaviour, Work-related stress and its management.

Motivation: Meaning, Maslow's Hierarchy of Needs, Four Drive Theory of Motivation.

**UNIT V** **(06 hours)**

Teams: Advantages of Teams, Model of Team Effectiveness, Stages of Team Development.

Power: Meaning, Sources, and Contingencies of Power, Consequences of Power.

**Suggested Readings:**

1. MGMT, Chuck Williams & Manas Ranjan Tripathy, 5/e, Cengage Learning, 2013.
2. Organisational Behaviour, Steven L. McShane & Mary Ann Von Glinow, 6/e, McGraw-Hill Education, 2015.
3. Management & Organisational Behaviour, Laurie J. Mullins, 7/e, Prentice Hall, 2005.
4. Essentials of Management, Koontz, McGraw-Hill, 8/e, 2014.
5. Management, John R. Schermerhorn, Jr., 8/e, Wiley India, 2010.
6. Organisational Behaviour, Fred Luthans, 12/e, McGraw-Hill International, 2011.

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**BUSINESS MATHEMATICS AND STATISTICS**

**Code: 26MG102**

Max Marks: 70

**Course Objectives:** The objective of the course is to develop an understanding of basic mathematical and statistical tools used in business decision-making, apply mathematical techniques for solving business-related problems in areas such as finance, marketing, and operations, analyse and interpret data using statistical methods for informed business planning and strategy and enhance quantitative reasoning and problem-solving skills relevant to real-world business scenarios.

**UNIT I (02 Hrs)**

Set Theory: Definition of Set and its presentation. Different types of Sets- Null Sets, Finite & Infinite Sets, Subsets, Universal Set, Power Set etc. Set Operations- Laws of Algebra of Sets, Venn diagram.

**UNIT II (07 Hrs)**

Matrices and Determinants: Definition of a matrix, Types of matrices; Equality, Addition, Subtraction, and Multiplication; Transpose of a matrix; Determinant of a square matrix, Values of determinants up to third order; Properties of Determinants, minors and co-factors, Adjoint of a Matrix, Elementary row and column operations, Inverse of a matrix; Solution of a system of linear equations (having unique solution and involving not more than three variables) using matrix inversion Method and Cramer's Rule.

**UNIT III (07 Hrs)**

Basic Mathematics of Finance Functions and their types– linear, quadratic, polynomial, exponential, logarithmic; Concepts of limit and continuity of a function. Concept of differentiation; Rules of differentiation– simple standard forms. Maxima and Minima of functions (involving first and second order differentiation) relating to cost, revenue and profit. Different types of Interest Rates, concept of Present Value – Present Value and Annuity, Compounding & Discounting, amount of Annuity – Valuation of Simple Loans

**UNIT IV (02 Hrs)**

Basics of Statistics Collection, classification of data, Primary & Secondary data, Tabulation of data, Graphs and charts, Frequency distribution, Diagrammatic presentation of frequency distribution.

**UNIT V (07 Hrs)**

Measure of Central Tendency & Dispersion Measures of Central Tendency including arithmetic mean, geometric mean and harmonic mean: properties and applications; mode and median. Measures of Variation: absolute and relative. Range, quartile deviation and mean deviation; Variance and Standard deviation: calculation and properties.

**UNIT VI (08 Hrs)**

Bi-variate Analysis Simple Linear Correlation Analysis: Meaning, and measurement. Karl Pearson's coefficient and Spearman's rank correlation. Simple Linear Regression Analysis: Regression equations and estimation. Relationship between Correlation and regression coefficients.

**UNIT VII (07 Hrs)**

Time-based Data: Index Numbers and Time-Series Analysis Meaning and uses of index numbers; Construction of index numbers: Aggregative and average of relatives – simple and weighted, Components of time series; additive and multiplicative models; Trend analysis: Finding trend by moving average method and Fitting of linear trend line using principle of least squares.

**Suggested Readings:**

1. Ghosh and Saha, Business Mathematics and Statistics, New Central Book Agency (P) Ltd.
2. M. Raghavchari, Mathematics for Management, Tata McGraw-Hill.
3. S. Baruah, Basic Mathematics and its application in Economics, McMillan.
4. R. S. Bhardwaj, Mathematics for Economics and Business, Excel Books.
5. P. K. Giri and J. Banerjee, Introduction to Business Mathematics, Academic Publishers.
6. R.G.D. Allen, Mathematical Analysis for Economists, McMillan.
7. G. C. Beri, Business Statistics, Tata McGraw-Hill.
8. J. K. Sharma, Business Statistics, Pearson Education.
9. Nag and Nag, Advanced Business Mathematics and Statistics.

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10. D. Sengupta, Application of Calculus, Books & Allied.
11. Dr. Ranjit Dhar, Business Mathematics & Statistics, Dishari.
12. J. Chakrabarti, Business Mathematics and Statistics, Dey Book Concern.
13. Maity and Ghosh, Calculus, Central.
14. Singh J. K., Business Mathematics. Himalaya Publishing House.
15. N.G. Das, Statistical Methods in Commerce, Accountancy and Economics.
16. Hazarika, Padmalochan. A Textbook of Business Mathematics. S. Chand.
17. Trivedi, Business Mathematics, Pearson.

**MANAGEMENT INFORMATION SYSTEM**

**Code: 26MG103**

**Max Marks: 70**

**Course Objectives:** To equip Management Information Systems (MIS), focusing on their role in decision-making, system design, IT integration, security, ethical issues, and strategic use to improve organizational efficiency and competitive advantage.

**UNIT I**

**(06 Hrs)**

Basic Concepts of Information System Role of data and information, Organization structures, Business Process, Systems Approach and introduction to Information Systems.

**UNIT II**

**(08 Hrs)**

Types of IS Resources and components of Information System, integration and automation of business functions and developing business models. Role and advantages of Transaction Processing System, Management Information System, Expert Systems and Artificial Intelligence, Executive Support Systems and Strategic Information Systems.

**UNIT III**

**(08 Hrs)**

Architecture & Design of IS Architecture, development and maintenance of Information Systems, Centralized and Decentralized Information Systems, Factors of success and failure, value and risk of IS.

**UNIT IV**

**(06 Hrs)**

Decision Making Process Programmed and Non- Programmed decisions, Decision Support Systems, Models and approaches to DSS

**UNIT V**

**(08 Hrs)**

Introduction to Enterprise Management technologies Business Process Reengineering, Total Quality Management and Enterprise Management System viz. ERP, SCM, CRM and Ecommerce.

**UNIT VI**

**(04 Hrs)**

Introduction to SAD System Analysis and Design. Models and Approaches of Systems Development.

**Text Books:**

1. Management Information Systems, Effy OZ, Thomson Learning/Vikas Publications.
2. Management Information Systems, James A. O'Brein, Tata McGraw-Hill.

**Suggested Readings:**

1. Management Information System, W.S Jawadekar, Tata Mc Graw Hill Publication.
2. Management Information System, David Kroenke, Tata Mc Graw Hill Publication.
3. MIS: Management Perspective, D.P. Goyal, Macmillan Business Books.
4. MIS and Corporate Communications, Raj K. Wadwha, Jimmy Dawar, P. Bhaskara Rao, Kanishka Publishers.
5. MIS: Managing the digital firm, Kenneth C. Landon, Jane P. Landon, Pearson Education.

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**MICROECONOMICS**

**Code: 26MG111**

Max Marks: 70

**Course Objectives:** The objective of the course is to understand the fundamental principles of microeconomic theory, analyze consumer and producer behavior in various market structures, examine how prices and resources are allocated through market mechanisms and apply microeconomic concepts to real-world economic issues and business decisions.

**UNIT I: Introduction to Economics**

**(4 Hrs)**

Definition, Nature and Scope of Economics. Micro and Macro Economics, Role of Economics in Decision Making.

**UNIT II: Demand Analysis and Supply Analysis**

**(10 Hrs)**

Meaning of Demand, Types of Demand, Law of demand, Determinants of Demand, Demand Function, Elasticity of demand- price elasticity of demand. Income elasticity of demand, Cross Elasticity of demand, Law of Supply, Supply Schedule, Supply Curve, Price elasticity of supply.

**UNIT III: Production Analysis**

**(6 Hrs)**

Production function, Types of Production Function, Law of Returns, Law of variable proportions, Law of Increasing Returns, Law of Constant Returns, Law of Diminishing returns, Returns to scale

**UNIT IV: Cost and Revenue Analysis**

**(10 Hrs)**

Cost concepts, Elements of Cost, Relationship between Production and Cost, Average and Marginal cost curves, Relationship between average and marginal cost, Concept of revenue, Revenue Curve, Relationship between average and marginal revenue

**UNIT V: Market Structures**

**(6 Hrs)**

Meaning of Market, Classification of markets, Perfect Competition, Imperfect Competition, Monopolistic Market, Oligopoly Market, and Duopoly Market.

**UNIT VI: International Tread**

**(4 Hrs)**

Balance of Payments, Concepts, Disequilibrium in BOP: Methods of Correction, Tread Barriers and Tread Strategy, Free Trade vs. Protection

**Suggested Readings:**

1. Advanced economic Theory by M L Jhingan, Himalaya Publication, Mumbai
2. A Textbook of Economics Theory, Long Group by H L Ahuja
3. Microeconomics for Management Students by Ravindra H Dholkiya & Ajay N Oza, Oxford University Press
4. Principals of Economics by N G Mankiw, Thomson Press, Sanat Printers, Kundli Haryana
5. Basic Econometrics by Damodar Gujarati

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**LIFE SKILLS & PERSONALITY DEVELOPMENT**

**Code: 26GN101**

Max Marks: 70

**Course Objective:** The Life Skills and Personality Development Course aim to equip participants with essential skills and knowledge to enhance their personal growth, interpersonal relationships, and overall well-being. The course is designed to empower individuals to navigate various life situations effectively, develop a positive self-image, and foster the traits necessary for a successful and fulfilling life.

**UNIT I: Career and Professional Skills Career and Professional Skills (04 Hrs)**

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 II: Attitude and Motivation Attitude (04 Hrs)**

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

**UNIT III: Stress-management and Development of Capabilities (04 Hrs)**

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 IV: Other Aspects of Personality Development (04 Hrs)**

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 V: Health and Hygiene (04 Hrs)**

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 Larry James, "The First Book of Life Skills"; First Edition, Embassy Books, 2016.

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**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**BUSINESS COMMUNICATION**

**Code: 26GN102**

Max Marks: 70

**Course Objective:** The objective of Business Communication is to develop effective communication skills in a business environment, focusing on clarity, conciseness, and professionalism. It aims to enhance students' ability to write and present business documents, engage in meaningful dialogues, and navigate cross-cultural communication challenges.

**UNIT I: Concepts and Fundamentals**

**(04 Hrs)**

Introduction to Technical Communication, Need, and importance of communication, Channel, Distinction between general and technical communication, Nature and features of technical communication, Seven Cs of communication, Types of Technical communication, Style in technical communication, technical communication skills, Language as a tool of Communication, History of the development of Technical Communication, Computer Aided Technical Communication

**UNIT II: Oral Communication**

**(06 Hrs)**

Principles of effective oral communication, Introduction of Self and others, Greetings, Handling Telephone Calls, Interviews: Meaning & Purpose, Art of interviewing, Types of Interviews, Interview styles, Essential, Techniques of interviewing, Guidelines for Interviewer, Guidelines for interviewee. Meetings: Definition, kinds of meetings, agenda, meeting minutes, advantages and disadvantages of meetings/ committees, and planning and organisation of meetings. Project Presentations: Advantages & Disadvantages, Executive Summary, Charts, Distribution of time (presentation, questions & answers, summing up), Visual presentation, Guidelines for using visual aids, electronic media (PowerPoint presentation). The technique of conducting a group discussion and a JAM session.

**UNIT III: Written Communication**

**(06 Hrs)**

Overview of Technical Writing: Definition and Nature of Technical Writing, Basic Principles of Technical Writing, Styles in Technical Writing.  
Note – Making, Notice, E-mail Writing.  
Writing letters: Business letters, persuasive letters, sales letters and complaint letters, office memorandum, and good news and bad news letters.  
Report Writing: Definition & importance; categories of reports, Elements of a formal report, style, and formatting in the report.  
Special Technical Documents Writing: Project synopsis and report writing, Scientific Article and Research Paper writing, Dissertation writing: Features, Preparation and Elements.  
Proposal Writing: Purpose, Types, characteristics, and structure.  
Job Application: Types of application, Form & Content of an application, Drafting the application, Preparation of a resume.

**UNIT IV: Soft Skills and Language Skills**

**(04 Hrs)**

Business Etiquettes – Professional Personality, Workplace Protocols, Cubicle. Non-Verbal Communication: Kinesics and Proxemics, Paralanguage.  
Interpersonal Skills.  
Improving command in English, improving vocabulary, Choice of words, Common problems with verbs, Adjectives, Adverbs, Pronouns, Tenses, Conjunctions, punctuation, prefixes, Suffixes, and idiomatic use of prepositions. Sentences and paragraph construction, Improved spellings, Common errors, and misappropriation, building advanced Vocabulary (Synonyms, Antonyms), and introduction to Business English.

**Text Books:**

1. Kavita Tyagi and Padma Misra, “Advanced Technical Communication”, PHI, 2011
2. P. D. Chaturvedi and Mukesh Chaturvedi, “Business Communication – Concepts, Cases and Applications”, Pearson, second edition.
3. Rayudu, “C. S- Communication”, Himalaya Publishing House, 1994.
4. Asha Kaul, “Business Communication”, PHI, second edition.

**Suggested Readings:**

1. Raymond Murphy, “Essential English Grammar- A self-study reference and practice book for elementary students of English”, Cambridge University Press, second edition.
2. Manalo, E. & Fermin, V. (2007). “Technical and Report Writing”. ECC Graphics. Quezon City.

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3. Kavita Tyagi and Padma Misra, "Basic Technical Communication", PHI, 2011.
4. Herta A Murphy, Herbert W Hildebrandt, and Jane P Thomas, "Effective Business Communication", McGraw Hill, seventh edition.



**BBA - General**  
**2nd Semester**

**DETAILED SYLLABUS**

**HUMAN RESOURCE MANAGEMENT**

**Code: 26MG201**

Max Marks: 70

**Course Objectives:** The primary objectives of Human Resource Management are to ensure a seamless experience for staff and other individuals associated with management and to accomplish organisational goals. Objectives of HRM include ensuring the availability of resources, easy access to data, on-time payroll, ensuring compliance, etc. The objectives of human resource management (HRM) are aligned with the entire interest of the organisation for enhancing the productivity and profitability of a business. Organisational goals and verticals influence HRM objectives. The objective of HRM is to ensure a stable work environment with organised data management and efficient operations.

**UNIT I**

**(08 Hrs)**

Meaning, Scope, and Significance of Human Resource Management, Evolution of HRM, Function of HRM. Challenges before HRM in the Present Changing Environment.

**UNIT II**

**(08 Hrs)**

HR Planning. Job Analysis, Recruitment, Methods and Techniques of Selection, Induction, Internal Mobility and Separation of Employees, Transfer, Promotion, Demotion, and Separation of Employees.

**UNIT III**

**(08 Hrs)**

Industrial Relations, Trade Unions Disputes and their Resolution, Collective Bargaining, Employee Welfare: a Brief Introduction, Workers' Participation in Management.

**UNIT IV**

**(08 Hrs)**

Wages and Salary Administration, Economic Objectives of Wages Policy, Social Objectives, Principles of Wage and Salary Administration. Essentials of a Wage and Salary Structure. Factors Affecting wages, Methods of wage Payment. Wage Policy in India. Pay Commission. Wage Boards, Adjudication, Pay Revision in Public Sector- issue and Considerations.

**UNIT V**

**(08 Hrs)**

Other Contemporary Issues in HRM- Employee Compensation- Concept, Factors Affecting Employee Compensation Components, of Employee Pay, HR Audit, Human Resource Information System. Performance & Skill-Based Pay Systems, Voluntary Retirement Scheme (VRS).

**Suggested Readings:**

1. Rao T. V. and Abraham E., "HRD Practices in Indian Industries – A Trend Report".
2. Santhanam M., "Development of Human Resources".
3. Sharma A. K., "Some Issues in Management Development".
4. Rudrabasavraj M. N., "Executive Development in The Public Sector".
5. B. D. Singh, "Compensation and Reward and Management".

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**PRODUCTION AND OPERATIONS MANAGEMENT**

**Code: 26MG202**

Max Marks: 70

**Course Objective:** The objective of Production and Operations Management is to familiarize students with the processes involved in the efficient production of goods and services. It covers topics like planning, designing, managing, and improving production systems to ensure optimal resource utilization, quality control, and meeting customer demands.

**UNIT I**

**(10 Hrs)**

**Introduction to Production & Operations Management:** Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organization. Operation Strategies-Definition, relevance, strategy formulation process, order qualifying and order winning attribute Maintenance Management: Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, MTRR and availability). Lean production: Definition of lean production, lean Demand-Pull logic, waste in operations, elements that address elimination of waste, 2 card Kanban Production Control system.

**UNIT II**

**(08 Hrs)**

**Forecasting:** Definition, types, qualitative (grass roots, market research and Delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, MAD. Scheduling: Operation scheduling, goals of short-term scheduling, job sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson's rule on two machines, Gantt charts.

**UNIT III**

**(12 Hrs)**

**Process Selection:** Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), computer integrated manufacturing (CIM). Layout Decision: Layout planning – Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using LOT rule; Location Decisions & Models: Facility Location – Objective, factors that influence location decision, location evaluation methods- factor rating method. Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon. Decision trees analysis

**UNIT IV**

**(10 Hrs)**

**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), Statistical Quality control: Variations in the process (common & assignable causes), Control charts: Variable measures (mean and range chart), Attribute measures (proportion of defects and no. of defects) using control tables. Elementary Queuing Theory: Poisson- Exponential Single Server Model with Infinite Population. (question-based on M/M/1.

**Text Books:**

1. Mahadevan B. "Operations Management Theory & Practice". Pearson Education.
2. Heizer Jay and Render Barry. "Production & Operations Management". Pearson Education.

