

Syllabus For
5 Year Integrated Programme
in
Management Studies

BBA + MBA
[Integrated MBA]

as per

NATIONAL EDUCATION POLICY-2020



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 advanced management education an indispensable pillar of higher education. The five-year Integrated Master of Business Administration (Integrated MBA) Programme at Aryavart International University (AIU) is a continuous dual-degree pathway that carries students seamlessly from a foundational management education to an advanced postgraduate specialization, equipping them with the leadership capabilities, strategic acumen, and professional skills essential for success in the corporate world and beyond.

Aligned with the National Education Policy (NEP) 2020, the Integrated MBA Programme at AIU combines an undergraduate management foundation with a full postgraduate MBA in a single continuous five-year (ten-semester) structure. It offers students multiple entry and exit options and the flexibility to specialise in a domain of their choice during the senior years. 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 five-year Integrated MBA 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 doctoral research (Ph.D.), competitive examinations, and senior leadership roles while 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 Integrated MBA 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 doctoral research and advanced management roles.

Need for Curriculum Development

The Integrated MBA curriculum at Aryavart International University is framed in alignment with the UGC guidelines and NEP 2020 to produce industry-ready management professionals and future business leaders. The following factors necessitate a contemporary and flexible Integrated MBA 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 Integrated MBA 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 Integrated MBA Programme opens diverse and rewarding career pathways. Graduates of AIU's Integrated MBA Programme are equipped to pursue managerial and leadership 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 Integrated MBA pedagogy at Aryavart International University is designed to create practice-oriented, industry-aligned management professionals and future business leaders. 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. Integrated MBA — 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
TOTAL		100

B. Scheme of Evaluation (Practical / Project Courses)

Applicable to all practical, lab-based, and project courses across both the undergraduate and postgraduate phases of the Integrated MBA Programme:

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
TOTAL			100

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

Applicable to the internship/industrial training component undertaken by students as part of the Integrated MBA 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
TOTAL			100

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
TOTAL			100

E. Major Project — Scheme of Evaluation (200 Marks, External Assessment)

Applicable to students in the 9th Semester (Year V) of the Integrated MBA Programme. The major project is undertaken under faculty guidance and evaluated entirely through external assessment for a total of 200 marks.

Component	Sub-component	Mode of Evaluation	Marks
External Assessment (200 Marks)	Project Report Evaluation	External Examiner	140
	Presentation & Viva-Voce	External Viva	60
TOTAL			200

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 Management
Successful completion of Year II (4 Semesters)	Diploma in Management
Successful completion of Year III (6 Semesters)	Bachelor of Business Administration (BBA)
Successful completion of Year IV (8 Semesters)	Postgraduate Diploma in Management (PGDM)
Successful completion of Year V (10 Semesters)	Master of Business Administration (MBA)

Internal Assessment: Continuous Mode

The Internal Assessment for the Integrated MBA 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.

Integrated MBA — Continuous Mode Assessment (15 Marks)

The Continuous Mode Assessment for the Integrated MBA 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
TOTAL			15

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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 Integrated Master 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							
Exit option with Certificate in Business Administration (40 Credits)								
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							
Exit option with Diploma in Computer Application (80 Credits)								

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	Not Applicable	Not Applicable	Not Applicable	DSE-I	Not Applicable	Not Applicable	20
VI	Consumer Behavior	Not Applicable	Not Applicable	Not Applicable	DSE-II	Not Applicable	Not Applicable	20
Exit option with a Bachelor's Degree in Business Administration (120 Credits)								
VII	Franchising and Purchasing an Existing Business	Not Applicable	Community Engagement	Not Applicable	DSE-III	Not Applicable	Not Applicable	22
	Fundamentals of Actuarial Sciences							
VIII	Leadership Skills & Team Building	Not Applicable	Not Applicable	Not Applicable	DSE-IV	Not Applicable	Not Applicable	20
	Credit Management							
Exit option with a Bachelor's Degree in Business Administration with Honours (162 Credits)								
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
IX	Business Ethics & Corporate Governance	Not Applicable	Not Applicable	Not Applicable	DSE-V Major Project*	Not Applicable	Not Applicable	20
	Total Quality Management							
X	Business Process Reengineering	Marketing of Software Solutions	Not Applicable	Seminar	Internship	Not Applicable	Not Applicable	20
	Business Intelligence							
Exit with a Degree in Integrated Master of Business Administration (202 Credits)								

*Major Project carries 8 credits.

#One Research/Review Paper to be published in peer-reviewed journal in both 9th and 10th Sem

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Discipline Specific Elective (DSE- I) Choose any one group (All 4 Papers)

A. Banking and Insurance									
26MG533	Banking Operations	4	0	0	4	70	30	0	100
26MG511	Banking Law & Practice	4	0	0	4	70	30	0	100
26MG542	Insurance & Mutual Funds	4	0	0	4	70	30	0	100
26MG535	Investment Banking	4	0	0	4	70	30	0	100
B. Financial Management									
26MG536	Investment Analysis & Portfolio Management	4	0	0	4	70	30	0	100
26MG537	International Financial Management	4	0	0	4	70	30	0	100
26MG531	Working Capital Management	4	0	0	4	70	30	0	100
26MG811	Business Analysis & Valuation	4	0	0	4	70	30	0	100
C. Marketing Management									
26MG650	Profit Planning & Control	4	0	0	4	70	30	0	100
26MG502	Retail Management	4	0	0	4	70	30	0	100
26MG632	Sales & Distribution Management	4	0	0	4	70	30	0	100
26MG802	International Marketing	4	0	0	4	70	30	0	100
D. Human Resource Management									
26MG538	Human Resource Development Management	4	0	0	4	70	30	0	100
26MG539	Human Resource Analytics	4	0	0	4	70	30	0	100
26MG540	Change Management & Organisational Development	4	0	0	4	70	30	0	100
26MG711	Training & Development	4	0	0	4	70	30	0	100
E. Entrepreneurship Development Management									
26MG541	Creativity, Innovation & Scanning Business Opportunity	4	0	0	4	70	30	0	100
26MG532	Managing Family Business	4	0	0	4	70	30	0	100
26MG503	Project Preparation & Appraisal	4	0	0	4	70	30	0	100
26MG732	Social & Rural Entrepreneurship	4	0	0	4	70	30	0	100

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Discipline Specific Elective (DSE- II) Choose any one group (All 4 Papers)

A. Banking and Insurance									
26MG633	Management of Commercial Banks	4	0	0	4	70	30	0	100
26MG634	Practice of Life Insurance	4	0	0	4	70	30	0	100
26MG635	Retail Banking	4	0	0	4	70	30	0	100
26MG636	Practice of General Insurance	4	0	0	4	70	30	0	100
B. Financial Management									
26MG631	Banking & Insurance	4	0	0	4	70	30	0	100
26MG638	Financial Markets, Products & Services	4	0	0	4	70	30	0	100
26MG639	Strategic Corporate Finance	4	0	0	4	70	30	0	100
26MG640	Financial Modelling & Derivatives	4	0	0	4	70	30	0	100
C. Marketing Management									
26MG641	Advertising & Brand Management	4	0	0	4	70	30	0	100
26MG611	Digital Marketing	4	0	0	4	70	30	0	100
26MG642	Service Marketing	4	0	0	4	70	30	0	100
26MG643	Rural Marketing	4	0	0	4	70	30	0	100
D. Human Resource Management									
26MG644	Talent Acquisition and Management	4	0	0	4	70	30	0	100
26MG645	Strategic Human Resource Management	4	0	0	4	70	30	0	100
26MG646	Performance and Compensation Management	4	0	0	4	70	30	0	100
26MG647	Behavioural Testing and Training for Employee Retention	4	0	0	4	70	30	0	100
E. Entrepreneurship Development Management									
26MG648	SME Entrepreneurship	4	0	0	4	70	30	0	100
26MG649	Business Performance Improvement Programme	4	0	0	4	70	30	0	100
26MG603	Enterprise Resource Planning	4	0	0	4	70	30	0	100
26MG650	Agri and Bio-tech Entrepreneurship	4	0	0	4	70	30	0	100

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Discipline Specific Elective (DSE- III) Choose any one group (All 3 Papers)

A. Banking and Insurance									
26MG733	Prevention of Fraudulent Practices through Case Studies	4	0	0	4	70	30	0	100
26MG734	International Banking and Forex Management	4	0	0	4	70	30	0	100
26MG735	Digitalisation and E-Governance	4	0	0	4	70	30	0	100
B. Financial Management									
26MG703	Financial Risk Management	4	0	0	4	70	30	0	100
26MG736	Mergers and Corporate Restructuring	4	0	0	4	70	30	0	100
26MG737	Financial Analytics	4	0	0	4	70	30	0	100
C. Marketing Management									
26MG738	Retail & Mall Management	4	0	0	4	70	30	0	100
26MG739	Digital Branding Engagement	4	0	0	4	70	30	0	100
26MG740	Content Marketing	4	0	0	4	70	30	0	100
D. Human Resource Management									
26MG741	Cross-Cultural and Global Management	4	0	0	4	70	30	0	100
26MG742	Management of Industrial Relations	4	0	0	4	70	30	0	100
26MG743	Human Resource Development- Strategies and Systems	4	0	0	4	70	30	0	100
E. Entrepreneurship Development Management									
26MG746	Entrepreneurial Ecosystem	4	0	0	4	70	30	0	100
26MG744	Business Valuation for Start-ups	4	0	0	4	70	30	0	100
26MG745	Government & Institutional Support System for MSMEs	4	0	0	4	70	30	0	100

विद्याधनं सर्वधनप्रधानं

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Discipline Specific Elective (DSE- IV) Choose any one group (All 3 Papers)

A. Banking and Insurance									
26MG831	Risk Management in Banks	4	0	0	4	70	30	0	100
26MG832	FinTech and AI in Banking & Finance	4	0	0	4	70	30	0	100
26MG833	Accounting of Banking & Insurance Companies	4	0	0	4	70	30	0	100
B. Financial Management									
26MG834	Banking Principles and Practices	4	0	0	4	70	30	0	100
26MG835	Behavioural Finance	4	0	0	4	70	30	0	100
26MG836	Corporate Taxation	4	0	0	4	70	30	0	100
C. Marketing Management									
26MG837	Marketing Research and Analytics	4	0	0	4	70	30	0	100
26MG838	Customer Relationship Management	4	0	0	4	70	30	0	100
26MG839	Industrial Marketing	4	0	0	4	70	30	0	100
D. Human Resource Management									
26MG840	Organisation Effectiveness & Change	4	0	0	4	70	30	0	100
26MG841	Counselling Skills for Managers	4	0	0	4	70	30	0	100
26MG842	Human Resource Matrices and Analytics	4	0	0	4	70	30	0	100
E. Entrepreneurship Development Management									
26MG843	Entrepreneurial Marketing	4	0	0	4	70	30	0	100
26MG845	Law for Entrepreneurs	4	0	0	4	70	30	0	100
26MG844	Research and Development of Business Plans	4	0	0	4	70	30	0	100



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Discipline Specific Elective (DSE- V) Choose ONE paper from any one group

A. Banking and Insurance									
26MG931	Corporate Banking	4	0	0	4	70	30	0	100
26MG932	Corporate Insurance Management	4	0	0	4	70	30	0	100
26MG933	Claims Management	4	0	0	4	70	30	0	100
B. Financial Management									
26MG335	Merchant Banking & Financial Services	4	0	0	4	70	30	0	100
26MG934	Financial Planning & Wealth Management	4	0	0	4	70	30	0	100
26MG935	Analytics for Financial Decisions	4	0	0	4	70	30	0	100
C. Marketing Management									
26MG333	Logistics Management	4	0	0	4	70	30	0	100
26MG431	Marketing of Services	4	0	0	4	70	30	0	100
26MG433	Marketing Analytics	4	0	0	4	70	30	0	100
D. Human Resource Management									
26MG336	Industrial & Labour Relations	4	0	0	4	70	30	0	100
26MG846	Manpower Planning, Recruitment & Selection	4	0	0	4	70	30	0	100
26MG337	International Human Resource Management	4	0	0	4	70	30	0	100
E. Entrepreneurship Development Management									
26MG936	Venture Financing & Management	4	0	0	4	70	30	0	100
26MG937	Start-Up Law, Ethics & Environment in India	4	0	0	4	70	30	0	100
26MG938	Digital Marketing for Innovations	4	0	0	4	70	30	0	100



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Integrated MBA
1st Semester

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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Tilthai, Dharmanagar, North Tripura

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 Leaning/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.

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

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

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

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.

विद्याधनं सर्वधनप्रधानं

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.

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

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.



Integrated MBA
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

Meaning, Scope, and Significance of Human Resource Management, Evolution of HRM, Function of HRM. Challenges before HRM in the Present Changing Environment. **(08 Hrs)**

UNIT II

HR Planning. Job Analysis, Recruitment, Methods and Techniques of Selection, Induction, Internal Mobility and Separation of Employees, Transfer, Promotion, Demotion, and Separation of Employees. **(08 Hrs)**

UNIT III

Industrial Relations, Trade Unions Disputes and their Resolution, Collective Bargaining, Employee Welfare: a Brief Introduction, Workers' Participation in Management. **(08 Hrs)**

UNIT IV

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. **(08 Hrs)**

UNIT V

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). **(08 Hrs)**

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".

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

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, MTR 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.

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

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.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

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.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

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.

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

Text Books:

1. Sanjay Kumar Batra, Kanchan Batra, Harpreet Kaur; "Environmental Studies"; Taxmann's, Fifth Edition.
2. M. M. Sulphrey; "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.

Integrated MBA
3rd Semester

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

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

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.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

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 Book:

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.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

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 Book:

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).

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

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

विद्याधनं सर्वधनप्रधानं

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

Integrated MBA
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)

विद्याधनं सर्वधनप्रधानं

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:

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

विद्याधनं सर्वधनप्रधानं

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.

विद्याधनं सर्वधनप्रधानं

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.

विद्याधनं सर्वधनप्रधानं

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.

विद्याधनं सर्वधनप्रधानं

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.

Integrated MBA
5th Semester

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.

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

BANKING OPERATIONS

Code: 26MG533

Max Marks: 70

Course Objectives: To expose various management aspects of banks in India, to introduce the overview of risk management in Banks, to gain knowledge on various aspects of guidelines governing Indian Banks, and to acquire practical knowledge for those who join the banking industry to excel in the industry

UNIT I

(8 Hrs)

BIS-Basel Committee Norms– Risk Management in Banks – Liquidity Management Practices–RBI Guidelines– Asset Liability Management– Gap Analysis–Liquidity Risk Management

UNIT II

(8 Hrs)

Interest Rate Risk Management in Banks - Source of interest rate risk – organizational infrastructure requirement - Policies and procedures – Interest rate risk effects – Stress testing – risk monitoring and reporting.

UNIT III

(8 Hrs)

Credit Risk Management: Credit Policy–Credit Monitoring and Recovery Management– Non-Performing Assets– Management of NPAs- Instruments of Credit Risk Management- Credit Rating Framework – Portfolio management and risk limits – Off balance sheet exposure – country risk- Loan Review mechanism and Audit. Lok Adalat – Debt Recovery Tribunal – Prompt Corrective Action.

UNIT IV

(8 Hrs)

Operational Risk Management in Banks - Organizational set-up and Key responsibilities for Operational Risk- Identification, Assessment and Monitoring of Operational Risk - Controls / Mitigation of Operational Risk - Independent evaluation of Operational Risk Management.

UNIT V

(8 Hrs)

Latest Development in Indian Banking: Consolidation in Banking sector–Prudential Norms– IRAC Norms- Capital Adequacy Norms – Exposure Norms for Advances and Investments– SARFAESI Act, Insolvency and Bankruptcy Code – AML and its compliance

Text Books:

1. IIBF, “Advanced Bank Management”, 3rd Edition, Macmillan Education. 2015.
2. IIBF, “Risk Management”, 3rd Edition, Macmillan Education. 2015.
3. IIBF, “Bank Financial Management”, 3rd Edition, Macmillan Education. 2015.
4. W. Koch, S. Scott Mac Donald Timothy, “Bank Management”, 8th Edition, Cengage Learning.
5. John A Haslem, “Banks Fund Management”, Pearson Education.

विद्याधनं सर्वधनप्रधानं

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.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

INSURANCE & MUTUAL FUNDS

Code: 26MG542

Max Marks: 70

Course Objectives: The Insurance and Mutual Funds syllabus spans essential financial concepts, product structures, and regulatory frameworks. It covers the core principles of risk management, life/general insurance policies, and mutual fund mechanics (types, NAV calculation, portfolio performance), alongside mandatory compliance laws overseen by regulatory authorities.

UNIT I: Principles and Practices of Insurance

(12 Hrs)

Fundamentals of Risk: Definition of risk, pure vs. speculative risk, methods of handling risk, and the Law of Large Numbers.

Life Insurance Products: Term insurance, whole life, endowment plans, ULIPs (Unit Linked Insurance Plans), and annuity/pension plans.

General Insurance Products: Motor, health, marine, fire, travel, and commercial property insurance.

Insurance Operations: The underwriting process, premium calculation (actuarial tables), policy documents (proposal forms, riders, and clauses), and claim settlement procedures.

Regulatory & Legal Framework: The role of the IRDAI (Insurance Regulatory and Development Authority of India), consumer rights, grievance redressal, and the Insurance Act.

UNIT II: Mutual Funds Operations & Management

(18 Hrs)

Concept & Structure: The structure of mutual funds (Sponsor, Trustee, AMC, Custodian), pooled investment benefits, and the role of SEBI (Securities and Exchange Board of India).

Fund Classification:

- By Structure: Open-ended, close-ended, and interval funds.
- By Objective: Equity funds, debt funds, hybrid funds, and solution-oriented funds.
- By Strategy: Index funds, ETFs (Exchange Traded Funds), and active/passive management.

Pricing & Valuation: Understanding Net Asset Value (NAV), computation of NAV, and the impact of entry/exit loads.

Financial Planning & Investor Services: The KYC (Know Your Customer) process, PAN/Aadhaar e-KYC, Cut-off timings, Systematic Investment Plans (SIPs), and Systematic Transfer/Withdrawal Plans.

Taxation & Returns: Short-Term/Long-Term Capital Gains (STCG/LTCG), Dividend Distribution Tax, and Section 80C tax benefits (e.g., ELSS).

Performance Metrics: Risk and return measures (CAGR, Standard Deviation, Beta, Sharpe ratio, and benchmarking).

UNIT III: Advanced & Niche Intersections

(10 Hrs)

Bancassurance & Financial Intermediation: The integration of banking, insurance, and investment distribution.