**Suggested Readings:**

1. Chase R. B., Aquilano N. J., Jacobs F. R. and Agarwal N. "Production & Operations Management Manufacturing and Services". Tata McGraw Hill.
2. S. P. Gupta. "Statistical methods". Sultan Chand & Sons.
3. Adam, E. E. and Ebert. "Production & Operations Management". Prentice Hall of India, New Delhi
4. S. N. Chary. "Production & operations management". Tata McGraw Hill, New Delhi.
5. Buffa E. S. & Sarin R. K. "Modern Production / Operations Management" (8th edition) John Wiley, 1994.
6. Gaither and Frazier. "Operations Management". Thomson South-Western.
7. "Operations Research". P. K. Gupta, Man Mohan, Kanti Swarup, Sultan Chand.
8. "Operations Research". V. K. Kapoor. Sultan Chand & Sons.

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**ACCOUNTING AND FINANCIAL MANAGEMENT**

**Code: 26MG203**

Max Marks: 70

**Course Objectives:** The objective of the course is to understand basic accounting principles and financial statements, analyse financial data for decision-making and learn budgeting, costing, and financial planning concepts.

**UNIT I (08 Hrs)**

Introduction – Principles – Concepts & Conventions – Double-entry system of accounting – Journal – Ledger. Preparation of the trial balance. Subsidiary Books with special reference to simple cash book and three-column cash books.

**UNIT II (08 Hrs)**

Final accounts of sole trader: Adjusting entries, including reserve for bad debts, Reserve for discount on debtors and creditors, Preparation of final accounts.

**UNIT III (08 Hrs)**

Introduction – Meaning, Scope, Functions of a Finance Manager. Unit Costing: Preparation of a cost sheet.

**UNIT IV (08 Hrs)**

Ratio analysis: Meaning of ratio – Advantages – Disadvantages – types of ratio – usefulness – liquidity ratios – profitability ratios- Efficiency ratios- Solvency ratios. (Theoretical concepts) Funds Flow Statement: Meaning – concepts of funds flow. Cash flow statement: Meaning, Need – Simple problems on cash flow statement.

**UNIT V (08 Hrs)**

Marginal Costing: Meaning – Definition – Concepts in marginal costing – Marginal equations – P / V ratio – B.E.P – Margin of safety – Sales to earn a desired profit – Problems on above Budgetary control: Meaning – Definition – Preparation of flexible budget and cash budget.

**Text Books:**

1. Financial Accounting, Ashis Bhattacharya, Prentice-Hall India Publication.
2. Prasanna Chandra, Financial Management, Tata McGraw-Hill Publications.

**Suggested Readings:**

1. “Book Keeping and Accountancy” Choudhari, Chopde.
2. “Cost Accounting”: Choudhari, Chopde.
3. “Financial Management” Text and Problems: M.Y.Khan, P.K. Jain.
4. “Financial Management Theory & Practice” Prasanna Chandra Tata McGraw-Hill.
5. Managerial Economics & Financial Analysis, Siddiqui S.A. Siddiqui A.S. New Age.

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**FUNDAMENTALS OF IT**

**Code: 26CS101**

Max Marks: 70

**Course Objective:** The objective of Fundamentals of IT is to introduce students to the core concepts of information technology, including hardware, software, networking, and databases. It aims to develop foundational skills in using IT tools and understanding their applications in various business and personal contexts.

**UNIT I**

**(10 Hrs)**

**Fundamentals of Computers:** Definition and Characteristics of Computer System. Computer Generation from First Generation to Fifth Generation. Classifications of Computers: Micro, Mini, Mainframe, and supercomputers.

**Computer Hardware:** Major Components of a digital computer, Block Diagram of a computer, Input-output devices, Description of Computer Input Units, Output Units, CPU.

**Computer Memory:** Memory Hierarchy, Primary Memory – RAM and its types, ROM and its types, Secondary Memory, Cache memory. Secondary Storage Devices - Hard Disk, Compact Disk, DVD, Flash memory.

**UNIT II**

**(10 Hrs)**

**Interaction with Computers:** Computer Software: System software: Assemblers, Compilers, Interpreters, linkers, loaders.

**Application Software:** Introduction to MS Office (MS Word, MS PowerPoint, MS Excel).

**Operating Systems:** Elementary Operating System concepts and different types of Operating Systems.

**DOS:** Booting sequence; Concepts of File and Directory, Types of DOS commands.

**Computer Languages:** Introduction to Low-Level Languages and High-Level Languages.

**UNIT III**

**(10 Hrs)**

**Computer Number System:** Positional and Non-positional number systems, Binary, Decimal, Octal, and Hexadecimal Number Systems and their inter-conversion.

**Binary Arithmetic:** Addition, subtraction, multiplication, and division. Use of the complement method to represent negative binary numbers, 1's complement, 2's complement, subtraction using 1's complement and 2's complement. Introduction to Binary Coded Decimal (BCD), ASCII Codes, and EBCDIC Codes.

**UNIT IV**

**(10 Hrs)**

**Computer Network & Internet:** Basic elements of a communication system, Data transmission modes, Data Transmission speed, Data transmission media, Digital and Analogue Transmission, Network topologies, Network Types (LAN, WAN, and MAN), Basics of the Internet and Intranet.

**Internet:** Terminologies related to Internet: Protocol, Domain name, Internet Connections, IP address, URL, World Wide Web. Introduction to Client-Server Model, Search Engine, Voice over Internet Protocol (VoIP), Repeater, Bridge, Hub, Switch, Router, Gateway, Firewall, Bluetooth technology.

**Advanced Trends in IT Applications:** Brief Introduction to Cloud Computing, Internet of Things, Data Analytics, AI and Machine Learning.

**Text Books:**

1. P. K. Sinha & Priti Sinha, "Computer Fundamentals", BPB Publications, 1992.
2. Anita Goel, "Computer Fundamentals", Pearson.

**Suggested Readings:**

1. B. Ram, "Computer Fundamentals, Architecture and Organisation", New Age Intl.
2. Alex Leon & Mathews Leon, "Introduction to Computers", Vikas Publishing.
3. Norton Peter, "Introduction to Computers", 4th Ed., TMH, 2001.
4. Vikas Gupta, "Comdex Computer Kit", Wiley Dreamtech, Delhi, 2004.

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**ENVIRONMENTAL STUDIES**

**Code: 26GN201**

Max Marks: 70

**Course Objectives:** The course will empower the students by gaining in-depth knowledge on natural processes that sustain life and govern economy, predicting the consequences of human actions on the web of life, global economy and quality of human life, developing critical thinking for shaping strategies (scientific, social, economic and legal) for environmental protection and conservation of biodiversity, social equity and sustainable development, acquiring values and attitudes towards understanding complex environmental economic-social challenges, and participating actively in solving current environmental problems and preventing the future ones and adopting sustainability as a practice in life, society and industry.

**UNIT I**

**(5 Hrs)**

**Introduction to Environmental Studies:**

- Environmental studies: Nature, Scope and Importance; Components of environment: atmosphere, hydrosphere, lithosphere, and biosphere; Concept of sustainability and sustainable development.
- Emergence of environmental issues: Climate change, Global warming, Ozone layer depletion, Acid rain etc.; International agreements and programmes: Earth Summit, UNFCCC, Montreal and Kyoto protocols, Convention on Biological Diversity (CBD), Ramsar convention, UNEP, CITES, etc.

**UNIT II**

**(5 Hrs)**

**Ecosystems and Natural Resources:**

- Definition and concept of Ecosystem; Structure of ecosystem (biotic and abiotic components); Functions of Ecosystem: Physical (energy flow), Biological (food chains, food web, ecological succession), ecological pyramids and homeostasis; Types of Ecosystems: Tundra, Forest, Grassland, Desert, Aquatic (ponds, streams, lakes, rivers, oceans, estuaries); importance and threats with relevant examples from India.
- Ecosystem services (Provisioning, Regulating, Cultural, and Supporting); Ecosystem preservation and conservation strategies; Basics of Ecosystem restoration.
- Energy resources: Renewable and non-renewable energy sources; Use of alternate energy sources; Growing energy needs; Energy contents of coal, petroleum, natural gas and bio gas; Agro-residues as a biomass energy source.

**UNIT III**

**(5 Hrs)**

**Biodiversity and Conservation**

- Definition of Biodiversity; Levels of biological diversity: genetic, species and ecosystem diversity.
- India as a mega-biodiversity nation; Biogeographic zones of India; Biodiversity hotspots; Endemic and endangered species of India; IUCN Red list criteria and categories.
- Value of biodiversity: Ecological, economic, social, ethical, aesthetic, and informational values of biodiversity with examples.
- Threats to biodiversity: Habitat loss, degradation, and fragmentation; Poaching of wildlife; Man-wildlife conflicts; Biological invasion with emphasis on Indian biodiversity; Current mass extinction crisis.
- Biodiversity conservation strategies: in-situ and ex-situ methods of conservation (National Parks, Wildlife Sanctuaries, and Biosphere reserves).

**UNIT IV**

**(5 Hrs)**

**Environmental Pollution and Control Measures:**

- Environmental pollution (Air, water, soil, thermal, and noise): causes, effects, and controls; Primary and secondary air pollutants; Air and water quality standards.
- Nuclear hazards and human health risks.
- Solid waste management: Control measures for various types of urban, industrial waste, Hazardous waste, E-waste, etc.; Waste segregation and disposal.

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**Text Books:**

1. Sanjay Kumar Batra, Kanchan Batra, Harpreet Kaur; “Environmental Studies”; Taxmann’s, Fifth Edition.
2. M. M. Sulphery; “Introduction to Environment Management”; PHI Learning, 2019.
3. S. P. Mishra, S. N. Pandey; “Essential Environmental Studies”; Ane Books Pvt. Ltd.; Sixth Edition.

**Suggested Readings:**

1. Asthana, D. K. (2006). “Text Book of Environmental Studies”. S. Chand Publishing.
2. Basu, M., Xavier, S. (2016). “Fundamentals of Environmental Studies”, Cambridge University Press, India.
3. Bharucha, E. (2013). “Textbook of Environmental Studies for Undergraduate Courses”. Universities Press.
4. Mahapatra, R., Jeevan, S. S., Das, S. (Eds) (2017). “Environment Reader for Universities”, Centre for Science and Environment, New Delhi.
5. Masters, G. M. & Ela, W. P. (1991). “Introduction to environmental engineering and science”. Englewood Cliffs, NJ: Prentice Hall.
6. Odum, E. P., Odum, H. T. & Andrews, J. (1971). “Fundamentals of Ecology”. Philadelphia: Saunders.
7. Sharma, P. D. & Sharma, P. D. (2005). “Ecology and Environment”. Rastogi Publications.

**Code: 26GN202**  
Max Marks: 70



**Course Objectives:** The objective of the course is to introduce learners to the concept of health and wellness and its relevance in daily life; to introduce the relation between mind and body and its relevance; and to introduce learners to health behaviour and the promotion of human strengths for well-being.

**UNIT I: INTRODUCTION TO HEALTH & WELLNESS**

**(10 Hrs)**

- Definition of health- WHO definition
- Importance of health in everyday life
- Components of health- physical, social, mental, spiritual and its relevance
- Concept of wellness
- Mental Health & wellness
- Determinants of health behaviours
- Using the mass media for health promotion

**UNIT II: MIND – BODY AND WELL-BEING**

**(10 Hrs)**

- Mind- Body connection in health- concept and relation
- Implications of mind-body connections.
- Wellbeing- why it matters?
- Digital wellbeing
- Understanding health beliefs, and perspectives of indigenous people about Assam and North East India
- Promoting Human strengths and life enhancement: Classification of human strengths and virtues; cultivating inner strengths: Hope and optimism

**Suggested Readings:**

1. Carr, A. (2004). Positive Psychology: The science of happiness and human strength. UK: Routledge.
2. Forshaw, M. (2003). Advanced psychology: Health psychology. London: Hodder and Stoughton. Hick,
3. J.W. (2005). Fifty signs of Mental Health. A Guide to understanding mental health. Yale University Press.
4. Snyder, C.R., & Lopez, S.J. (2007). Positive psychology: The scientific and practical explorations of human strengths. Thousand Oaks, CA: Sage.

**BBA - General**  
**3rd Semester**

**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**DETAILED SYLLABUS**

**MANAGERIAL ECONOMICS**

**Code: 26MG301**  
**Max Marks: 70**

**Course Objectives:** The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives.

**UNIT I**

**(12 Hrs)**

Demand, Supply and Market equilibrium: individual demand, market demand, Individual supply, market supply, market equilibrium. Elasticities of demand and supply: Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, Elasticity of supply. Theory of consumer behaviour: cardinal utility theory, ordinal utility theory (indifference Curves, budget line, consumer choice, price effect, substitution effect, income effect for Normal, inferior and giffen goods), revealed preference theory.

**UNIT II**

**(12 Hrs)**

Producer and optimal production choice: optimizing behavior in short run (geometry of product curves, law of diminishing margin productivity, three stages of Production), optimizing behavior in long run (isoquants, isocost line, optimal Combination of resources). Costs and scale: traditional theory of cost (short run and long run, geometry of cot curves, envelope curves), modern theory of cost (short run and long run), economies of scale, economies of scope.

**UNIT III**

**(16 Hrs)**

Theory of firm and market organization: perfect competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of Changes in demand, cost and imposition of taxes). Monopoly (basic features, short run Equilibrium, long run equilibrium, effect of changes in demand, cost and imposition of taxes, comparison with perfect competition, welfare cost of monopoly), price discrimination, multiplant monopoly. Monopolistic competition (basic features, demand and cost, short run equilibrium, long run equilibrium, excess capacity). Oligopoly (Cournot's model, kinked demand curve model, dominant price leadership model, prisoner's dilemma)

**Suggested Readings:**

1. Dominick Salvatore (2009). Principles of Microeconomics (5th ed.) Oxford University Press.
2. Lipsey and Chrystal. (2008). Economics. (11th ed.) Oxford University Press.
3. Koutosyannis (1979). Modern Micro Economics. Palgrave Macmillan.
4. Pindyck, Rubinfeld and Mehta. (2009). Micro Economics. (7th ed.). Pearson.
5. Managerial Economics – H L Ahuja

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**PRINCIPLES OF MARKETING**

**Code: 26MG302**

**Max Marks: 70**

**Course Objectives:** The main objectives of this course are to emphasise the importance of marketing as a strategy for market segmentation and for establishing a market share, to highlight the role of advertising and personal selling for increased turnover and profitability and to enable the students to learn the Consumer Protection Act and new marketing approaches.

**UNIT I**

**(08 Hrs)**

Marketing-Definition of Market & Marketing-Classifications of Markets-Marketing & Selling Objectives & Importance of Marketing – Modern Marketing Concept.

**UNIT II**

**(08 Hrs)**

Marketing Functions-Marketing Process-Classification-Functions of Exchange-Physical Supply- Facilitating Functions-Standardisation and Grading -AGMARK-BIS/ISI.

**UNIT III**

**(08 Hrs)**

Market Mix-Product Mix- Price Mix-Market Segmentation-Promotion Mix-Advertising and Personal Selling-Physical Distribution Mix-Functions-Types of Middlemen.

**UNIT IV**

**(08 Hrs)**

Consumer Behaviour-Meaning - Need for Studying Consumer Behaviour- Factors Influencing Consumer Behaviour- Buyer's Decision-Making Process.

**UNIT V**

**(08 Hrs)**

Consumerism-Need for Consumer Protection-Consumer Protection Act-Features-Competition Act Commission Act-RTI Act- Unfair and Restricted Trade Practices-New Approaches in Marketing-Web-Based Marketing-E-Marketing-E-Retailing- Multi-Level Marketing- Tele Marketing – Plano gram.

**Suggested Readings:**

- 1 Rajan N. Nair and Sanjith, Nair R – Marketing, Sultan Chand & Sons, 2012, 7th edition.
- 2 Chandrasekaran K.S – Marketing Management, The McGraw Hill Companies, 2010 1st Edition.
- 3 Pillai R.S.N and Bhagavathi – Modern Marketing Principles and Practice, Sultan Chand & Sons, 2010, 14th edition.

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**INDIAN BANKING SYSTEM**

**Code: 26MG303**

**Max Marks: 70**

**Course Objectives:** Understanding of basic banking modes, explaining the importance of banks, defining customer relationship in banking, explaining banking productivity, outlining banking policies

**UNIT I (08 Hrs)**

Introduction to Banking System: Structure of the Indian Financial System. Structure of Indian Banking System, Definition & Meaning of Bank, Types of Banking System, Unit Banking System, Branch Banking System, Group Banking System, Correspondent Banking System, Chain Banking System, Deposit Banking System, Investment Banking System

**UNIT II (08 Hrs)**

Introduction to Central Bank Functions, Credit Control of RBI (Qualitative & Quantitative Measures), Role of RBI in Economic Development

**UNIT III (08 Hrs)**

Commercial Bank, Banker & Customer Relationship Meaning, Co-operative Banks, Functions of Commercial Banks, Definition of Commercial Banks & Meaning and Features of Retail Banking, Priority Sector Lending, Multi Agency Approach, Structure of RRBs

**UNIT IV (08 Hrs)**

Modern Banking Facilities: ATM, Credit Card, Debit Card, Tele Banking, Net Banking, Payment Banking

**UNIT V (08 Hrs)**

Banker & Customer Relationship Introduction, Definition, General Relationship & Special Relationship, Procedure for Opening Accounts, Precautions taken in Opening of Accounts

**Text Books:**

1. Financial Services: Banking & Insurance by A.V. Ranganadha Chary, Rudra Saibaba, K. Anjaneyulu, Kalyani Publishers

**Suggested Readings:**

1. Sundaram & Varshney; "Banking, Theory Law and Practice"; Sultan Chand & Sons; 2004.
2. Vasant Desai; "Development Banking & Financial Intermediaries"; Himalaya Publishing House; 2001.
3. Mithani. D. M. Gordon. E.; "Banking & Financial Systems"; Himalaya Publishing House; 2003.
4. Reddy. P. N., Appannaiah. H. R.; "Theory & Practice of Banking"; Himalaya Publishing House; 2003.