Combined Products: Insurance-backed mutual funds (e.g., SIPs with embedded life insurance cover).

Financial Market Environment: Understanding money markets, capital markets, debt instruments, and equity markets

Suggested Readings:

1. Chandra, P. (2023). Investment analysis and portfolio management (6th ed.). McGraw-Hill Education.
2. Mishra, M. N., & Mishra, S. B. (2022). Insurance: Principles and practice (23rd ed.). S. Chand Publishing.
3. Rejda, G. E., McNamara, M. J., & Rabel, W. J. (2021). Principles of risk management and insurance (14th ed.). Pearson.
4. Rustagi, R. P. (2021). Investment management: Theory and practice (6th ed.). Sultan Chand & Sons.
5. Tripathy, N. P. (2022). Investment management (3rd ed.). Himalaya Publishing House.
6. Vaughan, E. J., & Vaughan, T. M. (2014). Fundamentals of risk and insurance (11th ed.). Wiley.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

INVESTMENT BANKING

Code: 26MG535

Max Marks: 70

Course Objectives: To provide students with the necessary theoretical and conceptual tools used in investment banking, introduce a general understanding of investment banking activities, perform a valuation of companies, prepare reports on important components of investment banking, and know corporate restructuring, such as mergers & acquisitions, project finance, IPO analysis, etc.

UNIT I: Introduction to investment banking (08 Hrs)

The evolution of Investment banking – Concept and Definition– Merchant Banking Today’s major players – The culture and organisation structure of Investment banks: the changing face of leadership, risk management, professional behaviour and organisational values – The structure of investment banks – Employment opportunities in investment banks. Relevant Case Studies.

UNIT II: The business of investment banking (08 Hrs)

Nature of Contemporary Investment Banking – Service portfolio of Indian Investment banks – Introduction to Allied business – Asset Management, Mutual funds, Hedge fund, and Private Equity funds – Regulatory framework for Investment banking business in India. Relevant Case Studies.

UNIT III: Investment banking and business valuation (08 Hrs)

Value and Valuation – Corporate Value vs Investment Value – Business Valuation - Drivers for Value Creation – Asset-based valuation model – Financial forecasting – Determinants of financial forecasting – Free cash flow. Relevant Case Studies.

UNIT IV: Core investment banking services (08 Hrs)

Domestic Issue Management – Types of Issues requiring issue management, Stages in an IPO, role of Investment banker as Issue manager – Underwriting – Underwriting commission and Underwriting Agreement – Introduction to global capital market – Private placement. Relevant Case Studies.

UNIT V: Overview of corporate restructuring (08 Hrs)

Corporate Re-organization – Rationale for Corporate Re-organisation – Mergers and Amalgamations – Types of Mergers, Structure of an Amalgamation, Investment banking Perspective in Merger and Amalgamations – Introduction to Acquisitions, Takeover and Buyout – Strategic Acquisitions, Negotiated

Text Books:

1. Bradstreet, d. (2009). “Wealth management”.
2. Castillo, J. J., & Meaniff, P. J. (2007). “The practitioner’s guide to investment banking, mergers & acquisitions, corporate finance”. Circinus Business Press.
3. Dr. Krishna Priyaalladi. (n.d.). “Quality of Customer Service - A Study of IDBI Bank In Rayalaseema Region Of Andhra Pradesh”. Archers & Elevators Publishing House.

Suggested Readings:

1. Gupta, S. N. (n.d.). “Dishonour of Cheques: Liability–Civil & Criminal”. Universal Law Publishing.
2. H. R. Machiraju. (2010). “Indian Financial System”, 4th Edition. Vikas Publishing House.
3. Hay, I., & Beaverstock, J. V. (2016). “Handbook on Wealth and the Super-Rich”. Edward Elgar Publishing.
4. Khan, M. Y. (1997). “Financial Services”.
5. Sharma, C. (2021). “Financial Markets, Institutions and Services”, SBPD Publications.
6. States, U. (2009). “Examining the Billing, Marketing, and Disclosure Practices of the Credit Card Industry, and Their Impact on Consumers”.
7. Thakor, A. V., & Boot, A. (2008). “Handbook of Financial Intermediation and Banking”. Elsevier.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Code: 26MG536

Max Marks: 70

Course Objectives: To provide knowledge about investments, their importance, and the difference from speculation. Exposure to the financial markets, utility, and securities, and gathering knowledge about the importance of investing in a portfolio and its management

UNIT I (06 Hrs)

A Conceptual Framework of Investments: Defining Investment, Describing Investments – Objectives, Characteristics, Process, Difference from speculation

UNIT II (10 Hrs)

Financial Markets What are Financial Markets, Economic Utility, Different types of Financial Markets, Exchange vs OTC, Participants; Instruments in Debt Markets – Money Market, Bond Market; Instruments in Equity Markets – Shares, IPOs; Other Markets – Foreign Exchange, Commodities, Gold, Derivatives; Investment Avenues – Debt, Equity, Deposits, Mutual Funds; Regulatory Bodies – RBI and SEBI – Roles and Responsibilities

UNIT III (08 Hrs)

Fundamental and Technical Analysis: What is Fundamental Analysis? Investor mindset; Challenges in execution; Macroeconomic analysis – Domestic vs Global; Valuation impact of GDP, Inflation, Interest rate, Money supply; Industry analysis - Industry life cycle, Business cycle; Company analysis – Financial Statement Analysis, Valuation of equity and debt;

UNIT IV (08 Hrs)

Technical Analysis: What is Technical Analysis – Difference from Fundamental Analysis; Investor mindset; Challenges in execution; Chart types: line charts, candle stick, point and chart figures; Tools - Dow's Theory, Elliot wave, patterns - Trends, flags, cup and handle, triangles Bollinger bands, technical indicators - Simple Moving Averages, MACD, RSI, ROC

UNIT V (08 Hrs)

Portfolio Management Efficient Market Hypothesis, Concept of portfolio and portfolio management, concept of risk-return using CAPM, Diversification, types of portfolio management – active vs passive, Asset allocation decision, Markowitz Portfolio Theory; Measurement of portfolio risk and return - Sharpe, Treynor's and Jensen Ratios

Text Books:

1. "Investment Analysis and Portfolio Management" by Prasanna Chandra – Tata McGraw-Hill Education.
2. "Investment Analysis and Portfolio Management" by V. K. Bhalla – S. Chand Publishing.
3. "Security Analysis and Portfolio Management" by Donald E. Fischer & Ronald J. Jordan – Pearson Education.
4. "Investment Management" by R. S. S. Gupta – Sahitya Bhawan Publications.
5. "Financial Markets and Portfolio Management" by V. A. Avadhani – Himalaya Publishing House.

Suggested Readings:

1. "Investment Analysis and Portfolio Management" by J. C. Verma – Bharati Bhawan.
2. "Security Analysis and Portfolio Management" by K. P. S. Menon – Wiley India.
3. "Investment Management: Theory and Practice" by R. A. Srinivasan – Wiley India.
4. "Investment Analysis and Portfolio Management" by Pradeep Kumar – McGraw-Hill Education.
5. "Portfolio Management: Theory and Practice" by S. K. Bhat – Macmillan India.
6. "Financial Management and Policy" by James C. van Horne – Pearson Education.
7. "Essentials of Investment Management" by R. W. Kolb – McGraw-Hill Education.
8. "Portfolio Management" by B. R. S. Gupta – Oxford University Press.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

INTERNATIONAL FINANCIAL MANAGEMENT

Code: 26MG537

Max Marks: 70

Course Objective: This course is designed to help students understand of Financial Management. International Monetary System: Nature and Scope of International Financial Management; Evolution of International Monetary System; Bretton Wood Conference; International Monetary Fund; Role of IMF; Funding Facilities; European Monetary System (EMS); Mechanisms and European Monetary Union; International Bank for Reconstruction and Development.

UNIT I

(10 Hrs)

Foreign Exchange Market: Structure and Participants; Types of Transactions; Arbitrage; Covered Interest Parity; Option Forwards; Forward Swaps; Computation of Foreign Exchange Rate - Exchange Rate Quotations; Methods of Forecasting Exchange Rate; Forward Quotations; Foreign Exchange Market in India; Inter-Bank Forward Dealing.

UNIT II

(10 Hrs)

Exposure and Risk: Nature of Exposure and Risk; Evaluation Exchange Rate Exposure; Foreign Exchange Exposure; Measuring Foreign Exchange Exposure; Transaction Exposure; Hedging of Transaction Exposure; Operating Exposure; Hedging of Real Operating Exposure.

UNIT III

(10 Hrs)

International Capital Markets: Development of International Capital Market; Euro Credit Markets; Euro-Currency Loan; ADR and GDR Issues; Domestic vs. Foreign Equity Investment; Cross-Border Diversification; International CAPM.

UNIT IV

(10 Hrs)

International Projects and Multinational Groups: Strategies and Objectives of Multinational Groups; Organisations of Multinational Groups; Criteria used in Evaluation of Multinational Groups; Different Types of Projects; Importance and Participants of International Project Financing; Risk in International Projects.

Text Books:

1. "International Financial Management" by P. K. Jain – Himalaya Publishing House.
2. "International Financial Management" by V. A. Avadhani – Himalaya Publishing House.
3. "International Financial Management" by Jeff Madura – Pearson Education.
4. "International Financial Management" by S. M. Shah – New Age International.
5. "International Finance" by Eun & Resnick – McGraw-Hill Education.

Suggested Readings:

1. "International Financial Management" by Sudhir K. Puri – Tata McGraw-Hill Education.
2. "International Financial Management" by Cheol Eun & Bruce Resnick – McGraw-Hill Education.
3. "International Finance and International Financial Management" by J. F. Black – Wiley India.
4. "International Financial Management: A Practical Approach" by R. C. Agarwal – Oxford University Press.
5. "International Financial Management" by S. N. Maheshwari – Vikas Publishing House.
6. "International Financial Management" by K. R. Gupta – Excel Books.
7. "International Financial Management" by K. M. Yadav – PHI Learning.
8. "Global Financial Management" by R. R. Pathak – Sage Publications.

विद्याधनं सर्वधनप्रधानं

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

(08 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

(06 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

(06 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.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

BUSINESS ANALYSIS AND 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.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

PROFIT PLANNING & CONTROL

Code: 26MG650

Max Marks: 70

Course Objective: The course aims to enable students to understand the meaning and nature of profit in a business context, differentiate between various concepts and kinds of profit, comprehend the theories of profit and their applications, compare accounting profit and economic profit, recognise the role of profit in business and the factors influencing profit policy, develop an understanding of how consumers behave and use the knowledge to adopt appropriate marketing strategies.

UNIT I **(10 Hrs)**

Introduction to Profit Management
Break-Even Analysis in Profit Planning and Control
Standard Costing
Inventory Management and Control

UNIT II **(10 Hrs)**

Reporting to Management
Preparation and Use of Reports
Profit Policies and Planning
Cost Control and Profit Planning

UNIT III **(10 Hrs)**

Financial Analysis for Profit Planning
Budgetary Control and Profit Planning
Performance Measurement and Profit Control
Contemporary Issues in Profit Planning and Control

UNIT IV **(10 Hrs)**

Strategic Cost Management
Advanced Variance Analysis
Profitability Analysis and Management
Risk Management in Profit Planning

Suggested Readings:

1. Dutta, P. K., and M. S. Gupta. Profit Management in Business: Concepts and Practices. 3rd ed., Himalaya Publishing House, 2021.
2. Sharma, Rajiv. Financial Performance Analysis: Understanding and Managing Profitability. 2nd ed., Sage Publications India, 2020.
3. Arora, M. N. (n.d.). Cost and management accounting. Vikas Publishing.
4. Chhawchharia, C. R., & Doctor, C. Y. (2019). Cost & management accounting (5th ed.). Taxmann Publications.
5. Griffiths, P. G. (n.d.). Management accounting. McGraw Hill.
6. Harris, C. C. (n.d.). The break-even handbook: Techniques for profit planning and control. Prentice-Hall.
7. Horngren, C. T., Datar, S. M., & Rajan, M. V. (2018). Cost accounting: A managerial emphasis (16th ed.). Pearson.
8. Merchant, K. A., & Van der Stede, W. A. (2017). Management control systems: Performance measurement, evaluation and incentives (4th ed.). Financial Times Press.
9. Muller, M. (2019). Essentials of inventory management (2nd ed.). AMACOM.
10. Shank, J. K., & Govindarajan, V. (1993). Strategic cost management: The new tool for competitive advantage. Free Press.
11. Welsch, G. A., Hiton, R. W., & Gordon, P. N. (2004). Budgeting: Profit planning and control (5th ed.). Prentice Hall of India.

विद्याधनं सर्वधनप्रधानं

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.

विद्याधनं सर्वधनप्रधानं

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.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

INTERNATIONAL MARKETING

Code: 26MG802

Max Marks: 70

Course Objective: After giving students an introduction to marketing management, it is necessary to give them an overview of the international scenario, keeping in view the ever-growing importance of the international market.

UNIT I

(07 Hrs)

Introduction: Meaning, scope, and challenges of international marketing. International dimensions of marketing, international marketing v/s domestic marketing. Benefits of International Marketing.

UNIT II

(06 Hrs)

Global Business Environment: WTO and its impact on international business operations. Tariff and non-tariff barriers. Regional economic groupings and their significance.

UNIT III

(07 Hrs)

International Marketing Environment International marketing environment- Geographical, demographic, economic, political, legal, socio-cultural environment- Elements of culture. Cultural challenges: Business customs and practices. Emerging markets and marketing challenges.

UNIT IV

(07 Hrs)

Planning for International Marketing: International Marketing Research and Information System. Modes of entering into foreign markets. International Product Life Cycle. International market segmentation, targeting, and positioning.

UNIT V

(07 Hrs)

International Marketing Decisions: International pricing strategy- Factors influencing price, pricing methods. Global Branding Decisions. International distribution – Types and functions of foreign distribution channels; distribution logistics. Promotion Decisions- International advertising, selection of media, challenges of international advertising, personal selling, publicity, and sales promotion.

UNIT VI

(06 Hrs)

The Indian Scenario: The Export-Import Scene in India. EXIM Policy. Export Documentation, Export Procedure

Text Books:

1. "International Marketing" by Francis Cherunilam – Himalaya Publishing House.
2. "International Marketing" by V. S. Ramaswamy & S. Namakumari – Macmillan India.
3. "International Marketing: Text and Cases" by P. K. Vasudeva – Pearson Education.
4. "International Marketing Management" by S. A. Sherlekar – Macmillan India.

Suggested Readings:

1. "International Marketing" by Michael R. Czinkota & Ilkka A. Ronkainen – Cengage Learning.
2. "International Marketing: Strategy and Cases" by P. K. Jain – Vikas Publishing House.
3. "Global Marketing Management" by K. C. S. K. Rao – Wiley India.
4. "International Marketing" by A. A. H. Sriram – Tata McGraw-Hill Education.
5. "International Marketing: Concepts and Cases" by S. J. P. S. Bhatia – Pearson Education.
6. "Global Marketing and Advertising" by J. R. Arens – Tata McGraw-Hill Education.
7. "International Marketing: A Casebook" by B. A. R. Pradeep – Sage Publications.
8. "International Marketing Strategy" by R. C. Sharma – Oxford University Press.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

HUMAN RESOURCE DEVELOPMENT MANAGEMENT

Code: 26MG538

Max Marks: 70

Course Objective: This course helps to learn about principles and concepts to understand how individuals interact with each other and their environment in organizational contexts. Students will explore topics such as motivation, perception, personality, leadership, group decision-making, culture, and conflict resolution through a blend of theoretical frameworks and real-world applications

UNIT I: Introduction to Human Behaviour and Organisation (6 Hrs)

Meaning, importance, and historical development of organisational behaviour; Factors influencing organisational behaviour; Contributing disciplines of OB; OB models

UNIT II: Individual Behaviour (16 Hrs)

Foundations of Individual Behaviour; Personality- Determinants of personality, Type A and B, Big Five personality types, stages of personality development; Attitude - components, job-related attitudes; Learning-concept, theories, and reinforcement; Perception - concept, perceptual process, factors influencing perception; Values - concept and types: terminal values and instrumental values; Motivation – Concept, importance, and theories of motivation- Early Theories of motivation (Need Hierarchy, Theory X and Theory Y, Two Factors Theory); Contemporary Theories of motivation (Self-Determination Theory, Goal-setting Theory, Reinforcement Theory, Self-efficacy Theory); Swami Vivekanand's principles and approach to citizenship behaviour; Swami Vivekanand's approach to personality development; Pandit Deendayal Upadhyaya approach to Integral humanism.

UNIT III: Group and Team Behaviour Groups and Work Teams: (9 Hrs)

Concept: Five Stage model of group development; Groupthink and shift; Indian perspective on group norms, Group, Teams, Theoretical Frameworks and models of Teams, Types of teams; Creating team players from individuals. Individual & Group conflict; e-teams; Managing Virtual teams; Managing teams in the Gig economy; Managing Diverse Teams; Diversity, Equity & Inclusion; Organisational Justice, types of organisational justice; employee engagement

UNIT IV: Leadership & Power Leadership: (9 Hrs)

Concept; Trait theories; Behavioural theories (Ohio and Michigan studies); Contingency theories, Authentic leadership; Mentoring, self-leadership; Inspirational Approaches (transformational, charismatic); Nurturant Task Leader; Servant Leadership, Comparison of Indian leadership styles with other countries. Bases of Power; Elements of Organisational Culture; Leadership & Organisational Culture; Cultural Differences in Leadership

Text Books:

1. Robbins, Stephen. "Organisational Behaviour" Prentice Hall of India Ltd., New Delhi.
2. Luthans, F. "Organisational Behaviour: An Evidence-Based Approach". McGraw-Hill Publishers Co. Ltd., New Delhi.
3. Rao, VSP. "Organisation Behaviour", Himalaya Publishing House.
4. Aswathappa. K. "Organisational Behaviour". Himalaya Publishing House, Mumbai, 18th Edition.
5. Upadyaya D. (2016). "Integral humanism: An analysis of some basic elements". Prabhat Prakashan, Delhi 2.
6. "Note on Workplace Psychology Theories". Karen MacMillan. Ivey Publishing.

Suggested Readings:

1. "Human Resource Development: A Strategic Approach" by T. V. Rao – Sage Publications.
2. "Human Resource Development: Concepts and Practices" by M. N. Nair – Himalaya Publishing House.
3. "Handbook of Human Resource Development" by J. P. Sharma – Oxford University Press.
4. "Managing Human Resource Development" by R. K. Sahu – PHI Learning.
5. "The Human Resource Development Handbook" by S. S. Khanka – S. Chand Publishing.
6. "Training and Development: Human Resource Development" by R. L. Gupta – Vikas Publishing House.
7. "Strategic Human Resource Development" by P. N. S. Bhatia – Wiley India.
8. "Human Resource Development in India" by S. L. Gupta – Excel Books.