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**BUSINESS POLICY AND STRATEGIC MANAGEMENT**

**Code: 26MG311**

Max. Marks: 70

**Course Objectives:** The objectives of the course are to understand Strategic Concepts, analyse Business Environments, Develop Strategic Thinking, Integrate Functional Knowledge, Enhance Decision-Making Skills, Understand Corporate Governance, Apply Strategy Tools and Evaluate Real-World Strategies.

**UNIT I**

**(7 Hrs)**

Strategic Management: An Introduction Strategic thinking vs. strategic management. Vs Strategic planning, meaning of strategic management, concept of strategy, policy and strategy, strategy and tactic, Strategy and strategic plan, Nature of strategic plan, nature of strategic decisions, approaches to strategic decision making, levels of strategies, The strategic management process, strategic management: merits and demerits

**UNIT II**

**(7 Hrs)**

Mission, Objectives, Goals and Ethics What is mission, concept of goals, Integration of individual and organisation goals: A Challenge, How Objectives are pursued, how are mission and objectives are formulated, why do mission and objective change, vision mission, objectives, goals and Strategy: Mutual relationships, core of strategic management: vision A-must, ethics and strategy

**UNIT III**

**(7 Hrs)**

External environment: Analysis and appraisal Concept of environment, environmental analysis and appraisal, why environmental scanning and analysis, component of environment, SWOT:A tool of environment analysis, techniques of environmental search and analysis, ETOP: A technique of diagnosis, decision making on environmental information.

**UNIT IV**

**(6 Hrs)**

Organisational change and innovation:- Planned and unplanned change, causes or forces of organisational change, managing planned change, choosing a change strategy, creativity and innovation in organisations, organizational creativity and innovation process, learning organisation

**UNIT V**

**(7 Hrs)**

Generic competitive strategy:- Generic vs. competitive strategy, the five generic competitive strategy, competitive marketing strategy option, offensive vs. defensive strategy, Corporate strategy:- Concept of corporate strategy , offensive strategy, defensive strategy, scope and significance of corporate strategy

**UNIT VI**

**(6 Hrs)**

Strategic evaluation and control:- Evaluation of strategy and strategic control, why strategy evaluating, criteria for evaluation and the evaluation process, strategic control process, types of external controls.

**Text Books:**

1. Business policy and Strategic Management Concepts and applications: Vipin Gupta, Kamala Gollakota and R. Srinivasan- Revised 2nd Edition, (PHI New Delhi).

**Suggested Readings:**

1. Cases in Strategic Management, New Jersey: Prentice Hall. David, F.R. (1997).
2. Business Policy & Strategy, New Delhi: Sultan Chand & Sons. Prasad, L. M. (1995).
3. Business Policy and Strategic Management, Mc Graw- Hill. Jauch, L.R. & Glueck, W.F.
4. Strategic Planning Formulation of Corporate Strategy, Delhi Macmillan India. Ramaswamy, V.S. & Namakumari, S.
5. Strategic management & Business Policy: Wheelen & Hunger (Pearson Education 8/E).
6. Strategic Management AITBS. Pearce & Robinson Business Policy and Strategic Management: Azhar Kazmi.
7. Strategic Management: Azhar Kazmi. (TMH).
8. Strategic Management: Subbarao (Himalaya Publication).

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**INDIAN KNOWLEDGE SYSTEM**

**Code: 26GN301**

**Max Marks: 70**

**Course Objective:** This course aims to provide participants with a comprehensive understanding of India's rich and diverse knowledge traditions, encompassing philosophy, literature, sciences, arts, and sustainable practices. Through the exploration of traditional wisdom and its contemporary relevance, this course seeks to foster appreciation, preservation, and responsible utilization of the Indian Knowledge System.

**UNIT I: Introduction to Indian Knowledge System (IKS) (02 Hrs)**

Definition, Concept and Scope of IKS, Definition, Concept and Scope of IKS, IKS based approaches on Knowledge Paradigms, IKS in ancient India and in modern India

**UNIT II: IKS and Indian Scholars (07 Hrs)**

Indian Literature Philosophy and Literature (Maharishi Vyas, Manu, Kanad, Pingala, Parasar, Banabhatta, Nagarjuna and Panini), Mathematics and Astronomy (Aryabhatta, Mahaviracharya, Bodhayan, Bhashkaracharya, Varahamihira and Brahmgupta), Medicine and Yoga (Charak, Susruta, Maharishi Patanjali and Dhanwantri), Sahitya (Vedas, Upvedas, Upavedas (Ayurveda, Dhanurveda, Gandharvaveda), Puran and Upnishad) and shad darshan (Vedanta, Nyaya.Vaisheshik, Sankhya, Mimamsa, Yoga, Adhyatma and Meditation), Shastra (Nyaya, vyakarana, Krishi, Shilp, Vastu, Natya and Sangeet)

**UNIT III: Indian Traditional/tribal/ethnic communities, their livelihood and local wisdom (02 Hrs)**

Geophysical aspects; Resources and Vulnerability; Resource availability, utilisation patterns, and limitations; Socio-Cultural linkages with the Traditional Knowledge System; Tangible and intangible cultural heritage.

**UNIT IV: Unique Traditional Practices and Applied Traditional Knowledge (07 Hrs)**

Myths, Rituals, Spirituals, Taboos and Belief System, Folk Stories, Songs, Proverbs, Dance, Play, Acts and Traditional Narratives, Agriculture, animal husbandry, Forest, Sacred Groves, Water Mills, Sacred Water Bodies, Land, water and Soil Conservation and management Practices, Indigenous Bio-resource Conservation, Utilization Practices and Food Preservation Methods, Handicrafts, Wood Processing and Carving, -Fiber Extraction and Costumes, Vaidya (traditional health care system), Tantra-Mantra, Amchi Medicine System, Knowledge of dyeing, chemistry of dyes, pigments and chemicals

**UNIT V: Protection, preservation, conservation and Management of Indian Knowledge System (02 Hrs)**

Documentation and Preservation of IKS, Approaches for conservation and Management of nature and bioresources, Approaches and strategies to protection and conservation of IKS

**Suggested Readings:**

1. "Introduction To Indian Knowledge System: Concepts and Applications" by B. Mahadevan, Nagendra Pavana, Vinayak Rajat Bhat
2. "Traditional Knowledge System in India" by Amit Jha

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**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**HUMAN VALUES AND ETHICS**

**Code: 26GN302**

Max Marks: 70

**Course Objectives:** The course aims to develop ethical reasoning and awareness of human values, promoting responsible behaviour in personal, professional, and societal contexts.

**UNIT I: Introduction to human values (05 Hrs)**

- Understanding the need, Basic guidelines, Process of Value Education.
- Understanding the thought-provoking issues- Continuous happiness and Prosperity.
- Right understanding- relationship and physical facilities, Choice making- choosing, Cherishing and Acting.
- Understanding values- Personal Values, Social values, Moral values and Spiritual values, Self-Exploration and Awareness leading to Self-Satisfaction; Tools for Self-Exploration.

**UNIT II: Harmony and role of values in family, society and human relations (05 Hrs)**

- Understanding harmony in the Family- the basic unit of human interaction; Understanding values in human-human relationships; Understanding harmony in society-human relations.
- Interconnectedness and mutual fulfilment; Coexistence in nature.
- Holistic perception of harmony at all levels of existence, universal harmonious order in society.
- Visualising a universal harmonium order in society- undivided society (Akhand Samaj), universal order (Sarvabhaum Vyawastha)- from family to world family.

**UNIT III: Coexistence and role of Indian Ethos (05 Hrs)**

- Interconnectedness and mutual fulfilment among the four orders of nature: recyclability and self-regulation in nature.
- Ethos of Vedanta; Application of Indian Ethos in organisations in management; Relevance of Ethics and Values in organisations in current times.

**UNIT IV: Professional ethics (05 Hrs)**

- Understanding about Professional Integrity, respect and equality, Privacy, Building Trusting relationships, Co-operation, and Respecting the competence of other professions.
- Understanding about taking initiative, Promoting the culture of openness, and Demonstrating loyalty towards goals and objectives.
- Ethics at the workplace: - cybercrime, plagiarism, sexual misconduct, fraudulent use of institutional resources, etc.
- Ability to utilise professional competence for augmenting the universal human order.

**Text Books:**

1. A Textbook on Professional Ethics and Human Values by R S Naagarazan.
2. A Foundation Course in Human Values and Professional Ethics by R.R. Gaur, R. Sangal, G.P. Bagaria.
3. Indian Ethos and Modern Management by B L Bajpai, New Royal Book Co., Lucknow, 2004, Reprinted 2008.

**Suggested Readings:**

1. A N Tripathy, 2003, Human Values, New Age International Publishers
2. Human Values and Professional Ethics by Vaishali R Khosla, Kavita Bhagat
3. I.C. Sharma. Ethical Philosophy of India, Nagin & Co., Julundhar

विद्याधनं सर्वधनप्रधानं

**BBA - General**  
**4th Semester**

**DETAILED SYLLABUS**

**BUSINESS & MARKETING RESEARCH**

**Code: 26MG401**  
**Max Marks: 70**

**Course Objective:** To make the students familiar with Marketing Research and enable them to understand the fundamentals of Marketing Research.

**UNIT I** (08 Hrs)  
Definition, Concepts and objectives of marketing, Advantages and limitations of Marketing Research. Problems and precautions in marketing research. Analysing competition and consumer markets, market research methodology.

**UNIT II** (08 Hrs)  
Types of Marketing Research: Consumer Research, product research, sales research, and advertising research. Various issues involved and ethics in marketing research. Rural Marketing Research, Institutional Management Research.

**UNIT III** (08 Hrs)  
Problem formulation and statement of research, Research process, research design - exploratory research, descriptive research and experimental research design. Decision Theory and decision tree.

**UNIT IV** (08 Hrs)  
Tabulation and analysis of data, Methods of data collection- observational and survey methods, Questionnaire designing, Design attitude measurement techniques, scaling techniques

**UNIT V** (08 Hrs)  
Administration of surveys, sample design, selecting an appropriate statistical technique, Hypothesis, concepts, need objectives of hypothesis, Types of hypothesis and their uses. Report writing.

**Suggested Readings:**

1. Rajendra Nargundkar Marketing Research: Text and Cases TMH, New Delhi. (2019- 4th Edition) ®
2. Cooper DR and Schindler, Business Research Methods, Tata McGraw-Hill, New Delhi latest edition e
3. Kothari, C. R., & Gaurav Garg. Research Methodology. New Age International Publishers, New Delhi. (2019) ®
4. Naresh K. Malhotra and Satyabhusan Das. Marketing Research Pearson's Education (2019, 7th Edition)
5. Malhotra NC, Marketing Research, Pearson, New Delhi (2015) e G.C. Berry, Marketing Research, TMH, New Delhi. (2020)

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**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**MACROECONOMICS**

**Code: 26MG402**  
**Max Marks: 70**

**Course Objective:** The objective of Macroeconomics is to provide an understanding of the overall functioning of an economy by analysing aggregate indicators like GDP, inflation, unemployment, and monetary and fiscal policies. It aims to equip students with the tools to evaluate economic trends and policy impacts on national and global scales.

**UNIT I (10 Hrs)**

**Introduction to Macroeconomics & National Income:**

**Macroeconomics and its scope:** Meaning, Origin, Growth of Macroeconomics, Microeconomics v/s macroeconomics – Importance and Limitations of Macroeconomics

**Concepts of Macroeconomic Analysis:** Stock and flow, Equilibrium and Disequilibrium, Partial and General Equilibrium Analysis –Static, Comparative Static and Dynamic. Circular Flow of Income and Expenditure for Two-Sector, Three-Sector & Four-Sector Model

**National income concepts and their interrelationships:** National Income Concepts – Parameters of National Income - Nominal and Real GNP – Methods of Measuring National Income

**UNIT II (10 Hrs)**

**Theory of Income and Employment:** Say's Law of Market, Classical Theory of Employment, Keynesian Theory of Income and Employment - Principle of Effective Demand - Equilibrium Level of Employment & Output Income Determination in Closed and Open Economy Model – Income Determination with Government Sector – Overview of Four-Sector Model – Income Determination in Four-Sector Model

**Theory of Consumption and Money:** Overview of Consumption Theories i.e. Keynesian Theory – Life Cycle Theory of Consumption

Definitions and functions of Money, Sources of Money Supply, Theory of Money Supply, Classical Quantity Theory of Money, Keynesian Theory of Demand for Money

**UNIT III (10 Hrs)**

**Economic Growth & Business Cycle:** Meaning and Factors of Economic Growth – Overview of theories of Economic Growth – Neo-Classical Theory of Growth - Meaning and Phases of Business Cycle – Theories of Business Cycle

**Inflation & Unemployment:** Meaning and Methods of Measuring Inflation – Types of Inflation – Social & Economic Effects of Inflation – Classical and Neo-Classical Theories of Inflation – Modern Theories of Inflation - Meaning, Measurement and Kinds of Unemployment – Phillips Curve

**UNIT IV (10 Hrs)**

**Monetary Policy:** Meaning and Scope of Monetary Policy – Instrument of Monetary Policy – Limitations and Effectiveness of Monetary Policy – Key areas of Monetary Policy of India

**Fiscal Policy:** Meaning and Scope of Fiscal Policy – Fiscal Instruments and Target Variables – Fiscal Policy and Macroeconomics Goal – Fiscal Policy of India

**Text Book:**

1. Diwedi D. N. “Macroeconomics: Theory and Policy”, Tata McGraw Hill.

**Suggested Readings:**

1. Salvator D. and E. A. Diulio. “Principles of Economics”, Tata McGraw Hill.
2. Edward Shapiro, “Macroeconomics”, Oxford University Press.
3. Richard T. Frogmen. “Macroeconomics”. Pearson education.
4. Errol D’Souza. “Macro Economics”. Pearson Education.

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**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**BUSINESS LAW**

**Code: 26MG403**

**Max Marks: 70**

**Course Objective:**

The objective of studying Business Law is to understand the legal principles governing business operations, contracts, and transactions. It equips individuals with the knowledge to navigate legal issues, ensure compliance, protect rights, resolve disputes, and make informed decisions, ultimately promoting ethical business practices and fostering organisational success.

**UNIT I**

**(14 Hrs)**

What is Law, various sources of Law, significance of law, business law, impact of law on society & business economic aspects of the Constitution & its implications. Law of Contract – Definition & Nature of Contract, types of contract, offer & acceptance, consideration & capacity to contract, free consent, legality of object & consideration, contingent contract, quasi contract, discharge of contract, remedies for breach of contract, indemnity & guarantee, pledge, Principal – agent relationship & rights & obligations of Principal & agent.

**UNIT II**

**(12 Hrs)**

Law of sale of goods – nature of contract of sale, conditions & warranties, Transfer of ownership, performance of contract of sale, rights of unpaid seller, Remedies for breach of contract. Auction sale Law of negotiable instruments – nature of N. I., Promissory notes, BOE, Cheque, Parties of NI.

**UNIT III**

**(14 Hrs)**

Holder & Holder in due course liability & negotiation, Presentation of N.I., Dishonour of N.I., Discharge from liability, crossing of cheque, Banker & customer, Hundi, Miscellaneous provision. Law of Partnership- nature of Partnership, Registration of firms, kinds of partners, Relationship between partners, relation of partners, third parties, Partnership deed, Rights of partners, obligations of partner, Reconstitution of firms, dissolution of firms.

**Text Books:**

1. “Business Law” by M.C. Kuchhal, Vikas Publishing House.
2. “Business Law for Managers” by N. D. Kapoor, Sultan Chand & Sons.
3. “Business Law” by P. C. Tulsian, S. Chand Publishing.

**Suggested Readings:**

1. “Indian Business Law” by G. K. Kapoor & Sanjay Dhamija, Sultan Chand & Sons.
2. “Business Law (For B. Com, BBA & Other Management Courses)” by S. K. Bansal, Taxmann Publications.
3. “Business Law for Managers” by S. S. Gulshan & G. K. Kapoor, Excel Books.
4. “Business Laws in India” by Dr. R. S. N. Pillai & Dr. Bhagwati Prasad, S. Chand Publishing.

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**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**INDIAN ECONOMY**

**Code: 26MG411**

**Max Marks: 70**

**Course Objectives:**

To acquaint students with the Indian Economy, the present and future of Indian Economics, and different segments of the Indian Economy, such as Agriculture, SSI, and various Indian Industries.

**UNIT I**

**(08 Hrs)**

Structure of Indian Economy, Concept of Economic Growth, Economic Development, Basic Characteristics of Indian Economy, Structure of Indian Economy: Primary Sector, Secondary Sector & Tertiary Sector, Trends in National Income, Occupational Distribution, Work Force Participation and Changes in Occupational Structure, GDP & GNP

**UNIT II**

**(08 Hrs)**

Planning and Economic Development, Problems in the Indian Economy, Objective of Economic Planning in India, Five-Year Plans, Industrial Policy, Disinvestments of Public Enterprises, Economic Problems: Poverty, Inequality, Parallel Economy, Unemployment, Concentration of Economic Power, Balanced Regional Development, BIFR & Sick Unit. Theories of Population.

**UNIT III**

**(08 Hrs)**

Indian Economy and Foreign Trade Concept, Foreign Exchange Reserve, Balance of Payment, Balance of Trade, Export Import Policy, Foreign Exchange Regulation Act (FERA), Foreign Exchange Management Act (FEMA), Export Promotion and Qualitative Restrictions.

**UNIT IV**

**(08 Hrs)**

Indian Economy, Emerging Issues, World Trade Organisation, and Indian Economy: Emerging issues in international trade, Trade Related Investment Measures, Trade-Related Aspects of Intellectual Property Rights, Foreign Direct Investment, Portfolio Investment & Foreign Institutional Investors

**UNIT V**

**(08 Hrs)**

Agriculture in the National Economy: Indian Agriculture under the Five-Year Plans: The Green Revolution, Food Security in India, Irrigation and other Agricultural Inputs, Land Reforms, Agricultural Marketing  
Indian Industries: Industrial Patterns and the Plans, Small- and Large-Scale Industries, Unorganised Sector and Informalization of the Indian Economy

**Text Books:**

1. "Indian Economy" By Datt Gaurav, Ashwini Mahajan, S. Chand Publication.
2. "Indian Economy" by V. K. Puri and S. K. Misra. Himalaya Publication.
3. "Indian Economy" by I. C. Dhingra, Sultan Chand Publication.

**Suggested Readings:**

1. Bhagwati, J. and Desai, P. "India: Planning for industrialization", OUP, Ch 2.
2. Deepashree, "Indian Economy, Performance and Policies", Scholar Tech. New Delhi.
3. Bettelheim. Charles. "India Independent". Chapters 1, 2 and 3.
4. Patnaik, Prabhat. "Some Indian Debates on Planning".
5. T.J. Byres (ed.). "The Indian Economy: Major Debates since Independence", OUP.
6. Dreze, Jean and Amartya Sen. "Economic Development and Social Opportunity". Ch. 2. OUP.

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**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**INDIAN CONSTITUTION**

**Code: 26GN401**

Max Marks: 70

**Course Objectives:** The objective of the *Indian Constitution* course is to provide the students with a foundational understanding of the principles, structure, and functioning of the Indian Constitution. The course emphasises the rights and duties of citizens, governance frameworks, and the role of the Constitution in shaping the democratic and legal structure of India.

**UNIT I**

**(05 Hrs)**

**Introduction to Constitution:** Meaning and importance of the Constitution, salient features of the Indian Constitution. Preamble of the Constitution. Fundamental rights- meaning and limitations. Directive principles of state policy and Fundamental duties -their enforcement and their relevance.

**UNIT II**

**(05 Hrs)**

**Union Government:** Union Executive- President, Vice-President, Prime Minister, Council of Ministers. Union Legislature- Parliament and Parliamentary proceedings. Union Judiciary-Supreme Court of India – composition, powers and functions.

**UNIT III**

**(05 Hrs)**

**State and Local Governments:** State Executive- Governor, Chief Minister, Council of Ministers. State Legislature, State Legislative Assembly and State Legislative Council. State Judiciary-High Court. Local Government-Panchayat Raj System with special reference to 73rd and Urban Local Self-Government with special reference to 74th Amendment.

**UNIT IV**

**(05 Hrs)**

**Election provisions, Emergency provisions, Amendment of the constitution:** Election Commission of India- composition, powers and functions and electoral process. Types of emergency grounds, procedure, duration and effects. Amendment of the Constitution- meaning, procedure and limitations.

**Text Books:**

1. M. V. Pylee, "Introduction to the Constitution of India", 4th Edition, Vikas Publication, 2005.
2. Durga Das Basu (DD Basu), "Introduction to the Constitution of India", (Student Edition), 19th edition, Prentice-Hall EEE, 2008.

**Suggested Reading:**

1. Merunandan, "Multiple Choice Questions on Constitution of India", 2nd Edition, Meraga Publication, 2007.

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**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**DRUG ABUSE, ROAD SAFETY & TRAFFIC RULES**

**Code: 24GN402**

Max Marks: 70

**Course Objectives:** This course aims to create awareness about the harmful effects of drug abuse, the importance of road safety, and the need to follow traffic rules. It seeks to help learners understand the physical, mental, social, and legal consequences of substance abuse, while also developing responsible attitudes and decision-making skills to avoid peer pressure and risky behaviour. The course further intends to build knowledge of traffic signals, road signs, and safe road use practices, so that learners can behave responsibly as pedestrians, cyclists, passengers, and drivers.

**UNIT I: (10 Hrs)**

Problem of Drug Abuse

- a) Concept and overview
- b) Types of drugs often abused and their effects (Stimulants, Depressants, Narcotics, Hallucinogens, and Miscellaneous).

Causes of consequences of drug abuse

- a) Theories of drug abuse: Physiological theory. Psychological theory. Sociological theory.
- b) Consequences of drug abuse: For individuals, families, society and the economy.

Extent and nature of the problem

- a) Magnitude of the menace of drug abuse.
- b) Vulnerable age groups.
- c) Characteristic and features of proneness.
- d) Signs and symptoms of drug abuse (Physical indicators, Academic indicators, Behavioural and psychological indicators).

Prevention and management of drug abuse

- a) Legislation, public policies and programs for the prevention and cure of drug abuse.
- b) Prevention and Management of drug abuse. Medical management.
- c) Working of drug De-addiction Centres. Role of Family, School and Media.

**UNIT II: (10 Hrs)**

- a) Concept and Significance of Road Safety.
- b) Role of Traffic Police in Road Safety.
- c) Traffic Engineering – Concept & Significance.
- d) Traffic Rules & Traffic Signs.
- e) How to obtain a driving license.
- f) Traffic Offences, Penalties and Procedures.
- g) Common Driving mistakes.
- h) Significance of First-aid in Road Safety.
- i) Role of Civil Society in Road Safety.
- j) Traffic Police-Public Relationship.

**Suggested Readings:**

1. Clayton, J.M., and Scott, M.A (2014). Drugs and Drug Policy: the control of consciousness alteration. New Delhi: Sage Publications India Pvt. Ltd.
2. Kapoor, T. (1985). Drug epidemic among Indian Youth, New Delhi: Mittal Pub
3. Modi, I and Modi, S. (1997). Drugs: Addiction and prevention, Jaipur: Rawat Publication.
4. 2003 National Household Survey of Alcohol and Drug Abuse. New Delhi, Clinical Epidemiological Unit, AIIMS, 2004
5. World Drug Report (updated every year), United Nations office of Drug and Crime.
6. Extent, pattern and Trend of Drug use in India, Ministry of Social Justice and Empowerment, Government of India, 2004.
7. The Narcotic Drugs and Psychotropic Substances Act, 1985. (New Delhi: Universal, 2012).
8. Government of India (2015). Scheme of assistance for prevention and alcoholism and substance (Drugs) abuse and for social defence services-Guidelines. Ministry of social Justice and Empowerment. New Delhi.
9. NCERT (2010). Training Resource Materials (Adolescence Education Programme).
10. The Motor Vehicle Act, 1988 (2010), Universal Law Publishing Co. Pvt. Ltd., New Delhi.
11. Road Safety Signage and Signs (2011), Ministry of Road Transport and Highways, Government of India.

**BBA - General**  
**5th Semester**

**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**DETAILED SYLLABUS**

**E-COMMERCE**

**Code: 26MG501**

Max Marks: 70

**Course Objectives:** The objectives of the course are to understand e-commerce concepts, models, and technologies, analyse online consumer behaviour and digital business trends, Design and manage e-commerce websites and platforms, apply security, legal, and ethical practices in e-commerce, and develop strategies for online marketing and customer engagement.

**UNIT I** **(10 Hrs)**

**Introduction:** Definition of Electronic Commerce, Evolution of e-commerce, E-Commerce & E Business, Unique features of e-commerce, applications of E-Commerce, advantages and disadvantages of E-commerce, Types of e-commerce: B2B, B2C, C2C, M-commerce, Social Commerce

**E-commerce infrastructure:** Technological building blocks: Internet, web, and mobile applications

**UNIT II** **(10 Hrs)**

**Building an e-commerce presence:** Planning, System Analysis, Design, Choosing Software, Hardware, Other E-commerce site tools: Tools for website design, Tools for SEO, Interactivity and active contents (Server-side scripting)

**Important Components of E-commerce website:** Product Cataloguing, Product Listing Page, Product description Page, Cart building and Checkout, third party integrations: Payment systems, Data Layer Integrations for analytics, Customer support integration, Order tracking, Shipping, return, and cancellation

**New Technologies for E-commerce:** Chatbots, Recommendation systems (Personalisation), Smart Search, Product Comparison, Augmented reality, Big data, Cloud computing

**UNIT III** **(10 Hrs)**

**Electronic Payment Systems-** Overview of electronic payments, electronic Fund Transfer, Digital Token based Electronics payment systems, Smart Cards, Credit Cards, Debit Cards, emerging financial instruments, smartphone wallet, Social / mobile peer-to-peer payment systems, Digital Cash and Virtual Currencies, Online Banking, Payment Gateway, Electronic Billing Presentment and Payment.

**UNIT IV** **(10 Hrs)**

**Security Threats and Issues:** Cybercrimes, Credit card fraud/theft, Identity fraud, spoofing, sniffing, DOS and DDOS attacks, social network security Issues, Mobile Platform Security issues, Cloud security issues

**Technology Solutions:** Encryption: Secret Key Encryption, Public Key Encryption, Digital Certificates, and Public Key Infrastructure

**Securing channels:** Secure Socket Layer (SSL), Transport Layer Security (TLS), Virtual Private Network (VPN), Protecting Networks: Firewalls, Proxy Servers, Intrusion Detection and Protection Systems, Anti-Virus software

**Text Books:**

1. Kenneth C. Laudon, "E-Commerce: Business, Technology and Society", 15th Edition, Pearson Education.
2. K. K. Bajaj & Debjani Nag, "E-Commerce: The Cutting Edge of Business", McGraw-Hill, 2nd edition, 2015.
3. Efraim Turban, Jae Lee, David King, H. Michael Chung, "Electronic Commerce – A Managerial Perspective", Addison-Wesley.

**Suggested Readings:**

1. "The Complete Reference: Internet", Margaret Levine Young, Tata McGraw-Hill.
2. "E-Commerce: Concepts, Models, Strategies", CSV Murthy, Himalayas Publishing House.
3. "Frontiers of Electronic Commerce", Ravi Kalakota & Andrew B. Wilson, Addison-Wesley (An Imprint of Pearson Education).
4. "Network Security Essentials: Applications & Standards", William Stallings, Pearson Education.

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**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**RETAIL MANAGEMENT**

**Code: 26MG502**

Max. Marks: 70

**Course Objectives:** The "Project Management" course equips students with essential skills to plan, execute, monitor, and close projects effectively. It covers key areas such as project planning, risk management, budgeting, stakeholder engagement, and the use of modern project management tools. Students will also develop leadership and teamwork abilities for successful project delivery.

**UNIT I**

**(08 Hrs)**

Retailing – meaning, definitions, functions performed by retailers, Importance of retailing. Requirements for a successful retailer. Forces affecting the retail sector in India. The retail life cycle. The Strategic Retail Planning process, retailing mix. Issues in Retailing.

**UNIT II**

**(08 Hrs)**

Traditional and modern formats of retail business – Marketing Concepts in Retailing – Consumer purchase behaviour – Cultural and Social group Influence on Consumer Purchase Behaviour.

**UNIT III**

**(08 Hrs)**

Retail Location strategies: Issues to be considered in site selection. Decisions on the geographic locations of a retail store. Location site and types of Retail development. Types of planned shopping areas. Factors involved in the location decision. Catchment area analysis.

**UNIT IV**

**(08 Hrs)**

Merchandise Planning – Stock turns, Credit Management, Retail Pricing, Return on per. sq. feet of space – Retail Promotions. Traffic flow and analysis – Population and its mobility – Exteriors and layout – Customer traffic flows and patterns – Creative display. Supply Chain Management – Warehousing – Role of IT in supply chain management.

**UNIT V**

**(08 Hrs)**

Consumerism and ethics in Retailing, Retail Audits, e-retailing, Application of IT to Retailing, Retail Equity, Technology in Retailing – Retailing through the Internet.

**Text Books:**

1. “Retailing Management – Text and Cases” by Swapna Pradhan – Tata McGraw-Hill Co – Chennai. Email: mark\_pani@mcgrawhill.com
2. “Principles of retail management” by Rosemary Varley and Mohamed Rafiq – Palgrave Macmillan – London – distributed by ANE Books PVT Ltd., Email: anebooks\_tn@airtelmail.com
3. “Retail management” by Dunne Lusch, Cengage Learning, Chennai. Email: sriram.b@cengage.com.
4. “Retail supply chain management” by James B. Ayers and Mary Odegaard, special Indian Edition – ANE Books PVT Ltd., Chennai.

**Suggested Readings:**

1. “Retailing management” by Michael Barton and others. Tata McGraw-Hill Co.
2. “Managing Retailing” by Piyush Kumar Suiha and others. Oxford University Press. Chennai.
3. “Retailing environment & operations” by Andrew J. Newman and others. Cengage learning Chennai.
4. “International Retailing” by Nicholas Alexander. Oxford University Press Chennai.
5. “Fundamentals of Retailing” by K. V. S. Madaan. Tata McGraw-Hill Co.
6. “Retail Management” by Chetan Bajaj and others. Oxford University Press.
7. “Retail Management” by Neelesh Jani. Global India Publications, New Delhi.
8. “Retail Management” by Sajai Gupta and G. V. R. Preet Randhawa. Atlantic Publishers, Chennai.

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**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**PROJECT PREPARATION & APPRAISAL**

**Code: 26MG503**

Max. Marks: 70

**Course Objectives:** To improve and update knowledge of officials in the areas of project preparation & appraisal techniques; decision-making process in the sector of industrial, infrastructure & sustainable opportunities that would lead to improved viability, returns, and effective investment decisions.

**UNIT I**

**(15 Hrs)**

Project Development Cycle, Framework to identify Industrial, Infrastructure & Sustainable Opportunities, process of business idea generation; Identifying data requirements and analysing their suitability for preparation of feasibility studies, project formulation, screening for pre-feasibility studies, stages of feasibility report preparation, Project Analysis including Market Analysis, Technical Analysis & Financial Analysis, applying various techniques and integrating the data gathered into a full-fledged business plan.

**UNIT II**

**(15 Hrs)**

Environmental Analysis, Risk Analysis, Infrastructure Development & Financing, Risk Management, Risk identification, Qualitative risk analysis, Quantitative risk analysis, Risk planning, Risk control, Evaluating the rewards & risks for sustainable opportunities. National Cost-Benefit Analysis, Financing Sustainable Opportunities, Role of Business Management Organization as a catalyst for promoting sustainable opportunities.

**UNIT III**

**(10 Hrs)**

Assessing a promoter on entrepreneurial competencies, importance of environmental impact study and economic analysis on industrial projects, computer-supported comprehensive appraisal, viability and sensitivity analysis through a spreadsheet, and taking rational investment decisions. Course

**Text Book:**

1. Dwivedi, A.K.: Industrial Project and Entrepreneurship Development, Vikas Publishing House.

**Suggested Readings:**

1. Scarborough, N. M. and Zimmerer, T. W., Effective Small Business Management, Pearson.
2. Pickle, H.B. and Abrahamson, R.L., Small Business Management, Wiley.
3. Desai, V., Dynamics of Entrepreneurial Development & Management, Himalaya Publishing.
4. Kao, J., Creativity & Entrepreneurship, Prentice Hall.
5. Singh, Narendra, Project Management & Control, Himalaya Publications.

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**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**BANKING LAW & PRACTICE**

**Code: 26MG511**

Max Marks: 70

**Course Objectives:** The main objective of this paper is to make the student aware of the various laws applicable to banks and the various practices prevalent in the banking industry.

**UNIT I (6 Hrs)**

Structure of Indian Financial System-constituents-RBI: Commercial Banks; Rural Banks; Cooperative Banks; Land Development Banks; Development Banks Changes in the role and functions of commercial Banks; Role of RBI, functions of RBI.

**UNIT II (6 Hrs)**

RBI Act, 1934; Banking Regulation Act, 1949, Governments and RBI's Powers in respect of – opening of new banks and branch licensing – Constitution of the Board of Directors and their rights- Bank's Shareholders and their rights – Maintenance of Liquid Assets/Reserve funds/cash reserves/Statutory reserves; CRR/SLR concepts, guidelines and impact on Banks; Cash/Currency chest management.

**UNIT III (5 Hrs)**

Winding up and amalgamation of Banks; Powers to control advances; Monetary and Credit Policies; Selective credit controls; Interest rate policies and directives;

**UNIT IV (5 Hrs)**

Statutory Audit and Inspections; Supervision and control functions; Board of Financial Supervision and its scope and role; Disclosure of accounts and Balance sheets; Submission of returns, etc. to RBI;

**UNIT V (6 Hrs)**

Banking Companies (Acquisition and Transfer of Undertakings) Act, 1970 and 1980- Amendment to the Act- power of the central government to acquire shares and disinvest shares of Banking companies.

**UNIT VI (6 Hrs)**

Law of limitation, Provisions of Bankers Book Evidence Act, Special features of Recovery of Debts Due to Banks and Financial Institutions Act, 1993, TDS Banking Cash Transaction

**UNIT VII (6 Hrs)**

Tax Service, Tax Asset Reconstruction Companies, the Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002, The Consumer Protection Act, 1986, Banking Ombudsman Lok Adalats, Lender's Liability Act.

**Text Books:**

1. Desai V. J., 2016. "Indian Banking Law and Practice", PHI.
2. S. N. Gupta, 2013. "The Banking Law in Theory and Practice", Universal Publishing.

**Suggested Readings:**

1. "Banking Law and Practice" by K. P. M. Sundaram – Sultan Chand & Sons.
2. "Principles and Practice of Banking" by IIBF (Indian Institute of Banking & Finance) – Macmillan India.
3. "Banking Law and Practice in India" by M. L. Tannan – Orient Blackswan.
4. "Banking Regulation and Law" by P. N. Varshney – Sultan Chand & Sons.
5. "Banking Law and Operations" by S. N. Maheshwari – Vikas Publishing House.

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**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**WORKING CAPITAL MANAGEMENT**

**Code: 26MG531**

Max. Marks: 70

**Course Objectives:** The course on **Working Capital Management** is designed to provide students with a comprehensive understanding of how businesses manage their short-term assets and liabilities to ensure smooth operations and financial stability. The primary objective of the course is to equip students with the knowledge and skills required to effectively manage working capital, including cash, inventories, receivables, and payables, to maximise a firm's liquidity, profitability, and operational efficiency.