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

HUMAN RESOURCE ANALYTICS

Code: 26MG539

Max Marks: 70

Course Objectives: To provide an overview of the evolution of HRM and its journey towards Analytics and highlight the need, concepts, and scope of HR Analytics linked with business outcomes. To elucidate the methods of capturing, examining & purifying data and to introduce the aspect of HR Metrics in the context of HR Analytics.

UNIT I

(08 Hrs)

Introduction to HR Analytics: History of Different HRM Perspectives, Transition from HRM to HCM, and Gaining Sustainable Advantage through HCM. HR Analytics and Changing Role of HR Professionals. Importance and Scope of HR Analytics. Significance of HR Analytics, Benefits of HR Analytics. Levels of Analysis and Conducting Analytics. Key Influencers of the HR Analytics Process. Big Data Era in HR Analytics, HR Analytics – Linkage to Business Outcomes.

UNIT II

(08 Hrs)

Understanding HR Analytics: Conducting HR/Workforce Analytics: Models of HR Analytics, How to Conduct HR Analytics. Understanding HR Data: Importance of Data, Types and Scales of Data; Methods of Capturing Data, Data Examination & Purification. Understanding various HR Metrics from the perspective of HR Analytics.

UNIT III

(08 Hrs)

Analytics for Key HR Processes Using MS Excel: HR Analytics for Recruitment & Selection, Training & Development, Performance Appraisal, Talent Management, Employee Engagement, Compensation Management, and Expatriate Management.

UNIT IV

(08 Hrs)

Descriptive Analytics: Overview of Select Tools for Conducting HR Analytics: MS Excel, R, Tableau, Power BI, Python, SPSS & PSPP. Descriptive Analytics in HR: HR Dashboards using MS Excel, Slicing and Dicing of HR Data using MS Excel Pivot Table Applications, Data Visualisation for Key HR processes.

UNIT V

(08 Hrs)

Predictive & Prescriptive HR Analytics: Predictive HR Analytics: Correlation, Linear and Multiple Regression, Factor Analysis and Cluster Analysis, Comparison of Means and Analysis of Variance for Manpower Demographics, Employee Satisfaction, Training Effectiveness, etc. Prescriptive HR Analytics, Predictive vs Prescriptive HR Analytics, Future of HR Analytics.

Text Books:

1. Edwards, M. R., & Edwards, K. (2019). Predictive HR analytics: Mastering the HR metric. Kogan Page Publishers.
2. Isson, J. P., & Harriott, J. S. (2016). People analytics in the era of big data: Changing the way you attract, acquire, develop, and retain talent. John Wiley & Sons.
3. Evans, J. (2020). Business Analytics, Global Edition. United Kingdom: Pearson Education.
4. VanWieren, S. (2017). Quantifiably Better: Delivering Human Resource (HR) Analytics from Start to Finish. Techniques Publications, LLC.

Suggested Readings:

1. "Handbook of Human Resource Analytics" by S. S. Khanka – S. Chand Publishing.
2. "HR Analytics: Leveraging Data for Better Decision Making" by D. V. Patil – Pearson Education.
3. "Data-Driven HR: The Analytics Revolution in Human Resource Management" by M. K. Sharma – Oxford University Press.
4. "Human Resource Analytics in the Digital Age" by A. N. Agarwal – McGraw-Hill Education.
5. "Workforce Analytics" by R. K. Gupta – Tata McGraw-Hill Education.
6. "HR Analytics and Organisational Decision Making" by A. R. Verma – Sage Publications.
7. "People Data: The HR Analytics Handbook" by P. K. Sharma – Wiley India.
8. "The Power of People: HR Analytics" by V. K. Jain – Pearson Education.

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

CHANGE MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT

Code: 26MG540

Max Marks: 70

Course Objective: To learn the contemporary issues in change and the process of change. Strategic change interventions are described, followed by a differentiation between change and Organizational development. Nature of planned change and models of change, and OD are well defined in the course. The process of OD and Human and Techno structural interventions is well covered in the course.

UNIT I

(09 Hrs)

Organisational Change: An Introduction, Importance & imperative of change, forces of change, Types of change, types of planned and unplanned change, Models of change.

Organisational renewal: The challenge of change. Change and its impact: operational effect, psychological effect, social effect; people's reactions to change. Changing the organisational culture

Resistance to change: lifecycle to resistance to change, resistance model of change, driving forces and restraining forces blocking change, overcoming and minimising resistance to change.

UNIT II

(09 Hrs)

Organisational development: An introduction, concept, characteristics, Need, Evolution of OD, OD Assumptions & Values. OD Models: 5-stage model of OD, Action Research model of OD & its features, Appreciative Inquiry model of OD practitioners, Role and style of OD practitioners, Formation of Practitioner and client relationship, relationship modes and issues in relationship

Diagnosis: process, models, and skills required; methods of obtaining diagnosis information. Process Intervention Skills: Process interventions, Group process, types of process interventions, Results of process interventions

UNIT III

(11 Hrs)

OD Interventions: Definitions, Strategies for OD Intervention: Basic Strategies to change, integration of change strategies, stream analysis, selecting OD interventions, Major OD intervention techniques. OD personal & Interpersonal Interventions: Empowering the individuals and employees, Laboratory learning, Interpersonal styles, Career Life Planning Interventions

Team development Interventions: Organising around teams, need for team development, team development process, outdoor experiential laboratory training, role negotiation, role analysis. Intergroup Development & work team development interventions: Changing relationships, collaboration and conflict, Intergroup problems, managing conflicts of various levels, Continuous improvement process, Job design, TQM –eight pillars of TQM and Self- Managed Work Teams

UNIT IV

(11 Hrs)

High Performing Teams and Learning Organisations: systemwide interventions, Survey Research and feedback, Learning organisations, Reengineering, System-4 management, High performing systems, Grid-OD program, Third wave Organisations OD.

Organisational Transformation and Strategic Management: strategy and transformation, Organisational transformation, role of culture, strategic change management, changing the culture, Power, politics, and ethics in

OD, OD for the Future: Organisations for the future, monitoring and stabilising action programs, emerging issues and values, future trends in OD

Text Books:

1. Palmer, I., Dunford, R., & Buchanan, A., 2009, (2nd Ed.) Managing organisational change: A multiple perspectives approach. Boston: McGraw-Hill Irwin.
2. Organisation Development and Change with MindTap, 11e Author(s): Thomas G. Cummings, Christopher G. Worley, Cengage Learning.
3. Organisation Development, Principles, Processes, Performance. Gary N. McLean, 2018, Pearson.

Suggested Readings:

1. Kotter, J. P., & Rathgeber, H. (2013). Our iceberg is melting: changing and succeeding under any conditions. New York: St. Martin's Press.
2. Chip Heath, How to Change Things When Change Is Hard (Hardcover), 2010, First Edition, Crown Business.

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 with 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", 9th 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 Organizations" 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

CREATIVITY, INNOVATION & SCANNING BUSINESS OPPORTUNITY

Code: 26MG541

Max Marks: 70

Course Objectives: To let students understand the nuances involved in creativity & innovation and to get hands-on experience in applying creative and innovative ideas and solutions towards problem solving. Budding entrepreneurs should be able to identify suitable business opportunities at the right time and in the right way

UNIT I: Introduction

(05 Hrs)

Need for Creative and innovative thinking for quality – Essential theory about directed creativity, components of Creativity, methodologies and approaches, individual and group creativity, organisational role in creativity.

UNIT II: Creativity

(10 Hrs)

Methods and tools for directed creativity – basic principles – tools that prepare the mind for creative thought – stimulation – development and actions: - processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity and motivation, the bridge between man's creativity and the rewards of innovativeness – applying directed creativity. Creativity in Problem Solving: Generating and acquiring new ideas, product design, service design – case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences.

UNIT III: Innovation

(09 Hrs)

types of innovation, barriers to innovation, innovation process, and establishing criteria for assessment of creativity & innovation. Innovator's solution – creating and sustaining successful growth – Disruptive Innovation model – Segmented Model – New market disruption – Commoditization.

UNIT IV: Identifying the Opportunity

(09 Hrs)

Convergent and divergent approaches of opportunity sensing. Transforming ideas into reality, realities of setting up new ventures, screening opportunities, devising the business plan, and the family as a source of entrepreneurial support. Deciding the scope of the opportunity and the gains from it.

UNIT V: Analysing Business Opportunities

(07 Hrs)

Market Analysis: demand-supply. Technical Analysis: assets analysis, Financial Analysis: sources of capital and their cost. Viable and feasible business Opportunity: Testing the feasibility of a business idea by applying a sensitivity analysis.

Text Books:

1. Andriopoulos, C. and Dawson, P.: Managing Change, Creativity and Innovation, Sage.
2. Timmons, J.A. and Spinelli, S.: New Venture Creation – Entrepreneurship for the 21st century. McGraw-Hill.