**UNIT I**

**(8 Hrs)**

Management of working capital: Meaning of working of capital - Need for working capital - Types of working capital - Determinants of working capital - Permanent and Variable working capital assets - Trade-off between capital different approaches - Matching approaches - Conservative approach - Aggressive approach

**UNIT II**

**(6 Hrs)**

Accounts receivables management: objective - Formulation of credit and collection policies - Designing of credit terms - Discount, the discount period and the credit period - collection policies and procedures - Cost benefits analysis - Trade off - Evaluation of existing and proposed policies.

**UNIT III**

**(6 Hrs)**

Inventory management: Objective of Inventory - Need for Inventories and the importance of its Management - Determination of optimum level of inventory - Types of Inventory - Inventory Models - Order Quantity - E.O.Q. Model - Order point - Safety Stock - Analysis of investment in inventory - ABC Analysis.

**UNIT IV**

**(10 Hrs)**

Management of Cash Marketable Securities: Meaning of cash - Motives for holding cash - Need for holding cash - Operating cycle - Objective of Cash management - Marketable securities - Cash cycle - Cash turnover - Minimum Operating cash - Cash release by operations in Inventory turnover - Accounts receivable and Accounts payables - Assumptions - Benefits Cash management Strategies and Techniques - Concentration banking and Lock Box System - Advantages.

**UNIT V**

**(10 Hrs)**

Integrating Working Capital and Capital investment processes: Monetary system; Money market in India; Banking system in India - Review of the system of cash credit - Establishment of Discount & Finance House of India. Working Capital Management and Bank financing - Forms of bank finance - Working capital control and banking policy - Dehejia study group - Chore committee - Tandon committee - Findings and Recommendations - Regulation of bank credit.

**Text Books:**

1. Bhalla, V. K. "Working Capital Management: Text and Cases", New Delhi, Anmol Pub (P) Ltd., 4th ed., 2001.
2. Rao P. M. Pramanik A. K. "Working Capital Management", New Delhi, Deep & Deep Publication, 2004.
3. Scherr F. C. "Modern Working Capital Management", New Delhi, Prentice Hall of India, 1995.

**Suggested Readings:**

1. Hampton J. J. & C. L. Wagner. "Working Capital Management", New Delhi, John Wiley & Sons, 1996.
2. Rao P. M. "Financial Management: New Methods and Practices", New Delhi, Deep & Deep Publications (P) Ltd., 2003.
3. Subhash Sharmam, M. Panduranga Vithal. "Financial Accounting for Management: Text and Cases", New Delhi, Macmillan India Ltd., 2001.

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**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**MANAGING FAMILY BUSINESS**

**Code: 26MG532**

**Max. Marks: 70**

**Course Objectives:** Students will develop an understanding of the dynamics of joining a family firm, and this newfound knowledge will help in securing their value and opportunities within your Family Business.

**UNIT I: Understanding Family Business (10 Hrs)**

Define family business, strengths & weaknesses, Survival, Success & Growth of Family Business, Family, Business & Ownership Governance, Succession and continuity, Economic impact, Family Business culture and values, Dilemmas and challenges for family businesses- Resistance to change, Emotional issues. Leadership: competitive edge and outperformance. Theoretical Prospective of Family Business: The agency theory perspective, the stewardship perspective.

**UNIT II: Family business dynamics (10 Hrs)**

People, system, and growing complexity: Family culture, organizational culture, conflict and culture change, Family business people – Founders, Women in family businesses, Multifamily ownership, Non-family employees. Family business life cycles: a story of growing complexity - Life-cycle stages, A customer-active paradigm, Ownership transitions. The family's relationship with business: developing a strategic vision and building teamwork, articulating values and shared vision, designing family governance.

**UNIT III: The next generation (10 Hrs)**

Human resource management and leadership perspective: To join or not to join? The importance of outside experience, Credibility with non-family employees. Systems overlap and human resource management issues – Recruitment, Training and development, Remuneration, Performance appraisal, and promotion. Working in the business - Seek out a mentor, Gain the respect of employees, Tread carefully, beware sibling rivalry, Work at establishing personal identity, Relationship with the senior generation

**UNIT IV: Making the most of outside resources (10 Hrs)**

The Perspective of nonfamily managers, Career opportunities for nonfamily managers, non-family managers - Relationship with the family, Introducing external executives, Motivation and rewards, Incentive design and delivery. Extending the family culture to nonfamily managers, Motivating and retaining nonfamily managers, non-executive directors – Selecting the right candidate, Board practices. Professional advisers and consultants - Are your advisers keeping pace with your needs? Consultants, Family business consultants, Relationships underpinning an advisory role, Outsider advisers: the family business consultant. Case studies on Indian family businesses.

**Text Books:**

1. Leach, P. Family Business: The Essentials, Profile Books Ltd.
2. Case Studies; Ramachandran, K.: The 10 Commandments for Family Business, Sage.

**Suggested Readings:**

1. Poza, E.J., Family Business, Thomson.
2. Gimeno, A., Bualenas, G., and Coma-Cros, J., Family Business Models.
3. Bolton, B., Entrepreneurs: Talent, Temperament, Technique, Butterworth-Heinemann.
4. Nanadan, R., Unleashing your Entrepreneurial Potential, Sage.
5. Drucker, P.F., Innovation and Entrepreneurship, Affiliated East West Press.
6. Hisrich, R. and Peters, M., Entrepreneurship, Tata McGraw-Hill.

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**BBA - General**  
**6th Semester**

**DETAILED SYLLABUS**

**CONSUMER BEHAVIOUR**

**Code: 26MG601**

Max Marks: 70

**Course Objective:** To develop an understanding of how consumers behave and use the knowledge to adopt appropriate marketing strategies.

**UNIT I** **(6 Hrs)**

Introduction: Consumer Behaviour: Definition and Significance. Understanding the consumer and market. Difference in individual buyer behaviour and organisational buyer behaviour. Market segmentation: lifestyle and demographic segmentation, usage segmentation, benefit segmentation—product positioning.

**UNIT II** **(8 Hrs)**

Environmental Influences Culture: Meaning and Characteristics. Cross-Cultural Understanding of Consumer Behaviour. Subculture. Social Groups: Meaning and formation of a group. Reference groups. Influence of reference groups on consumer behaviour. Family: Lifecycle and its significance on consumer behaviour. Family purchase decision process.

**UNIT III** **(8 Hrs)**

Personal influence and Diffusion of Innovation Concept: nature and significance of personal influence. Opinion leadership and its role in consumer behaviour. Concept of product adoption and the adoption process. Diffusion of innovation and the process of diffusion.

**UNIT IV** **(8 Hrs)**

Individual determinants of Consumer Behaviour: Personality and self-concept and their relevance in consumer behaviour. Motivation: Nature and role of motives and their significance in marketing. Information Processing: Concept and Process. Attitudes: Characteristics, functions, and their importance in buyer behaviour.

**UNIT V** **(6 Hrs)**

Consumer Decision Process Model. Problem Recognition, Search and Evaluation, Purchasing Process. Post-purchase Behaviour: Post-purchase evaluation and Product disposition.

**UNIT VI** **(4 Hrs)**

Organisational Buyer Behaviour: Nature of Organisational Buying. Factors influencing organisational buyer behaviour. Types of decision situations. Organisational buyer's decision process

**Text Books:**

1. "Consumer Behaviour" by Leon G. Schiffman & Joseph L. Kanuk – Pearson Education.
2. "Consumer Behaviour" by N. R. Raghunathan – Pearson Education.
3. "Consumer Behaviour: Insights from Indian Market" by S. L. Gupta – Excel Books.
4. "Consumer Behaviour" by Rajeev Batra, J. P. Ahuja & R. K. Srivastava – Pearson Education.
5. "Consumer Behaviour: A Managerial Perspective" by K. S. C. Rao – Himalaya Publishing House.

**Suggested Readings:**

1. "Consumer Behaviour and Marketing Strategy" by J. A. S. Dibb & L. M. Simkin – Cengage Learning.
2. "Consumer Behaviour: Concepts and Applications" by D. M. Mello – McGraw-Hill Education.
3. "Consumer Behaviour: A Psychological Perspective" by L. B. Mowen – Pearson Education.
4. "Consumer Behaviour" by S. R. S. Murthy – Himalaya Publishing House.
5. "Understanding Consumer Behaviour" by R. S. Gupta – Vikas Publishing House.
6. "Consumer Behaviour and Marketing" by M. G. Deshpande – Tata McGraw-Hill Education.
7. "Consumer Behaviour: The Indian Context" by Rajeev Batra – Pearson Education.
8. "Consumer Behaviour: Theory and Practice" by P. K. Sahu – Prentice Hall of India.

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**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**ENTREPRENEURIAL DEVELOPMENT**

**Code: 26MG602**

Max Marks: 70

**Course Objectives:** The course on **Entrepreneurial Development** is designed to provide students with a comprehensive understanding of the entrepreneurial process, from idea generation to the successful launch and growth of a business. The primary objective of the course is to equip students with the knowledge, skills, and mindset required to start, manage, and grow their own businesses or contribute effectively to entrepreneurial ventures.

**UNIT I**

**(08 Hrs)**

Entrepreneur - meaning - importance - Qualities, nature, types, traits, culture. Similarities and differences between an entrepreneur and an intrapreneur. Entrepreneurship and economic development - its importance - Role of entrepreneurship - entrepreneurial environment.

**UNIT II**

**(08 Hrs)**

Evolution of entrepreneurs - entrepreneurial promotion: Training and development. mobility of entrepreneurs - entrepreneurial change - occupational mobility - factors in mobility - Role of consultancy organizations in promoting entrepreneurs - Forms of business for entrepreneurs.

**UNIT III**

**(08 Hrs)**

Project management: Sources of a business idea - Project classifications - identifications - formulation and design - feasibility analysis. Financial analysis - project cost estimate - operating revenue estimate -Ratio analysis - investment Process - B E analysis - Profit analysis - Social cost-benefit analysis - Project Appraisal methods. Preparation of the Project Report and presentation.

**UNIT IV**

**(08 Hrs)**

Project finance: Sources of finance - Institutional finance - Role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT, Commercial Bank - Appraisal of a bank for loans. Institutional aids for entrepreneurship development - Role of DICS, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial Guidance Bureau - Approaching Institutions for Assistance.

**UNIT V**

**(08 Hrs)**

Steps in setting SSI unit - Problems of entrepreneurs - Sickness in small industries - reasons and remedies - Incentives and subsidies - Evaluating entrepreneurial performance - Rural entrepreneurship - Women entrepreneurship

**Suggested Readings:**

1. For Units I and III, "Entrepreneurship" By Rajee Roy, Oxford University Press, Chennai.
2. For Unit II, IV, V, "Entrepreneurship: Text and Cases" By P. Narayana Reddy – Cengage learning.
3. For the preparation of the Project Report and Filling in Unit V, "Management and Entrepreneurship" By Kanishka Bedi, Oxford University Press.
4. For Better Projects through SWOT Analysis in Unit V, "Entrepreneurial Management" Edited volume by Shivaganesh Bhargava – contributed by N. Mani Mekalai and A. Mohamed Abdullah, Bharathidasan University, Trichy. Book published by Sage Publications, Chennai. Email: chennai@sagepub.insagepublications.com
5. "Entrepreneurial Development" by Jayshree Suresh, Margam Publications, Chennai.
6. "Entrepreneurship in the New Millennium" By Kuralko and Hodgetts – Cengage learning.
7. "Entrepreneurship" by Robert D Hisrich and others, Tata McGraw-Hill Co.

**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**ENTERPRISE RESOURCE PLANNING**

**Code: 26MG603**

Max Marks: 70

**Course Objectives:** To equip students with understanding of resource planning for enterprise and handling change.

**UNIT I**

**(12 Hrs)**

Definition of ERP, need, benefits, ERP and enterprise applications-emerging trends. ERP Implementation: ERP Life cycle, Methodologies and strategy for implementation, Return on Investment analysis for ERP: Cost of ERP implementation, benefits of ERP implementation Selecting consulting Partner: things to be considered for partner selection, request for proposal method for selection of consulting partner, In-house implementation team vs. External consultants, ERP consulting companies, doing part of ERP projects from offshore ERP package selection, ERP project team and project organisation structure, ERP project management, managing requirements

**UNIT II**

**(8 Hrs)**

Business process reengineering, Business process modelling and business modelling, gaps identification and strategies to bridge the gap, configuring and testing the solution, managing ERP security, data migration, cutover planning and go Live preparation, training, change management, success and failure of ERP implementation.

**UNIT III**

**(10 Hrs)**

ERP functional Modules: Human Capital Management, Financial Management, Procurement and Inventory Management, Supplier relationship management, Production Planning and execution, Supply chain planning, sales and service, Logistics execution, customer relationship management, quality management, maintenance management and enterprise asset management, product life cycle management

**UNIT IV**

**(10 Hrs)**

Technology Areas of ERP and Enterprise application: Portal, content management and knowledge management, Data warehousing, data mining, business intelligence and analytics, ERP and enterprise application- emerging trends ERP for industries: ERPs for different manufacturing Industries, ERPs for different service industries.

**Text Book:**

1. Ray, R.: Enterprise Resource Planning, McGraw Hill.

**Suggested Readings:**

1. Singla, A., Enterprise Resource Planning, Cengage.
2. Monk, E. and Wagner, B., Concepts in Enterprise Resource Planning, Cengage.
3. Ray, R., Enterprise Resource Planning – Text and Cases, Tata McGraw Hill.
4. Laudon, K.C. and Laudon, J.P., Management Information Systems, Pearson.
5. Muthukumaran, B., Information Technology for Business, Oxford.

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**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**DIGITAL MARKETING**

**Code: 26MG611**

Max Marks: 70

**Course Objectives:** The objectives of the course are to understand core concepts and tools of digital marketing, develop strategies for SEO, SEM, content, and social media marketing, utilise data analytics to measure and optimise campaign performance, apply email, mobile, and influencer marketing techniques effectively and create and manage integrated digital marketing campaigns.

**UNIT I**

**(10 hours)**

**Digital Marketing Basics:** Digital Marketing meaning and its importance, Traditional vs Digital Marketing, Benefits of Digital Marketing, Internet Marketing basics, Digital Marketing channels, Types of Business models, Digital Marketing strategies (P.O.E.M framework), Inbound and Outbound marketing, Digital Transformation model, 4Cs of Digital Marketing.

**UNIT II**

**(10 hours)**

**Social Media Marketing:** Introduction, Social Media marketing strategies, Overview of Social media platforms – Instagram, Snapchat, Facebook, Mobile, Twitter, Content Planning and Strategy, Influential marketing, Content marketing, Digital Marketing campaign.

**UNIT III**

**(10 hours)**

**Search Engine Optimisation:** Introduction to SEO, On-Page and Off-Page Optimisation, Role of Keywords in SEO, Organic vs Non-Organic SEO, Blogging as marketing strategy, Types of Blogs.

**Search Engine Marketing:** Introduction to Paid marketing, Google AdWords, Types of campaigns and Campaign creation.

**UNIT IV**

**(10 hours)**

**Tools for SMM and Marketing communication:** Overview of Buffer, Hootsuite, Canva, Trello and Hotjar.

**Web Analytics:** Meaning, Purpose and process, Types, Tools for analytics – Google analytics, Audience analytics, Acquisition analytics, Behaviour analytics, Conversion analytics.

**Text Books:**

1. Rajan Gupta, Supriya Madan, "Digital Marketing", BPB Publication, 1st Edition, 2022
2. Seema Gupta, "Digital Marketing", McGraw-Hill, 2nd Edition, 2018.
3. Puneet Singh Bhatia, "Fundamentals of Digital Marketing", Pearson, 2nd Edition, 2020.

**Suggested Readings:**

1. Ian Dodson, "The Art of Digital Marketing", Wiley, 2017.
2. Nitin Kamat, Chinmay Nitin Kamat, "Digital Marketing", Himalaya Publishing House, 1st Edition, 2017.
3. Vandana Ahuja, "Digital Marketing", Oxford University Press, 8th Edition, 2019.
4. Judy Strauss, Raymond Frost, "E- Marketing", PHI learning, 5th Edition, 2009.
5. Moutusy Maity, "Internet Marketing", Oxford University Press, 2018.
6. Stephanie Diamond, "Digital Marketing", Wiley, 2019.
7. T. N. Swaminathan, Karthik Kumar, "Digital Marketing From Fundamentals to Future", Cengage, 1st Edition, 2019.

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**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**BANKING AND INSURANCE**

**Code: 26MG631**

Max Marks: 70

**Course Objective:** To equip students with comprehensive knowledge of financial systems, banking operations, risk management, insurance products, and regulatory frameworks. It seeks to develop analytical skills for assessing financial decisions, understanding market dynamics, and fostering practical expertise for careers in banking, insurance, and finance.

**UNIT I**

**(08 Hrs)**

Risk and insurance: Defining risk, nature and types of risk, risk management process, and risk and its relation with insurance. Concept and significance of insurance, classification of insurance, life and non-life, and general principles of insurance.

**UNIT II**

**(08 Hrs)**

Life insurance, Life principles, products, term insurance, endowment, insurance, pensions, Group Insurance, IRDA.

**UNIT III**

**(08 Hrs)**

Overview of the banking industry: Banking structure in India- RBI, Commercial, Rural, and Cooperative banks, their role and significance, functions, SLR, CRR: Concepts, Banking Ratios.

**UNIT IV**

**(08 Hrs)**

General insurance: principles, products, fire, marine, motor vehicles, public utility, third party insurance, group insurance, burglary insurance. Claims Settlements

**UNIT V**

**(08 Hrs)**

Banking risks and recent developments: Credit, liquidity, market, operation, interest rate, solvency, Universal Banking, E-banking, Mobile banking. ALM Process. AMI.

**Text Books:**

1. "Banking Theory, Law, and Practice" by K. P. Monga.
2. "Insurance Law and Practice" by M. N. Mishra.