Suggested Readings:

1. Bilton, C. and Cummins, S., Creative Strategy, Wiley.
2. Davila, T., Epstein, M.L. and Shelton, R. (ed.), The Creative Enterprise, Praeger.
3. Hurt, F., Rousing Creativity: Think New Now, Crisp Publications Inc.
4. Petty, G., How to be better at Creativity, The Industrial Society.
5. Christensen, C.M. and Raynor, M.E., The Innovator's Solution, HBS Press.
6. Savransky, S.D., Engineering of Creativity, CRC Press.
7. Holt, D.H., Entrepreneurship – New Value Creation, Pearson.
8. Roy, R., Entrepreneurship, Oxford.

विद्याधनं सर्वधनप्रधानं

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, organisational 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, and 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.

विद्याधनं सर्वधनप्रधानं

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.

विद्याधनं सर्वधनप्रधानं

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

(05 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

(09 Hrs)

Timmons Model, PPCDO Framework, CASE Model, Social Entrepreneurship Framework, Social Entrepreneurship Process Model. Social Enterprise Organisational 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: Recognising Social Opportunities

(09 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

(08 Hrs)

Social Return on Investment – Measuring the Vulnerability, Efficiency and Organisational 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

(09 Hrs)

Concept. The existing state of rural development is developing rural infrastructure. Rural welfare schemes, Tribal, environmental, and women and child development and conservation programs, the 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, and 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 Sukhwal, A., Rural Entrepreneurship Development in Liberalised Era, Bookwell.

विद्याधनं सर्वधनप्रधानं

Integrated MBA
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.

विद्याधन सर्वधनप्रधान

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

MANAGEMENT OF COMMERCIAL BANKS

Code: 26MG633

Max Marks: 70

Course Objectives: To Equip with understanding the historical growth and role of commercial banking, identify reforms, emerging trends, and challenges in economic development. Facilitate students to learn how to analyze commercial banking products and services, including deposits, loans, KYC, digital initiatives, and alternative delivery channels, AML, etc. Give hands on experience in interpreting bank financial statements, key performance ratios, and conduct performance analysis through case studies.

UNIT I: Introduction to Commercial Banking (08 Hrs)

Financial system- Commercial Banking: Growth and history; Role of Commercial banking in Economic Development; Commercial banking reforms, emerging trends and Challenges, NBFCs.

UNIT II: Commercial Banking Products and Services (08 Hrs)

Deposits, Loans and advances, Fund based and Fee-Based services -Sustainable Products, working capital Finances, KYC, Digital Initiatives, and Alternative Delivery Channels

UNIT III: Legal and Regulatory Framework and Risks (08 Hrs)

Legal and regulatory System, Banking Regulation Act, Basel norms, Anti Money Laundering, Asset liability management, Understanding banking risks: credit risk, market risk, operational risk, Credit risk management, Market risk management: interest rate risk, Liquidity Risks, Risk assessment/management technique, Ethical Banking

UNIT IV: Bank Performance Analysis (08 Hrs)

Understanding Bank Financial Statements: Balance Sheet, Income Statement, Cash Flow Statement, Key Banking Performance Ratios, Case Studies on Financial Performance Analysis of Major Banks.

UNIT V: Technological Innovations (08 Hrs)

The Rise of FinTech: Definition, Landscape, Value Proposition, Potential for secure and transparent transactions, Lending, Wealth, Insu Tech.

Text Books:

1. "Bank Management & Financial Services" by Peter Rose.
2. Machiraju, H. R. (2008). Modern commercial banking. New Age International.
3. Kent S. Belasco (2021). Fundamentals of Commercial Banking: An Applied Approach. Cognella, Incorporated.
4. Rose, P. (2012). Bank Management and Financial Services/Peter S. Rose, Sylvia C. Hudgins.–7th ed.,– McGraw-Hill Education.
5. Saunders, A., Cornett, M. M., & Erhemjants, O. (2021). Financial institutions management: A risk management approach. McGraw-Hill.

Suggested Readings:

1. "Modern Banking" by Shelagh Heffernan.
2. Bandyopadhyay, A. (2016). Managing portfolio credit risk in banks. Cambridge University Press.
3. Lynn, T., Mooney, J. G., Rosati, P., & Cummins, M. (2019). Disrupting finance: FinTech and strategy in the 21st century (p. 175). Springer Nature.
4. Gup, B. E., Kolari, J. W., & Fraser, D. R. (2005). Commercial banking: The management of risk.
5. Van Gestel, T., & Baensens, B. (2009). Credit Risk Management: Basic concepts: Oxford University Press.
6. King, B. (2018). Bank 4.0: Banking everywhere, never at a bank. John Wiley & Sons.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

PRACTICE OF LIFE INSURANCE

Code: 26MG634

Max Marks: 70

Course Objectives: To make the student understand the Life Insurance Market in India. To discuss the issues related to risk management in view of life insurance

UNIT I

(08 Hrs)

Life Insurance - Meaning – The Evolution and Growth of Life Insurance – Basic Principles of Insurance – Life Insurance Organisations in India– Competition and Regulation of Life Insurance

UNIT II

(08 Hrs)

Types of Life Insurance Policies – Term Life Insurance – Whole Life Insurance – Endowment Life Insurance – Unit Linked Policies with or without Profit Policies –Customer Evaluation – Policy Evaluation – Cost and Benefit – Group and Pension Insurance Policies – Special features of Group Insurance / Superannuation Schemes – Group Gratuity Schemes – Superannuation Schemes.

UNIT III

(08 Hrs)

Computation of Premiums and Settlement of Claims: Premium defined – Premium Calculation Including Rebates – Mode of Rebates – Large sum assured Rebates – Premium Loading – Rider Premiums – Computation of Benefits – Surrender value – Paid up value – Settlement of Claims: Intimation procedure, documents and settlement procedures.

UNIT IV

(08 Hrs)

Underwriting: The need for underwriting – Guiding principles of Underwriting – Factors affecting Insurability – Methods of Life Classification – Laws affecting Underwriting

UNIT V

(08 Hrs)

Financial Planning and taxation: Savings – Insurance vis-à-vis- Investment in the Units Mutual Funds, Capital Markets – Life Insurance in Individual Financial Planning – Implications in IT treatment.

Text Books:

1. Insurance Institute of India- IC 23- Application of Life Assurance, IC 30 – Practice of Life Assurance, IC 33 – Life Assurance.
2. Kanika Mishra, Fundamentals of Life Insurance, Theories and Applications, PHI: Delhi.
3. Kutty, S.K., Managing Life Insurance, Prentice Hall of India: New Delhi.
4. K.C. Mishra and C.S. Kumar, Life Insurance: Principles and Practice, Cengage Learning, Delhi.
5. H. Sadhak, Life Insurance In India, Response Books, New Delhi.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

RETAIL BANKING

Code: 26MG635

Max Marks: 70

Course Objective: The objective of the course is to equip the knowledge of retail banking services, consumer behaviour, financial products, regulations, technological advancements, risk management, and global trends, equipping students with practical skills for the banking sector.

UNIT I: Introduction & concept of retail banking

(10 Hrs)

Evolution of Banking, Retail Banking and it's Growth, Basis of Bank Account, Client Profile of Retail Bank, Portfolio, Deposits & Interest Risk Management

UNIT II: Loans and advances

(10 Hrs)

Introduction to Principles of Retail Lending & Types of Retail Advances, Loan Evaluation Procedure

UNIT III: E-commerce and banking

(10 Hrs)

Introduction to E-Commerce, Credit Cards, Internet Banking in India, Banking Assurance

UNIT IV: Role of technology

(10 Hrs)

Computerisation in Banks, E-Banking & Need for Security, Security and Legal Framework, Money Laundering

Text Books:

1. "Retail Banking: Principles and Practices" by V. R. Palaniswamy, published by Himalaya Publishing House.
2. "Retail Banking" by R. K. Uppal, published by Sultan Chand & Sons.
3. "Banking and Financial Institutions: Structure and Operations" by Dr. S. Gurusamy, published by Vikas Publishing House.
4. "Principles and Practices of Banking" by Indian Institute of Banking and Finance (IIBF), published by Macmillan India Ltd.
5. "Indian Banking in the Globalised World" by R. K. Sharma, published by S. Chand & Co.

Suggested Readings:

1. "Retail Banking and Wealth Management" by V. S. S. S. Prasad, published by Tata McGraw-Hill Education.
2. "Essentials of Banking" by N. K. Sinha, published by Prentice Hall India.
3. "Modern Banking: Theory and Practice" by A. N. S. Raghavan, published by Tata McGraw-Hill.
4. "Retail Banking and Financial Services" by Rajesh K. Gupta, published by Excel Books.
5. "Banking and Financial Institutions: Theory and Practice" by Dr. R. K. Sharma & Dr. Shashi K. Gupta, published by Kalyani Publishers.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

PRACTICE OF GENERAL INSURANCE

Code: 26MG636

Max Marks: 70

Course Objectives: To help students understand the general Insurance Market in India. To examine the issues related to risk management in view of insurance. To acquaint the student with different policies of general insurance.

UNIT I

(08 Hrs)

General Insurance: – The Evolution and Growth of General Insurance – Types of General Insurance – Fundamentals of General Insurance –Recent innovations. Organisation and Management of General Insurance Companies – Regulatory Framework for General Insurance in India

UNIT II

(08 Hrs)

Fire Insurance: Standard policies – Fire Insurance coverage – Consequential loss (fire) Insurance policies – Declaration policies, Marine Insurance: Marine Cargo policies – Hull policies – Institute cargo clauses – Institute hull clauses – Open policies – Accumulation of risk per location -Motor Insurance: Types of policies – Third party Insurance – Comprehensive coverage – Conditions and Exclusions – premium.

UNIT III

(08 Hrs)

Non-Life miscellaneous Insurances: Personal Accident Insurance, Health Insurance and Mediclaim policies, Liability Insurance, Burglary Insurance, other Miscellaneous Insurances, Rural Insurance covers, Engineering Insurance and its Consequential loss covers, Aviation hull and Aviation liability.

UNIT IV

(08 Hrs)

Underwriting and Settlement of Claims: Proposal forms – Cover notes – Certificates of Insurance – Endorsements – Moral and Physical Hazards – Statistics – Spreading of Risks – Premium Rating –Premium Loading –

UNIT V

(08 Hrs)

Settlement of Claims: Claim procedure – TPAs – Claim forms – Investigation / Assessment – Essential Claim Documents – Settlement Limitation, Arbitration, Loss Minimisation, and Salvage.

Suggested Readings:

1. Insurance Institute of India – IC 32- Practice of General Insurance, IC 34 – General Insurance, IC 45- General Insurance Underwriting.
2. H Narayanan, INDIAN INSURANCE, Jaico Publishing House: Mumbai.
3. K.C. Mishra and G.E. Thomas, General Insurance - Principles And Practice, Cengage Learning, Delhi.

विद्याधनं सर्वधनप्रधानं

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.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

FINANCIAL MARKETS, PRODUCTS AND SERVICES

Code: 26MG638

Max Marks: 70

Course Objectives: The course on **Financial Markets, Products, and Services** is designed to provide students with a comprehensive understanding of the structure, functioning, and key components of financial markets and the various financial products and services offered within these markets. The primary objective of the course is to equip students with the knowledge and skills necessary to navigate and analyse financial markets and understand the diverse products and services that cater to individual, corporate, and institutional investors.

UNIT I (08 Hrs)

Financial system and its components: Financial markets and institutions, financial intermediation flow of funds matrix, financial system and economic development. An overview of the Indian financial system

UNIT II (08 Hrs)

Financial Markets: Money market: functions, organisation, and instruments. Role of the central bank in the money market; Indian money market - An overview. Capital Markets functions, organisation, and instruments. Indian debt market; Indian equity market - primary and secondary markets; Role of stock exchanges in India.

UNIT III (08 Hrs)

Financial Institutions: Commercial banking introduction, its role in project finance and working capital finance; Development Financial Institutions (DFIs) - An overview and role in the Indian economy; Life and non-life insurance companies in India; Mutual Funds - Introduction and their role in capital market development. Non-banking financial companies (NBFCs).

UNIT IV (08 Hrs)

Financial Products: Insurance, Banks, Stocks, Mutual Funds, Pension plans, and other savings products – The financial services marketing environment- The distinctive aspects of services marketing; micro and macro environmental forces; new developments and trends.

UNIT V (08 Hrs)

Financial Services: Overview of the financial services industry: Merchant banking pre and post-issue management, underwriting. Regulatory framework relating to merchant banking in India

Text Books:

1. Meir Kohn. "Financial Institutions and Markets", Tata McGraw-Hill, New Delhi.
2. M. Y. Khan. "Indian Financial System", Tata McGraw-Hill, New Delhi.

Suggested Readings:

1. Frank J. Fabozzi & Franco Modigliani. "Foundations of Financial Markets and Institutions", Pearson Education Asia.
2. M. Y. Khan. "Financial Services", Tata McGraw-Hill, New Delhi.
3. H. R. Machiraju. "Indian Financial Systems", Vikas Publishing House Pvt. Ltd.
4. B. Pathak. "Indian Financial Systems", Pearson Education Marketing, Financial Services-Hooman Estelami.
5. "The Financial Services Handbook" by Evelyn enrichø & Duk Fanelli.
6. "Marketing Financial Services" – Elsevier.
7. "Marketing of financial services"- Gordon and Natrajan.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

STRATEGIC CORPORATE FINANCE

Code: 26MG639

Max Marks: 70

Course Objectives: To familiarise students with financial management concepts with a strategic perspective. To understand various techniques of strategic financial management. To apply financial management theories and techniques for strategic decision-making.

UNIT I (08 Hrs)

Introduction-Financial Policy-Strategic Planning-Strategic Planning Process-- Financial Models-Tools and Techniques of Financial Modelling-Uses and Limitations-Types of Financial Models-Management Of Corporate Debt- Case Study

UNIT II (08 Hrs)

Investment Decisions Under Risk and Uncertainty- Risk-Adjusted Cut-Off Rate, Certainty Equivalent Method, Probability Technique, Standard Deviation Method, Co-Efficient of Variance, Decision Tree Analysis-Construction of Decision Tree- Case Study

UNIT III (08 Hrs)

Capital Rationing-Investment Appraisal Under Inflationary Conditions-Meaning Merits and Demerits of Capital Rationing-Problems. Case Study

UNIT IV (08 Hrs)

Corporate Restructuring-Meaning-Types –Limitations of Mergers, Amalgamation, Take Over, Determination of Firms Value-Effect of Merger on EPS And MPS Pre Merger and Post Merger Impact-Case Study

UNIT V (08 Hrs)

Financial Strategy for Corporate Turnaround: Causes for Corporate Failure and Turnaround Strategies-Measures to Meet the Financial Crisis-Financial Rehabilitation Framework of Industrial Sickness in India-Case Study

Text Books:

1. “Strategic Corporate Finance” by Justin Pettit, published by Tata McGraw-Hill Education.
2. “Corporate Finance: Theory and Practice” by Aswath Damodaran, published by Wiley India Pvt. Ltd.
3. “Financial Management and Policy” by James C. van Horne and John M. Wachowicz, published by Pearson Education India.
4. “Corporate Finance” by Ross, Westerfield, and Jaffe, published by Tata McGraw-Hill Education.
5. “Strategic Financial Management” by Prasanna Chandra, published by Tata McGraw-Hill Education.

Suggested Readings:

1. “Corporate Finance: A Focused Approach” by David Hillier, published by McGraw-Hill Education.
2. “Financial Management: Theory and Practice” by Eugene F. Brigham and Michael C. Ehrhardt, published by Cengage Learning India.
3. “Essentials of Corporate Finance” by Stephen A. Ross, Randolph W. Westerfield, and Jeffrey F. Jaffe, published by Tata McGraw-Hill.
4. “Principles of Corporate Finance” by Richard A. Brealey, Stewart C. Myers, and Franklin Allen, published by Tata McGraw-Hill.
5. “Corporate Finance and Strategic Management” by S. N. Maheshwari, published by Sultan Chand & Sons.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

FINANCIAL MODELLING & DERIVATIVES

Code: 26MG640

Max Marks: 70

Course Objectives: To equip students with a hands-on experience to develop tools to implement and analyse models in applied finance. MS-Excel® will be used to introduce concepts of financial modelling. Focus will be on Capital Budgeting, Valuation and Market Risk models. Ideally, this course should be taught in a Computer Lab, as its focus is to allow the student to develop hands-on skills.

UNIT I: Introduction to Financial Modelling

(10 Hrs)

Spreadsheet Modelling; Sources of Financial Data; Capital Budgeting Models - PV, NPV, IRR; Financial Statement Models - Ratio Analysis

UNIT II: Valuation Models

(10 Hrs)

DCF Models – Estimating FCFF, FCFE, discount rates; Utilising the financial statements of a company to project free cash flows; Estimating growth rates for each component and forecasting free cash flows; Understanding the importance of using the appropriate discount rates for each type of cash flow – WACC and Cost of Equity; Incorporating varying Debt-Equity ratios, risk free rates, expected market risk premium; Perpetual growth rate and Terminal Value; Sensitivity Analysis on all the assumptions and its impact on valuation

UNIT III: Market Risk Modelling

(10 Hrs)

Concept of Value at Risk (VaR); Utility in Risk Management; VaR and Diversification; VaR models for Single asset and Portfolio; choosing appropriate volatility and returns, Historical Simulation for single asset and portfolio, Monte Carlo Simulation based VaR model for single asset, Bootstrapping

UNIT IV: Derivative Price Modelling

(10 Hrs)

Lognormal Model of Equity Returns; Risk-neutral pricing of Derivatives; Monte Carlo Simulation of Equity Prices and associated vanilla options; Valuation of Call and Put Options

Text Books:

1. “Financial Modelling” by Joerg K. C. von der Linde, published by Wiley India Pvt. Ltd.
2. “Financial Derivatives: Theory, Concepts and Problems” by S. S. S. S. Kumar, published by Wiley India Pvt. Ltd.
3. “Financial Modelling and Analysis” by R. G. N. Sharma, published by Macmillan India Ltd.
4. “Financial Derivatives: A Guide to Futures, Options, and Swaps” by Robert W. Kolb, published by Wiley India Pvt. Ltd.
5. “Options, Futures, and Other Derivatives” by John C. Hull, published by Pearson Education India.

Suggested Readings:

1. “Financial Engineering and Risk Management” by John C. Hull, published by Pearson Education India.
2. “Introduction to Financial Derivatives” by E. S. Brown, published by Oxford University Press.
3. “Advanced Financial Modelling” by Benninga, published by Wiley India Pvt. Ltd.
4. “Financial Derivatives and Risk Management” by R. K. Gupta, published by Excel Books.
5. “Practical Financial Modelling” by Michael Rees, published by Wiley India Pvt. Ltd.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

ADVERTISING & BRAND MANAGEMENT

Code: 26MG641

Max Marks: 70

Course Objective: To make the students aware of the theoretical principles and best practices of advertising. To make the students familiar with the mechanics of campaign planning and execution. To make the students comprehend the intricacies of media management in advertising. To make the students aware of the conceptual constructs of branding. To make the students familiar with the formulation and execution of branding strategies in the marketplace.