**Suggested Readings:**

1. "Principles of Banking" by Indian Institute of Banking & Finance (IIBF).
2. "Banking and Financial Systems" by S. N. Maheshwari.
3. "Insurance and Risk Management" by P. K. Gupta.
4. "Fundamentals of Banking" by Rajesh Kothari.
5. "Indian Banking: A Guide to Indian Banking Systems" by R. Parameswaran.
6. "Financial Institutions and Markets" by L. M. Bhole.
7. "Elements of Insurance" by S. C. Sahoo.
8. "Financial Services and Insurance" by Dr. S. Gurusamy.

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**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**SALES AND DISTRIBUTION MANAGEMENT**

**Code: 26MG632**

**Max. Marks: 70**

**Course Objectives:** The course on **Sales and Distribution Management** aims to provide students with a comprehensive understanding of the strategies and processes involved in managing sales and distribution networks within organisations. The course aims to equip students with the knowledge and skills necessary to effectively manage the sales function, enhance sales performance, and develop efficient distribution channels to reach customers.

**UNIT I**

**(08 Hrs)**

Sales Management - organisation framework of the field sales force - types and methods - field sales manager - tasks and responsibilities - relation with salesman and relationship with top management - coordinating and controlling the marketing mix.

**UNIT II**

**(08 Hrs)**

Sales forecasting - methods and procedural steps in forecasting - sales budgeting - allocation of field sales resources - design sales territories - sales quota - planning manpower requirements - recruitment and selection.

**UNIT III**

**(08 Hrs)**

Operational management - staffing - methods of selection - compensation for sales force - financial incentives - sales force performance evaluation and control - sales audit and analysis.

**UNIT IV**

**(08 Hrs)**

Distribution Management - the role of distribution in the marketing mix - functions of distribution management - dealer network - middlemen - functions of middlemen - location, selection, appointment, and termination of dealers - morale and motivation.

**UNIT V**

**(08 Hrs)**

Transport and handling - economics of transportation - modes of transport - organising transport facilities - transport procedure and documentation.

**Suggested Readings:**

1. Still, R. R. and Cundiff Govoni. "Sales Management", Prentice Hall of India, 2002.
2. Geoffrey Lancarter and David Jobber. "Selling and Sales Management", Macmillan, 1998.
3. Mathew M. J. "Sales Management and Sales Promotion", RBSA Publications, Jaipur, 1998.
4. Anderson R. "Professional Sales Management", Prentice Hall of India (P) Ltd, 1992.
5. Das Gupta. "Sales Management in the Indian Perspective", Prentice Hall of India (P) Ltd, 2002.

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**BBA - General**  
**7th Semester**  
**(Honors)**

**DETAILED SYLLABUS**

**FRANCHISING AND PURCHASING AN EXISTING BUSINESS**

**Code: 26MG701**

Max Marks: 70

**Course Objectives:** To expose the students to exploring the strategic issues related to franchising from the franchisor's point of view. To equip students to evaluate whether or not to franchise and, if so, the most effective way to do so. To highlight rapid domestic and international growth and capital leverage. To make students understand about equity creation, identification of franchisee candidates and risk analysis.

**UNIT I: An Overview of Franchising**

**(8 Hrs)**

Types of Franchises and Threshold Business Issues, Advantages and Disadvantages to the Franchisor and Franchisee, Elements of a Successful System,

**UNIT II: Selection of Modes of Franchising**

**(12 Hrs)**

Choosing Franchisees: Franchises: Right Profile, Sources of Revenue, The Role of Real Estate Infrastructure/Services Provided, Multi-Level Franchising, Company-Owned Stores.

**UNIT III: Logistics of Business and Psychology of Purchase Decision**

**(12 Hrs)**

Purchasing an existing business essential, valuating the existing business, tools required to conduct a successful search, logistics, economics and psychology of identifying the right business for purchase decision.

**UNIT IV: Leadership**

**(8 Hrs)**

Structuring a business deal, sponsors, tapping SBA loans, or securing other types of funding, details of the closing transaction for the business purchase, and leadership essentials to lead the purchased business.

**Text Books:**

1. Jenny Buchan, Franchisees as Consumers: Benchmarks, Perspectives and Consequences, 13th Edition (2014), Springer Publication House.
2. R. Bisio, The Educated Franchisee, 2nd Edition (2011), Bascom Hill Publishing.

**Suggested Readings:**

1. R. Judd & R. Justis, Franchising: An Entrepreneur's Guide, 4th Edition (2008), Cengage Learning.
2. S. Shane, From Ice Cream to the Internet, using Franchising to drive the growth and profits of your company, Prentice Hall Publishing House (2015)

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**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**FUNDAMENTALS OF ACTUARIAL SCIENCES**

**Code: 26MG702**

Max Marks: 70

**Course Objectives:** This course aims to provide a foundational understanding of actuarial science, covering its role in financial services, core mathematical and statistical tools, key concepts like insurance and annuities, and the regulatory and ethical responsibilities of actuaries.

**UNIT I: Overview of Actuarial Science and Risk**

**(10 Hrs)**

Introduction to actuarial science: definition, history, and applications; Role of actuaries in insurance, pensions, and finance. Risk, uncertainty, and classification of risk; Time value of money: simple and compound interest, present and future value. Introduction to life tables and mortality rates. Overview of the actuarial profession and global institutes (IAI, IFoA, SOA).

**UNIT II: Probability and Statistics for Actuarial Applications**

**(10 Hrs)**

Basic probability concepts: sample space, events, conditional probability; Random variables and probability distributions; Discrete: Binomial, Poisson; Continuous: Normal, Exponential; Expected value, variance, and standard deviation; Applications of probability in insurance and risk modelling.

**UNIT III: Life Insurance and Annuity Mathematics**

**(10 Hrs)**

Life table functions and survival models, Life insurance contracts: term insurance, whole life insurance, Net single premium and net annual premium; Annuities: types (immediate, due, temporary, deferred), present and future values; Premium computation techniques; Reserves and policy values.

**UNIT IV: Actuarial Models, Pensions & Regulation**

**(10 Hrs)**

Introduction to actuarial models: deterministic vs. stochastic. Basics of pension mathematics: defined benefit vs. defined contribution; Funding methods for pensions and retirement benefits; Indian regulatory framework: IRDAI guidelines, solvency, capital adequacy; Ethics and professionalism in actuarial practice.

**Text Books:**

1. Kaushal, R., Actuarial Statistics, University Science Press (Laxmi Publications).
2. Gupta, S. C., Fundamentals of Statistics, Himalaya Publishing House.
3. Sathe, P. S., Introduction to Actuarial Science, University of Pune Press, Latest Edition.
4. Bowers, N. L., Gerber, H. U., Hickman, J. C., Jones, D. A., & Nesbitt, C. J., Actuarial Mathematics, Wiley India.

**Suggested Readings:**

1. Dickson, D. C. M., Hardy, M., & Waters, H. R., Actuarial Mathematics for Life Contingent Risks, Cambridge University Press India.
2. Sharma, H. S., Mathematics of Finance and Insurance, Discovery Publishing House.

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**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**FINANCIAL RISK MANAGEMENT**

**Code: 26MG703**

Max Marks: 70

**Course Objectives:** This course aims to help students and professionals learn to assess and manage organisational financial risks. These risks include market volatility, credit defaults, operational weaknesses, and strategic uncertainties

**UNIT I: Introduction to Risk Management**

**(10 Hrs)**

Risk and Uncertainty, Financial Risk Management Concept, Objectives, Major Financial Risks, Market Risk, Credit Risk, Liquidity Risk, Solvency Risk, Operational Risk, Interest Rate Risk, Systemic Risk: definition, causes, the banking book, the trading book and off-balance sheet exposures: types and associated risks, Risk Management Process.

**UNIT II: Learning risk measurement models**

**(10 Hrs)**

Risk Measurement: Market Risk, Measuring Sensitivity, computing returns, time aggregation, and Volatility. Value at Risk, VaR caveats, VaR parameters, Correlation effect, Analytical VaR, Historical Simulations VaR, Back testing and Stress testing Value at Risk, Credit Risk, Credit risk Drivers, Probability of default, Measuring Credit exposure, Loss given default, measurement of expected credit loss, unexpected credit loss.

**UNIT III: Learning risk measurement models**

**(10 Hrs)**

Risk Measurement: Operational Risk Factors, Types of Operational Losses, Cause-and-effect relationship concept, peculiarity of OR, BIS definition of OR, Measurement Methods, earnings volatility method, CAPM-based method, Operational risk management process, Regulatory Approaches for attribution of capital charge for operational risks- Basic Indicator Approach, Standardised Approach and Advanced Measurement Approaches.

**UNIT IV: ALM**

**(10 Hrs)**

Concept, evolution and scope, Interest Rate Risk (IRR) sources of IRR, models for IRR measurement, Repricing gap model, concept of duration and convexity, price yield relation duration model, Liquidity Risk, dimensions and measurement of liquidity gaps, types of gaps, Risk Management Process

**Suggested Readings:**

1. Hull, John C, Risk Management and Financial Institutions, Pearson Education, India, 2009.
2. Gallati, Reto, Risk Management and Capital Adequacy, McGraw-Hill Series, 2003.
3. Resti, Andrea & Sironi, Andrea, Risk Management and shareholders' value in banking, John Wiley & Sons, New York, USA, 2007.
4. Gup, Benton E. & W. Kolari, James, Commercial Banking, The Management of Risk, John Wiley & Sons (Asia) Pte. Ltd. 2005.
5. Heffernan, Shelagh, Modern Banking in Theory and Practice, John Wiley & Sons, New York, USA, 1996.

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**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**TRAINING AND DEVELOPMENT**

**Code: 26MG711**

Max Marks: 70

**Course Objective:** To learn the process of training and Development, how training is different from learning and the three phases of learning and training. How to examine the various processes of creating and designing training programmes and various ways to evaluate the return on investment and learning of training programmes. Latest technology-based training methods, including online training, massive open online learning courses, Blended courses, and flexible classrooms are dealt in detail.

**UNIT I: Training Introduction**

**(08 Hrs)**

Changing in training practice, looking inward, looking outward, appreciative enquiry, looking again and repositioning training; Employee Development & Methods of Training and Development

**UNIT II: Training and Learning -two-way process**

**(08 Hrs)**

Knowledge, skill, action; training and learning; Three phases of learning; The learning spiral for participants in the three phases of training

**UNIT III: The Needs Analysis Process**

**(08 Hrs)**

Training Needs Assessment: Concept, purpose, and scope; Process of Needs assessment; Meaning of Skills gap assessment; Needs Assessment Techniques: Person Analysis, Task Analysis, and Organisation Analysis; Need assessment in practice

**UNIT IV: Training Process and Evaluating Training and follow-up support**

**(08 Hrs)**

Fine-tuning objectives and preparing partners; Setting the stage; Four training methods; designing the training Program; Trainer and training styles; Evaluating from Different angles; Evaluating Learning Objectives; Addressing four common imbalances; Determining Return on investment; Determining costs and benefits

**UNIT V: Technology-Based Training Methods**

**(08 Hrs)**

Developing Online training methods, Massive Open Online Courses, Blended Learning, Adaptive Learning, Flexible learning, Learning Management systems, and choosing new technology methods

**Text Books:**

1. "Training for Development Part 1" by Rolf P. Lynton and Udai Pareek, Sage Publications India Pvt. Ltd., New Delhi, 2011.
2. "Training for Organisational Transformation, Part 2" by Rolf P. Lynton and Udai Pareek, Sage Publications India Pvt. Ltd., New Delhi, 2000.
3. "Managing Performance through Training and Development", Eighth Edition Model curriculum for UG Degree in BBA 229 Author(s): Alan M. Saks | Robert R. Haccoun, 2019, Cengage Learning.
4. "Employee Training and Development", 9<sup>th</sup> Edition by Raymond A. Noe and Amitabh Deo Kodwani, 2019, McGraw-Hill.

**Suggested Readings:**

1. "Human Resource Development: Theory and Practice" by P. Subba Rao – Himalaya Publishing House.
2. "Training and Development" by K. Aswathappa – McGraw-Hill Education.
3. "Human Resource Development" by V. S. P. Rao – Pearson Education.
4. "Training and Development: A Practical Approach" by R. C. Agarwal – Vikas Publishing House.
1. "Human Resource Development: A Strategic Approach" by T. V. Rao – Sage Publications.
2. "Training and Development: HRD Perspectives" by R. K. Sahu – PHI Learning.
3. "Training and Development" by S. S. Khanka – S. Chand Publishing.
4. "The Handbook of Human Resource Development" by R. L. Gupta – Vikas Publishing House.
5. "Handbook of Training and Development" by A. K. Bhatnagar – Oxford University Press.
6. "Training and Development in Organisations" by P. N. S. Bhatia – Wiley India.
7. "Human Resource Development and Training" by P. K. Jain – Macmillan India.
8. "Training and Development: Concepts and Cases" by A. N. Agarwal – Pearson Education.

**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**COMMUNITY ENGAGEMENT**

**Code: 26MG721**

Max Marks: 70

**Course Objectives:** The course aims to cultivate respect for rural culture, ways of life and indigenous wisdom among students, to assess the status of different agricultural and rural development programmes, to analyse the factors contributing to rural distress and poverty and to explore viable solutions and to integrate theoretical knowledge with practical field experience, thereby improving learning outcomes.

**UNIT I: Appreciation of Rural Society (05 Hrs)**

Rural lifestyle, rural society, caste and gender relations, rural value with respect to community, nature and resources, elaboration of 'soul of India lies in villages' (Gandhi), rural infrastructure.

**UNIT II: Understanding Rural Economy & Livelihood (05 Hrs)**

Agriculture, farming, land ownership, water management, animal husbandry, non-farm livelihoods, artisans, rural entrepreneurs, and rural markets.

**UNIT III: Rural Institutions (05 Hrs)**

Traditional rural organisations, self-help groups, Panchayati raj institutions (Gram Sabha, Gram Panchayat Standing Committee), local civil society, local administration.

**UNIT IV: Rural development Programmes (05 Hrs)**

History of rural development in India, current national programmes: Sarva Shiksha Abhiyan, Beti Bachao-Beti Padhao, Ayushman Bharat, Swatchh Bharat, PM Awaas Yojana, Skill India, Gram Panchayat Decentralised Planning, NRLM, MNREGA, etc.

**Suggested Readings:**

1. Singh Katar (2015): Rural Development: Principles, Policies and Management. Sage Publication, New Delhi.
2. A Handbook on Village Panchayat Administration, Rajiv Gandhi chair for Panchayati Raj Studies (2002).
3. G. Mahida, Rinkesh Kumar (2024): Rural Development in India: Policies and Programmes. Red Shine Publication.
4. M. P. Borain (2016): Best Practices in Rural Development. Shanlax Publishers.
5. Journal of Rural Development, Published by NIRD & PR, Hyderabad.
6. Kurukshetra (Ministry of Rural Development, Government of India).
7. Yojana (Ministry of Rural Development, Government of India).

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**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**SUPPLY CHAIN MANAGEMENT**

**Code: 26MG731**

Max Marks: 70

**Course Objectives:** The course is designed to outline how an entity operates in a business environment, introduce basic concepts in Supply Chain Management and related functions, and address recent issues in Supply Chain Management.

**UNIT I: Supply Chain Concepts**

**(8 Hrs)**

Concept & Definitions in Supply Chain, Objectives of a Supply Chain, Stages of Supply Chain, Cycle view of Supply Chain Process, Decision Phases in Supply Chain Management.

**UNIT II: Supply Chain Management Structure**

**(8 Hrs)**

Basic Terms from Supply Chain Management, such as Upstream, Downstream, Information/Material Flow, Push/Pull System, Value-added services, Structure of a SC, Push-based SC, Pull-based SC, Trade-off between Push & Pull, identifying appropriate Push & Pull Strategy for SC.

**UNIT III: Supply Chain Management Building Blocks**

**(8 Hrs)**

Supply Chain Drivers and Obstacles, Resources & capacity Management, Procurement & supplier focus, Inventory Management, Operations Management, Distribution Management in SCM, Bullwhip effect.

**UNIT IV: Recent Issues in Supply Chain Management**

**(8 Hrs)**

Overview of Customer Focus and Demand, Role of Computer / IT in Supply Chain Management, CRM Vs SCM, Outsourcing-basic concept, Future of SCM.

**UNIT V: Supply Chain**

**(8 Hrs)**

Key issues in SCM, Supply Chain Management Framework, Supply Chain Components, Flows in Supply Chain Management, Obstacles of streamlined SCM.  
Expert lectures, online seminars, and webinars.

**Text Books:**

1. Raghuram G. (I.I.M.A.)- Logistics and Supply Chain Management (Macmillan, 1st Ed.)
2. Krishnan Dr. Gopal- Material Management, (Pearson, New Delhi, 5th Ed.)

**Suggested Readings:**

1. Agarwal D. K.- A Text Book of Logistics and Supply Chain Management (Macmillan, 1<sup>st</sup> Ed.).
2. Sahay B. S.- Supply Chain Management (Macmillan, 1<sup>st</sup> Ed.)
3. Chopra Sunil and Peter Meindl- Supply Chain Management (Pearson, 3<sup>rd</sup> Ed.)

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**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**SOCIAL AND RURAL ENTREPRENEURSHIP**

**Code: 26MG732**

Max Marks: 70

**Course Objectives:** To develop an understanding of the field of Social Entrepreneurship, understanding social innovations, legal issues involved, understanding many opportunities and issues faced by Social Entrepreneurs, and understanding how Entrepreneurship works in the rural context in India. Course Contents:

**UNIT I: Introduction to Social Entrepreneurship**

**(6 Hrs)**

Defining Social Entrepreneurship, Characteristics and Boundaries of Social Entrepreneurship, Qualities, Skills and Values of Social Entrepreneurs, How are Social Entrepreneurship and Business Entrepreneurship the Same and Different?

**UNIT II: Social Entrepreneurship Models**

**(9 Hrs)**

Timmons Model, PPCDO Framework, CASE Model, Social Entrepreneurship Framework, Social Entrepreneurship Process Model. Social Enterprise Organizational Structures: Pure Non-profits, Pure For-Profits, Hybrids. Theory of Social Entrepreneurship, A typology of Social Entrepreneurs: Social Bricoleurs, Social Constructionists, Social Engineers, Schools of thought in Social Entrepreneurship Research: Social Innovation, Social Enterprise, EMES Approach, UK Approach, Theory of Social Change.

**UNIT III: Recognizing Social Opportunities**

**(9 Hrs)**

Social Ideas, The Role of Innovation, Opportunities for Social Entrepreneurs, Translate Social Problems into Opportunities, Distinct Features and Design Principles of Business Models for Social Enterprises. Developing a Strategic Plan for a Social Venture, the importance of Social Venture Planning, Developing a Plan for a Social Venture, Identification of Social Problem, Vision and Mission statements, Social Impact Theory and Business models, Social Venture Growth Strategies and Financial plans.

**UNIT IV: Measuring Social Value**

**(8 Hrs)**

Social Return on Investment – Measuring the Vulnerability, Efficiency and Organizational Effectiveness of Social Enterprises. Legal Issues of Social Entrepreneurship: Legal Framework, Charity in India, Registered Society, Section 8 Company, Public Charitable Trust, Government issues and administration of Not-For-Profit entities inside and outside of India, Taxation of Not-For-Profit entities in India.

**UNIT V: Rural India**

**(9 Hrs)**

Concept. The existing state of rural development, developing rural infrastructure. Rural welfare schemes, Tribal, environmental, and women and child development and conservation programs, role of NGOs in rural development, rural and other co-operatives. Rural Entrepreneurship: financing needs of rural enterprises and micro enterprises, role of entrepreneurship in rural development, technology and mass media, and rural entrepreneurship, obstacles and opportunities of rural entrepreneurship, micro finance and rural entrepreneurship, role of women in rural entrepreneurship, employment generation via rural entrepreneurship.

**Text Books:**

1. For Social = Kickul, J. and Lyons, T.: Understanding Social Entrepreneurship, Routledge.
2. For Rural = Swami, H.R. and Gupta, B.P.: Rural Development and Co-operation in India, Indus Valley Publications.

**Suggested Readings:**

1. Bornstein, D. and Davis, S., Social Entrepreneurship, Oxford University Press.
2. London, M. and Morfopoulos, R.G., Social Entrepreneurship.
3. Dwivedi, A. and Sukhwai, A., Rural Entrepreneurship Development in Liberalised Era, Bookwell.

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**BBA - General**  
**8th Semester**  
**(Honors)**

**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**DETAILED SYLLABUS**

**LEADERSHIP SKILLS & TEAM BUILDING**

**Code: 26MG801**

Max. Marks: 70

**Course Objectives:** The course aims to enable students to understand the characteristics, style, traits of leaders, and theories of leadership, to learn more about self-leadership and developing team-building skills through case studies and examples, and to understand how to form, manage and lead the team, to understand the measures of conflict in a team and to explore team roles & processes in developing and managing a team.

**UNIT I: Leadership Theories**

**(08 Hrs)**

Nature of leadership theories & models of leadership - attributes of effective leaders - traits of leadership - interpersonal competence & leadership

**UNIT II: Leadership Styles**

**(08 Hrs)**

Leadership qualities -styles of leadership -attitudes, role models & new leadership - cultural differences and diversity in leadership - leader behaviour, leadership in different countries- leadership ethics & social responsibility.

**UNIT III: Leadership Skills**

**(08 Hrs)**

Leadership skills - Leadership & management - transactional & transformational in leadership -Strength-based leadership in practice - Tasks & Relationship approach in leadership - Influence tactics of leaders- motivation and coaching skills. Establishing a constructive climate- listening to our group members, communication and conflict resolution skills.

**UNIT IV: Team Work**

**(08 Hrs)**

Working in group & teams - characteristics of effective teams- types- team development: Tuckman's team development stages- Belbin team roles - Ginnett - team effectiveness leadership model.

**UNIT V: Exploring team roles & processes**

**(08 Hrs)**

Mapping the stages of group development -Building and developing teams, overcoming resistance, coping and conflict and Ego leading a team, managing meetings.

**Suggested Readings:**

1. Uday Kumar Haldar, Leadership and Team Building
2. D.K. Tripathy, Team Building and Leadership with Texts and Cases, Himalaya Publishing House, 2014
3. International Journal on Leadership, Publishing India Group
4. International Journal of Organisational Leadership, CIKD
5. Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills. Embassy Books, First Edition.
6. Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noola: HarperCollins
7. Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.
8. Past, K. (2008). Indian Business Etiquette: I (First edition). Ahmedabad Jaico Publishing House.
9. Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.
10. Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.

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**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**INTERNATIONAL MARKETING**

**Code: 26MG802**

Max Marks: 70

**Course Objectives:** To make students explain the concept of International Marketing. To make students analyse the various environmental variables affecting International Marketing. To make students explain various product and price strategies followed in International Marketing. To make students explain various distribution and promotion strategies followed in International Marketing. To make students assess the Foreign Trade Policy and the Documentation structure facilitating international marketing.

**UNIT I: Introduction to International Marketing**

**(08 Hrs)**

Nature and scope, basis of international trade. Difference between domestic, international, multinational, global and transnational marketing, EPRG framework.

**UNIT II: International Business Environment**

**(08 Hrs)**

International Business Environment Scanning of International Environment: Social, cultural, political and legal environments. Market analysis and foreign market entry strategies, trade barriers, regional and international agreements. International marketing research and information system.

**UNIT III: International Marketing- Product & Price**

**(08 Hrs)**

Product strategies: International product planning, product design strategies – standardization v/s customization (adaptation), adoption and diffusion of new products. Branding strategies, international product life cycle. Pricing Strategies: Methods of pricing, factors affecting international pricing, transfer pricing, dumping, price escalation, balance of trade, balance of payments

**UNIT IV: International Marketing- Distribution & Promotion**

**(08 Hrs)**

Distribution Strategies: Direct and indirect channels of distribution, factors affecting channel decisions, international channel members – their role and Functions. Promotion Strategies: Promoting product/ service in international market, advertising decisions – standardization v/s localization, media decisions' in International Marketing.

**UNIT V: Exim Policy & Documentation**

**(08 Hrs)**

Overview of EXIM Policy. Basic understanding of export & import documentation and procedures. Issues in International Marketing

**Suggested Readings:**

1. International Marketing, P.K. Vasudeva
2. Jain Subhash C., 'International Marketing', South – Western Thomson Learning
3. Cateura Philip R and Graham John L, International Marketing, TMH

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**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**BUSINESS ANALYSIS & VALUATION**

**Code: 26MG811**

Max Marks: 70

**Course Objective:** The objective of the course is to provide hands-on experience in valuation, especially using financial analysis.

**UNIT I** (10 Hrs)  
Financial Statement of Analysis and Statement of Cash Flows.

**UNIT II** (10 Hrs)  
Approaches to Valuation & Identifying Value Drivers. Approaches to Valuation & Identifying Value Drivers

**UNIT III** (10 Hrs)  
Estimating the Discount Rates, Growth Rates, Cash Flows, and Dividend Discount Models. FCFE Models, FCFF Models, and Valuation Using Multiples.

**UNIT IV** (10 Hrs)  
Strategy-Finance-Valuation Trilogy, Real Options & Brand Valuation, which is the appropriate method to use.

**Text Books:**

1. Foster, George. "Financial Statement Analysis", Pearson Education Pvt Ltd.
2. Damodaran, A. "Damodaran On Valuation, Security Analysis for Investment and Corporate Finance" (2nd ed.). Wiley India Pvt. Ltd.
3. K. G., CA, & Sehrawat, N. K. "Handbook on Valuation- Concept & Cases". New Delhi, Bharat Law House Pvt. Ltd.

**Suggested Readings:**

1. "Financial Management and Policy" by James C. van Horne – Pearson Education.
2. "Financial Management: Theory and Practice" by Eugene F. Brigham – Cengage Learning.
3. "Management of Working Capital" by K. R. Sharma – Macmillan India.
4. "Principles of Financial Management" by P. V. Kulkarni & B. G. Sankaran – Himalaya Publishing House.
5. "Working Capital Management" by R. P. Rathi – Vikas Publishing House.
6. "Financial Management and Working Capital" by R. K. Mishra – PHI Learning.
7. "Essentials of Financial Management" by I. M. Pandey – Vikas Publishing House.
8. "Financial Management: Text and Problems" by M. Y. Khan & P. K. Jain – Tata McGraw-Hill Education.

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**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**SEMINAR/CONFERENCE**

**Code: 26PR102**

Max Marks: 70

**OBJECTIVE:**

Seminars/Conferences and Presentations provide a platform for students to learn from what others are doing and to gain exposure to new ideas, practices, and important developments in the world of business and management. To foster awareness of emerging business trends and to nurture entrepreneurial and managerial thinking, institutes must provide ample opportunities for students to study contemporary developments and apply them to real-world organizational contexts. A student in the final semester is expected to study a current issue or innovation in the field of business administration, write an article related to it, and present their findings before a panel.

The following points need to be considered while planning and evaluating the presentation:

- The seminars must be conducted after every 15 days / or a month. A minimum of 3–4 seminar sessions can be organized during the semester.
- A minimum of 7–8 slides must be there, which would include the title slide. The first slide should be the Introduction slide and the last one the Reference slide, wherein all the links / book references / journal articles / case studies / reports referred to must be cited. The remaining slides should focus on the concept, its business applications, real-world examples, etc.
- The title of the seminar must be related to the field of Business Administration and Management and must address a current trend, innovation, or practice such as: Digital Marketing & Social Media Marketing, E-Commerce & Omnichannel Retail, Business Analytics & Data-Driven Decision Making, Entrepreneurship & the Startup Ecosystem, FinTech & Digital Payments, Customer Relationship Management (CRM), Consumer Behaviour Trends, Supply Chain & Logistics Management, Sustainability / ESG & Green Business, Corporate Social Responsibility (CSR), Human Resource Trends & the Future of Work, Artificial Intelligence in Business, Strategic Management & Business Models, International Business & Globalization, Brand Management, Financial Markets & Investment Trends, Service Marketing, Family Business & Succession Planning, Gig Economy, and other emerging and innovative business practices. Proper approval must be taken before starting the work.
- Students' feedback must be taken after the seminar regarding the learning they have gathered from studying the topic. For this, a feedback form may be designed using the Google Form utility.

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**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**INTERNSHIP**

**Code: 26PR101**

Max Marks: 70

**Course Objective:** This internship capstone course aims to provide students with an integrative learning experience that combines professional work in a real-world organization with rigorous academic research. Students will develop and apply theoretical knowledge to practical challenges through an action research project, enhancing their problem-solving, critical thinking, and communication skills. This course aims to bridge the gap between academic study and professional practice, preparing students for successful careers in their chosen fields

**Internship Student Engagement Process:** An internship is a structured, hands-on learning experience integrating academic knowledge with pre-professional work activities. It mutually benefits both the student-intern and the host organization. Interns apply foundational skills from their studies to real-world tasks, enhancing their practical experience. Placement sites outline clear expectations, duties, and performance goals for the interns. They also offer regular supervision and feedback to guide the interns' development. This experiential learning helps students build valuable industry-specific skills, gain insights into their chosen field, and improve their employability upon graduation.

**Step 1. Orientation Session:** The orientation session for the internship/capstone project is designed to provide students with a comprehensive overview of what to expect and how to succeed in their upcoming professional experience. The session aims to bridge the gap between academic learning and practical application in a real-world setting. Model curriculum for UG Degree in BBA

**Step 2. Identify an internship:** Students research opportunities that align with their career goals and academic background. They explore various platforms, such as online job boards, networking events, and professional associations, to find positions that offer relevant hands-on experience and skills in their chosen field.

**Step 3. Internship agreement Form:** The Student, Mentor, and internship Coordinator in the Industry will complete the internship agreement form.

**Step 4. Start of Internship:** The internship lasts eight weeks. Interns are expected to commit to 20 hours per week, allowing for a balanced integration of work and learning. The internship mentor will arrange specific schedules. This structure ensures that interns gain substantial experience while accommodating any academic commitments. Regular check-ins and progress reviews will be conducted to support intern development and address any challenges, providing a productive and enriching internship experience.

**Step 5. Submission of Report:**

Front Page: Student Name, Course, Internship Company, Duration, Mentor

Internship Agreement Form

Internship Certificate

Introduction & background of the Company

Roles & responsibilities as an Intern

Weekly work allotment & completion report

Challenges & Solutions

Learning from the internship

Conclusion etc

**Step 6. Internship Evaluation:** The PPT presentation and Viva Voce for internship evaluation is an oral exam where interns present their experiences, learning, and contributions. It involves summarising their role, key projects, and applied skills. Interns discuss the knowledge gained, application of academic theories, and challenges faced, including how they were addressed. They reflect on their professional development and how the internship Model curriculum for UG Degree in BBA influenced their career goals. Feedback from supervisors and industry insights are also shared. Examiners ask questions to delve deeper into the intern's understanding and experiences. This evaluation assesses the intern's ability to articulate their growth and readiness for professional work. The review of the work done by students will be carried out after two weeks of report submission. The internal examiner will evaluate the student's submission.

**BBA - General**  
**7th Semester**  
**(Research)**

**DETAILED SYLLABUS**  
**RESEARCH METHODOLOGY**

**Code: 26GN702**

Max Marks: 70

**Course Objectives:** The course on **Research Methodology** aims to provide students with a comprehensive understanding of the essential principles, concepts, and techniques involved in conducting research. It begins by introducing students to the fundamental concepts of research, emphasizing its importance across various fields and explaining different research methodologies, including qualitative, quantitative, and mixed methods. The course also focuses on helping students develop the skills to identify research problems, formulate clear research questions, and develop hypotheses. Students will gain insights into the research design process, learning how to select appropriate research methods, sampling techniques, and data collection tools.

**UNIT I**

**(08 Hrs)**

Meaning and types of research. Steps of scientific method. Meaning and features of social research, scientific types of social research, objectivity in social research.

**UNIT II**

**(10 Hrs)**

Research Design—meaning, types and its formulation. Hypothesis—meaning, importance, sources and types. Qualities of a workable hypothesis, difficulties in the formulation of hypothesis. Variables in social research.

**UNIT III**

**(12 Hrs)**

Data collection—sources of data collection: primary and secondary, techniques of data collection- observation, interviews, questionnaire and schedule, case study. Sampling—meaning, merits and demerits, types and procedure of selecting a representative sample.

**UNIT IV**

**(10 Hrs)**

Processing and Analysis of Data. Content analysis. Classification and tabulation of data. Statistical tools for data analysis. Measures of central tendency—mean, mode and median, mean deviation and standard deviation, correlation.

**Selected Readings:**

1. Charles Y. Glock (ed.): "Survey Research in Social Sciences", New York: Russle Sage Foundation.
2. H.C. Blalock: "An Introduction to Social Research", Englewood, Cliffs. NJ. Prentice Hall, 1970.
3. Moser, C.A. and Kalton, C.: "Survey Methods in Social Investigation", London, 1974.
4. Young, P.V.: "Scientific Social Survey and Research". New Delhi. Prentice Hall of India, 1979.
5. Clair Seltiz: "Research Methods in Social Relations", New York, Rinehart and Winslen, 1976.
6. John Galtung: "Theory and Methods of Social Research", New York, Columbia Univ., 1967.

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**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**FRANCHISING AND PURCHASING AN EXISTING BUSINESS**

**Code: 26MG701**

Max Marks: 70

**Course Objectives:** To expose the students to exploring the strategic issues related to franchising from the franchisor's point of view. To equip students to evaluate whether or not to franchise and, if so, the most effective way to do so. To highlight rapid domestic and international growth and capital leverage. To make students understand about equity creation, identification of franchisee candidates and risk analysis.

**UNIT I: An Overview of Franchising**

**(8 Hrs)**

Types of Franchises and Threshold Business Issues, Advantages and Disadvantages to the Franchisor and Franchisee, Elements of a Successful System,

**UNIT II: Selection of Modes of Franchising**

**(12 Hrs)**

Choosing Franchisees: Franchises: Right Profile, Sources of Revenue, The Role of Real Estate Infrastructure/Services Provided, Multi-Level Franchising, Company-Owned Stores.

**UNIT III: Logistics of Business and Psychology of Purchase Decision**

**(12 Hrs)**

Purchasing an existing business essential, valuating the existing business, tools required to conduct a successful search, logistics, economics and psychology of identifying the right business for purchase decision.

**UNIT IV: Leadership**

**(8 Hrs)**

Structuring a business deal, sponsors, tapping SBA loans, or securing other types of funding, details of the closing transaction for the business purchase, and leadership essentials to lead the purchased business.

**Text Books:**

1. Jenny Buchan, Franchisees as Consumers: Benchmarks, Perspectives and Consequences, 13th Edition (2014), Springer Publication House.
2. R. Bisio, The Educated Franchisee, 2 nd Edition (2011), Bascom Hill Publishing.

**Suggested Readings:**

1. R. Judd & R. Justis, Franchising: An Entrepreneur's Guide, 4th Edition (2008), Cengage Learning.
2. S. Shane, From Ice Cream to the Internet, using Franchising to drive the growth and profits of your company, Prentice Hall Publishing House (2015)

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**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**COMMUNITY ENGAGEMENT**

**Code: 26MG721**

Max Marks: 70

**Course Objectives:** The course aims to cultivate respect for rural culture, ways of life and indigenous wisdom among students, to assess the status of different agricultural and rural development programmes, to analyse the factors contributing to rural distress and poverty and to explore viable solutions and to integrate theoretical knowledge with practical field experience, thereby improving learning outcomes.

**UNIT I: Appreciation of Rural Society (05 Hrs)**

Rural lifestyle, rural society, caste and gender relations, rural value with respect to community, nature and resources, elaboration of 'soul of India lies in villages' (Gandhi), rural infrastructure.

**UNIT II: Understanding Rural Economy & Livelihood (05 Hrs)**

Agriculture, farming, land ownership, water management, animal husbandry, non-farm livelihoods, artisans, rural entrepreneurs, and rural markets.

**UNIT III: Rural Institutions (05 Hrs)**

Traditional rural organisations, self-help groups, Panchayati raj institutions (Gram Sabha, Gram Panchayat Standing Committee), local civil society, local administration.

**UNIT IV: Rural development Programmes (05 Hrs)**

History of rural development in India, current national programmes: Sarva Shiksha Abhiyan, Beti Bachao-Beti Padhao, Ayushman Bharat, Swatchh Bharat, PM Awaas Yojana, Skill India, Gram Panchayat Decentralised Planning, NRLM, MNREGA, etc.

**Suggested Readings:**

1. Singh Katar (2015): Rural Development: Principles, Policies and Management. Sage Publication, New Delhi.
2. A Handbook on Village Panchayat Administration, Rajiv Gandhi chair for Panchayati Raj Studies (2002).
3. G. Mahida, Rinkesh Kumar (2024): Rural Development in India: Policies and Programmes. Red Shine Publication.
4. M. P. Borain (2016): Best Practices in Rural Development. Shanlax Publishers.
5. Journal of Rural Development, Published by NIRD & PR, Hyderabad.
6. Kurukshetra (Ministry of Rural Development, Government of India).
7. Yojana (Ministry of Rural Development, Government of India).

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**ARYAVART INTERNATIONAL UNIVERSITY**  
**Tilthai, Dharmanagar, North Tripura**

**RESEARCH PROJECT/DISSERTATION**

**Code: 26PR106**

Max Marks: 70

**PROJECT REPORT**

**All the students are required to submit a report based on the project work done by them during the sixth semester.**

**SYNOPSIS (SUMMARY/ABSTRACT):**

All students must submit a summary/abstract separately with the project report. Summary, preferably, should be of about 3-4 pages. The content should be as brief as is sufficient enough to explain the objective and implementation of the project that the candidate is going to take up. The write up must adhere to the guidelines and should include the following:

- Name/Title of the Project
- Statement about the Problem
- Why are the particular topic chosen?
- Objective and scope of the Project
- Methodology (including a summary of the project)
- Hardware & Software to be used
- Testing Technologies used
- What contribution would the project make?

**TOPIC OF THE PROJECT-** This should be explicitly mentioned at the beginning of the Synopsis. Since the topic itself gives a peek into the project to be taken up, the candidate is advised to be prudent in naming the project. This being the overall impression of the future work, the topic should corroborate the work.

**OBJECTIVE AND SCOPE:** This should give a clear picture of the project. The objective should be clearly specified. What the project ends up to and in what way this is going to help the end user has to be mentioned.

**PROCESS DESCRIPTION:** The process of the whole software system proposed to be developed should be mentioned in brief. This may be supported by DFDs / Flowcharts to explain the flow of the information.

**RESOURCES AND LIMITATIONS:** The requirement of the resources for designing and developing the proposed system must be given. The resources might be in the form of hardware/software or data from the industry. The limitations of the proposed system with respect to a larger and more comprehensive system must be given.

**CONCLUSION:** The write-up must end with the concluding remarks- briefly describing innovation in the approach for implementing the Project, main achievements and also any other important feature that makes the system stand out from the rest.

**The following suggested guidelines must be followed in preparing the Final Project Report:**

Good quality white A4-size paper should be used for typing and duplication. Care should be taken to avoid smudging while duplicating the copies.

Page Specification: (Written paper and source code)

- Left margin- 3.0 cms
- Right margin- 2.0 cms
- Top margin- 2.54 cms
- Bottom margin- 2.54 cms
- Page numbers- All text pages as well as Program source code listing should be numbered at the

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bottom centre of the pages.

**Normal Body Text: Font Size:** 12, Times New Roman, Double Spacing, justified 6 points above and below paragraph spacing.

**Paragraph Heading Font Size:** 14, Times New Roman, Underlined, Left Aligned. 12 points above & below spacing.

**Chapter Heading Font Size:** 20, Times New Roman, Centre Aligned, 30 points above and below spacing.

**Coding Font size:** 10, Courier New, Normal

**Submission of Project Report to the University:** The student will submit his/her project report in the prescribed format. The Project Report should include:

1. One copy of the summary/abstract.
2. One hard Copy of the Project Report.
3. The Project Report may be about 75 pages (excluding coding).

**FORMAT OF THE STUDENT PROJECT REPORT ON COMPLETION OF THE PROJECT**

- I. Cover Page as per format
- II. Acknowledgement
- III. Certificate of the project guide
- IV. Synopsis of the Project
- V. Main Report
  - i. Objective & Scope of the Project
  - ii. Theoretical Background: Definition of Problem
  - iii. System Analysis & Design vis-à-vis User Requirements
  - iv. System Planning (PERT Chart)
  - v. Methodology adopted System Implementation & Details of Hardware & Software used System Maintenance & Evaluation
  - vi. Detailed Life Cycle of the Project
    - a. ERD, DFD
    - b. Input and Output Screen Design
    - c. Process involved
    - d. Methodology used for testing
    - e. Test Report, Printout of the Report & Code Sheet
- VI. Coding and Screenshots of the project
- VII. Conclusion and Future Scope
- VIII. References

**Formats of various certificates and formatting styles are as:**

**1. Certificate from the Guide**

**CERTIFICATE**

This is to certify that this project entitled “.....” was submitted in partial fulfilment of the degree of Bachelor of Business Administration to the “.....” through .....done by Mr./Ms. .... Enrollment No. ....is an authentic work carried out by him/her at my guidance. The matter embodied in this project work has not been submitted earlier for the award of any degree to the best of my knowledge and belief.

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Signature of the Student

Signature of the Guide

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**Project Report Cover Page Format:**

**Title of the Project/Report**  
**(Times New Roman, Italic, Font size= 24)**

**Submitted in partial fulfilment of the requirements for the award of the degree of  
Bachelor of Business Administration (Bookman Old Style, 16points, centre)**

**Submitted to:**  
**(Guide Name)**

**Submitted by:**  
**(Student's name)**  
**Enrolment No.:**

**2. Self-Certificate by the students**

**SELF CERTIFICATE**

This is to certify that the dissertation/project report entitled "....." is done by me, is an authentic work carried out for the partial fulfilment of the requirements for the award of the degree of Bachelor of Business Administration under the guidance of ..... The matter embodied in this project work has not been submitted earlier for award of any degree or diploma to the best of my knowledge and belief.

Signature of the Student  
Name of the Student  
Enrollment No.

**3. ACKNOWLEDGEMENTS**

In the "Acknowledgements" page, the writer recognizes his indebtedness to the guidance and assistance of the thesis adviser and other members of the faculty. Courtesy demands that he also recognize specific contributions by other persons or institutions, such as libraries and research foundations. Acknowledgements should be expressed simply, tastefully, and tactfully.

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**BBA - General**  
**8th Semester**  
**(Research)**

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**DETAILED SYLLABUS**

**LEADERSHIP SKILLS & TEAM BUILDING**

**Code: 26MG801**

Max. Marks: 70

**Course Objectives:** The course aims to enable students to understand the characteristics, style, traits of leaders, and theories of leadership, to learn more about self-leadership and developing team-building skills through case studies and examples, and to understand how to form, manage and lead the team, to understand the measures of conflict in a team and to explore team roles & processes in developing and managing a team.

**UNIT I: Leadership Theories**

**(08 Hrs)**

Nature of leadership theories & models of leadership - attributes of effective leaders - traits of leadership - interpersonal competence & leadership

**UNIT II: Leadership Styles**

**(08 Hrs)**

Leadership qualities -styles of leadership -attitudes, role models & new leadership - cultural differences and diversity in leadership - leader behaviour, leadership in different countries- leadership ethics & social responsibility.

**UNIT III: Leadership Skills**

**(08 Hrs)**

Leadership skills - Leadership & management - transactional & transformational in leadership -Strength-based leadership in practice - Tasks & Relationship approach in leadership - Influence tactics of leaders- motivation and coaching skills. Establishing a constructive climate- listening to our group members, communication and conflict resolution skills.

**UNIT IV: Team Work**

**(08 Hrs)**

Working in group & teams - characteristics of effective teams- types- team development: Tuckman's team development stages- Belbin team roles - Ginnett - team effectiveness leadership model.

**UNIT V: Exploring team roles & processes**

**(08 Hrs)**

Mapping the stages of group development -Building and developing teams, overcoming resistance, coping and conflict and Ego leading a team, managing meetings.

**Suggested Readings:**

1. Uday Kumar Haldar, Leadership and Team Building
2. D.K. Tripathy, Team Building and Leadership with Texts and Cases, Himalaya Publishing House, 2014
3. International Journal on Leadership, Publishing India Group
4. International Journal of Organisational Leadership, CIKD
5. Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills. Embassy Books, First Edition.
6. Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noola: HarperCollins
7. Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.
8. Past, K. (2008). Indian Business Etiquette: I (First edition). Ahmedabad Jaico Publishing House.
9. Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.
10. Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.

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**FINANCIAL RISK MANAGEMENT**

**Code: 26MG703**

Max Marks: 70

**Course Objectives:** This course aims to help students and professionals learn to assess and manage organisational financial risks. These risks include market volatility, credit defaults, operational weaknesses, and strategic uncertainties

**UNIT I: Introduction to Risk Management**

**(10 Hrs)**

Risk and Uncertainty, Financial Risk Management Concept, Objectives, Major Financial Risks, Market Risk, Credit Risk, Liquidity Risk, Solvency Risk, Operational Risk, Interest Rate Risk, Systemic Risk: definition, causes, the banking book, the trading book and off-balance sheet exposures: types and associated risks, Risk Management Process.

**UNIT II: Learning risk measurement models**

**(10 Hrs)**

Risk Measurement: Market Risk, Measuring Sensitivity, computing returns, time aggregation, and Volatility. Value at Risk, VaR caveats, VaR parameters, Correlation effect, Analytical VaR, Historical Simulations VaR, Back testing and Stress testing Value at Risk, Credit Risk, Credit risk Drivers, Probability of default, Measuring Credit exposure, Loss given default, measurement of expected credit loss, unexpected credit loss.

**UNIT III: Learning risk measurement models**

**(10 Hrs)**

Risk Measurement: Operational Risk Factors, Types of Operational Losses, Cause-and-effect relationship concept, peculiarity of OR, BIS definition of OR, Measurement Methods, earnings volatility method, CAPM-based method, Operational risk management process, Regulatory Approaches for attribution of capital charge for operational risks- Basic Indicator Approach, Standardised Approach and Advanced Measurement Approaches.

**UNIT IV: ALM**

**(10 Hrs)**

Concept, evolution and scope, Interest Rate Risk (IRR) sources of IRR, models for IRR measurement, Repricing gap model, concept of duration and convexity, price yield relation duration model, Liquidity Risk, dimensions and measurement of liquidity gaps, types of gaps, Risk Management Process

**Suggested Readings**

1. Hull, John C, Risk Management and Financial Institutions, Pearson Education, India, 2009.
2. Gallati, Reto, Risk Management and Capital Adequacy, McGraw-Hill Series, 2003.
3. Resti, Andrea & Sironi, Andrea, Risk Management and shareholders' value in banking, John Wiley & Sons, New York, USA, 2007.
4. Gup, Benton E. & W. Kolari, James, Commercial Banking, The Management of Risk, John Wiley & Sons (Asia) Pte. Ltd. 2005.
5. Heffernan, Shelagh, Modern Banking in Theory and Practice, John Wiley & Sons, New York, USA, 1996.

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**BUSINESS ANALYSIS & VALUATION**

**Code: 26MG811**

Max Marks: 70

**Course Objective:** The objective of the course is to provide hands-on experience in valuation, especially using financial analysis.

**UNIT I** **(10 Hrs)**  
Financial Statement of Analysis and Statement of Cash Flows.

**UNIT II** **(10 Hrs)**  
Approaches to Valuation & Identifying Value Drivers. Approaches to Valuation & Identifying Value Drivers

**UNIT III** **(10 Hrs)**  
Estimating the Discount Rates, Growth Rates, Cash Flows, and Dividend Discount Models. FCFE Models, FCFE Models, and Valuation Using Multiples.

**UNIT IV** **(10 Hrs)**  
Strategy-Finance-Valuation Trilogy, Real Options & Brand Valuation, which is the appropriate method to use.

**Text Books:**

1. Foster, George. "Financial Statement Analysis", Pearson Education Pvt Ltd.
2. Damodaran, A. "Damodaran On Valuation, Security Analysis for Investment and Corporate Finance" (2nd ed.). Wiley India Pvt. Ltd.
3. K. G., CA, & Sehrawat, N. K. "Handbook on Valuation- Concept & Cases". New Delhi, Bharat Law House Pvt. Ltd.

**Suggested Readings:**

1. "Financial Management and Policy" by James C. van Horne – Pearson Education.
2. "Financial Management: Theory and Practice" by Eugene F. Brigham – Cengage Learning.
3. "Management of Working Capital" by K. R. Sharma – Macmillan India.
4. "Principles of Financial Management" by P. V. Kulkarni & B. G. Sankaran – Himalaya Publishing House.
5. "Working Capital Management" by R. P. Rathi – Vikas Publishing House.
6. "Financial Management and Working Capital" by R. K. Mishra – PHI Learning.
7. "Essentials of Financial Management" by I. M. Pandey – Vikas Publishing House.
8. "Financial Management: Text and Problems" by M. Y. Khan & P. K. Jain – Tata McGraw-Hill Education.

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**SEMINAR/CONFERENCE**

**Code: 26PR102**

Max Marks: 70

**OBJECTIVE:**

Seminars/Conferences and Presentations provide a platform for students to learn from what others are doing and to gain exposure to new ideas, practices, and important developments in the world of business and management. To foster awareness of emerging business trends and to nurture entrepreneurial and managerial thinking, institutes must provide ample opportunities for students to study contemporary developments and apply them to real-world organizational contexts. A student in the final semester is expected to study a current issue or innovation in the field of business administration, write an article related to it, and present their findings before a panel.

The following points need to be considered while planning and evaluating the presentation:

- The seminars must be conducted after every 15 days / or a month. A minimum of 3–4 seminar sessions can be organized during the semester.
- A minimum of 7–8 slides must be there, which would include the title slide. The first slide should be the Introduction slide and the last one the Reference slide, wherein all the links / book references / journal articles / case studies / reports referred to must be cited. The remaining slides should focus on the concept, its business applications, real-world examples, etc.
- The title of the seminar must be related to the field of Business Administration and Management and must address a current trend, innovation, or practice such as: Digital Marketing & Social Media Marketing, E-Commerce & Omnichannel Retail, Business Analytics & Data-Driven Decision Making, Entrepreneurship & the Startup Ecosystem, FinTech & Digital Payments, Customer Relationship Management (CRM), Consumer Behaviour Trends, Supply Chain & Logistics Management, Sustainability / ESG & Green Business, Corporate Social Responsibility (CSR), Human Resource Trends & the Future of Work, Artificial Intelligence in Business, Strategic Management & Business Models, International Business & Globalization, Brand Management, Financial Markets & Investment Trends, Service Marketing, Family Business & Succession Planning, Gig Economy, and other emerging and innovative business practices. Proper approval must be taken before starting the work.
- Students' feedback must be taken after the seminar regarding the learning they have gathered from studying the topic. For this, a feedback form may be designed using the Google Form utility.

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**INTERNSHIP**

**Code: 26PR101**

Max Marks: 70

**Course Objective:** This internship capstone course aims to provide students with an integrative learning experience that combines professional work in a real-world organization with rigorous academic research. Students will develop and apply theoretical knowledge to practical challenges through an action research project, enhancing their problem-solving, critical thinking, and communication skills. This course aims to bridge the gap between academic study and professional practice, preparing students for successful careers in their chosen fields

**Internship Student Engagement Process:** An internship is a structured, hands-on learning experience integrating academic knowledge with pre-professional work activities. It mutually benefits both the student-intern and the host organization. Interns apply foundational skills from their studies to real-world tasks, enhancing their practical experience. Placement sites outline clear expectations, duties, and performance goals for the interns. They also offer regular supervision and feedback to guide the interns' development. This experiential learning helps students build valuable industry-specific skills, gain insights into their chosen field, and improve their employability upon graduation.

**Step 1. Orientation Session:** The orientation session for the internship/capstone project is designed to provide students with a comprehensive overview of what to expect and how to succeed in their upcoming professional experience. The session aims to bridge the gap between academic learning and practical application in a real-world setting. Model curriculum for UG Degree in BBA

**Step 2. Identify an internship:** Students research opportunities that align with their career goals and academic background. They explore various platforms, such as online job boards, networking events, and professional associations, to find positions that offer relevant hands-on experience and skills in their chosen field.

**Step 3. Internship agreement Form:** The Student, Mentor, and internship Coordinator in the Industry will complete the internship agreement form.

**Step 4. Start of Internship:** The internship lasts eight weeks. Interns are expected to commit to 20 hours per week, allowing for a balanced integration of work and learning. The internship mentor will arrange specific schedules. This structure ensures that interns gain substantial experience while accommodating any academic commitments. Regular check-ins and progress reviews will be conducted to support intern development and address any challenges, providing a productive and enriching internship experience.

**Step 5. Submission of Report:**

Front Page: Student Name, Course, Internship Company, Duration, Mentor

Internship Agreement Form

Internship Certificate

Introduction & background of the Company

Roles & responsibilities as an Intern

Weekly work allotment & completion report

Challenges & Solutions

Learning from the internship

Conclusion etc

**Step 6. Internship Evaluation:** The PPT presentation and Viva Voce for internship evaluation is an oral exam where interns present their experiences, learning, and contributions. It involves summarising their role, key projects, and applied skills. Interns discuss the knowledge gained, application of academic theories, and challenges faced, including how they were addressed. They reflect on their professional development and how the internship Model curriculum for UG Degree in BBA influenced their career goals. Feedback from supervisors and industry insights are also shared. Examiners ask questions to delve deeper into the intern's understanding and experiences. This evaluation assesses the intern's ability to articulate their growth and readiness for professional work. The review of the work done by students will be carried out after two weeks of report submission. The internal examiner will evaluate the student's submission.