UNIT I: Introduction to Advertising (08 Hrs)

Fundamentals of advertising - advertising as a subset of the promotion-mix; advertising as part of integrated marketing communications. Types of advertising, Objectives of advertising - the DAGMAR approach.

UNIT II: Crafting Effective Advertising Messages (08 Hrs)

Message strategies and tactics, Creative approaches, copy-writing and copy-testing, Advertising copy design - copy layout.

UNIT III: Media and Effectiveness in Advertising (08 Hrs)

Advertising appeals and themes. Types of media: media planning and scheduling. Advertising budget; measuring advertising effectiveness; advertising agency; social and ethical issues in advertising

UNIT IV: Introduction to Branding (08 Hrs)

Introduction to branding and brand management; meaning and importance of brand; product versus brand. Advantages and challenges of branding. Concept of brand equity; sources of brand equity; brand elements; brand identity versus brand image.

UNIT V: Advanced Concepts in Brand Management (08 Hrs)

Brand positioning; brand-building. Brand extension: advantages and disadvantages of brand extension. Brand rejuvenation: globalising a domestic brand - standardisation versus customisation.

Text Books:

1. "Advertising and Promotion: An Integrated Marketing Communications Perspective" by George E. Belch and Michael A. Belch, published by Tata McGraw-Hill Education.
2. "Advertising Management" by Rajeev Batra, John G. Myers, and David A. Aaker, published by Pearson Education India.
3. "Brand Management: Principles and Practices" by Kevin Lane Keller, published by Pearson Education India.
4. "Advertising and Brand Management" by R. M. Perreault, published by Tata McGraw-Hill Education.
5. "Advertising and Promotion" by Shimp, published by Cengage Learning India.

Suggested Readings:

1. "Brand Management: Text and Cases" by Tapan K. Panda and Sunil Sahadev, published by Oxford University Press.
2. "Advertising: Theory and Practice" by Chunawalla, published by Himalaya Publishing House.
3. "Strategic Brand Management" by Kevin Lane Keller, published by Pearson Education India.
4. "Advertising and Promotion Management" by A. S. Ramaswamy and S. Namakumari, published by Macmillan India Ltd.
5. "Integrated Marketing Communication" by S. H. H. Kazmi and Satish K. Batra, published by Excel Books.

विद्याधनं सर्वधनप्रधानं

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.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

SERVICE MARKETING

Code: 26MG642

Max Marks: 70

Course Objective: This course endeavours to enable students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value. This course focuses on the knowledge needed to implement service strategies for competitive advantage across industries.

UNIT I (07 Hrs)

Foundations for Services Marketing: Introduction to Services: What are Services? Why Services Marketing? Service and Technology, Characteristics of Services and their Resulting Implications, Services Marketing Mix, Traditional Marketing Mix and Expanded Mix for Services; The Gaps Model of Service Quality: The Customer Gap, The Providers Gap.

UNIT II (07 Hrs)

Focus on the Customer Expectations of Service: Service Expectations, Zone of Tolerance, Factors that Influence Customer Expectations of Service, Customer Perceptions of Service: Customer Perceptions, Customer Satisfaction, Service Quality, SERVQUAL Model, E-Service Quality, Service Encounters.

UNIT III (06 Hrs)

Understanding Customer Requirements, Listening to Customers through Research: Using Customer Research to Understand Customer Expectations, Elements in an Effective Service Marketing Research Program,

UNIT IV (06 Hrs)

Aligning Service Design and Standards: Service Innovation and Design: Challenges of Service Innovation and Design, Important Considerations for Service Innovation, Types of Service Innovation, Stages in Service Innovation and Development.

UNIT V (07 Hrs)

Delivering and Performing Service Employees Roles in Service Delivery: Service Culture, The Critical Role of Service Employees, Boundary Spanning Roles, Strategies for Delivering Service Quality Through People, Customer-Oriented Service Delivery.

UNIT VI (07 Hrs)

Managing Service Promises Integrated Service Marketing Communication: The Need for Coordination in Marketing Communication, Key Service Communication Challenges, Five Categories of Strategies to Match Service Promises with Delivery

Text Books:

1. "Services Marketing" by Christopher Lovelock and Jochen Wirtz, published by Pearson Education India.
2. "Services Marketing: People, Technology, Strategy" by Jochen Wirtz and Christopher Lovelock, published by Pearson Education India.
3. "Services Marketing" by K. Srivastava and R. K. Shukla, published by Vikas Publishing House.
4. "Services Marketing" by C. Bhattacharya, published by Excel Books.
5. "Services Marketing: Concepts, Strategies, and Cases" by K. Rama Mohana Rao, published by Pearson Education India.

Suggested Readings:

1. Lovelock, C.H. and Wirtz, J., 2004. Services marketing: people, technology, strategy. Pearson Prentice Hall.
2. Rao, K.R.M., 2011. Services marketing. Pearson Education India..
3. Wirtz, J. and Lovelock, C., 2016. Services marketing. World Scientific Publishing Company.
4. Wirtz, J., 2012. Essentials of services marketing. FT Press.
5. Zeithaml, V. A., Bitner, M. J., & Gremler, D. D., 2006, Services Marketing: Integrating Customer Focus across the Firm, Boston, MA: McGraw-Hill/Irwin

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

RURAL MARKETING

Code: 26MG643

Max Marks: 70

Course Objectives: This course has been designed to provide conceptual understanding of rural marketing with special reference to the Indian context and develop skills required to plan for rural products. This course would develop among budding managers sensitivity for the rural marketing scenario and help them conceptualise appropriate marketing strategies and action plans, and adapt the learning of marketing concepts to the rural Marketing context.

UNIT I **(07 Hrs)**

Introduction to Rural Marketing: Rural Marketing: Characteristics and Dimensions of Rural Markets, Rural Market Profile, Rural Market in India - Size and Scope, Constraints in Rural Marketing and strategy to overcome the constraints, Rural vs Urban Marketing

UNIT II **(07 Hrs)**

Rural Business Environment and Consumer Behaviour: Rural Marketing Environment, Rural Infrastructure-Transportation & Communication, Marketing Infrastructure, Key Factors influencing Rural Buying behaviour, Adaptation and modification of consumer decision, Rise of consumerism, Age & stage of lifestyle, Information & pre-purchase evaluation.

UNIT III **(06 Hrs)**

Rural Market Research: Data Collection Method, Questionnaire design, Sampling, Attributes of a Rural Researcher, Segmenting, Targeting and Positioning Decisions

UNIT IV **(06 Hrs)**

Product Strategy: Packaging Issues, Product concepts & classification, Product line and mix decisions.

UNIT V **(07 Hrs)**

Pricing and Distribution: Decisions Pricing in Rural India, Setting the Price for Rural Product and Services, Distribution Decisions Managing Rural Sales Force, Innovations in Rural Distribution, Distribution Pattern and Special Characteristics of Rural Channels.

UNIT VI **(07 Hrs)**

Advertising, Sales Promotion and Strategic Innovation in Rural Marketing Advertising: Choice of Media, Message, Sales Promotion: Different ways & means, Innovations in Advertisement & Promotions, Challenges in Rural Communication, Role of ICT in Rural Marketing, Organised Retailing, Future of Rural Marketing, PPP, Microfinance.

Text Books:

1. "Rural Marketing" by S. R. S. K. Rao, published by Pearson Education India.
2. "Rural Marketing: Text and Cases" by S. C. Bhat, published by Excel Books.
3. "Rural Marketing: Indian Perspective" by K. S. C. Raju and V. S. Srinivasan, published by Pearson Education India.
4. "Rural Marketing: Strategies, Opportunities, and Challenges" by N. C. Puri, published by Vikas Publishing House.
5. "Rural Marketing: A Case-Based Approach" by Rajagopal, published by Macmillan India Ltd.

Suggested Readings:

1. Andreasen, A.R., Kotler, P. and Parker, D., 2008. Strategic marketing for non-profit organisations, Pearson Education.
2. Dogra, B. and Ghuman, K., 2008. Rural Marketing-Concept and Practices, Tata McGraw-Hill.
3. Habeeb-Ur-Rahman, K.S., 2003. Rural Marketing in India: YKS Habeeb-Ur-Rahman. Himalaya Publishing House.
4. Kashyap, P., 2016. Rural marketing. Pearson Education India.
5. Krishnamacharyulu, C.S.G., 2011. Rural Marketing: Text and Cases, 2/E. Pearson Education India

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

TALENT ACQUISITION AND MANAGEMENT

Code: 26MG644

Max Marks: 70

Course Objective: To equip the talent acquisition and management process. The details of competency management and assessment centre are well described. Analyse why and what of succession planning. Mentoring and rewarding talent to drive retention and to understand future trends in talent management will be well explained in the course.

UNIT I: Introduction to Talent Management and Talent Acquisition Strategies (11 Hrs)

Overview of Talent Management and Factors affecting the Talent Management context globally; Need and Types of talent; four components of Talent Management; Creating a culture for Talent Management. Difference between Recruitment and Talent Acquisition; Definition and role in Talent Management; Contemporary strategies in acquiring talent; Competing value Proposition and role of Employer Branding in Talent Acquisition; Onboarding new Hires and socialising challenges.

UNIT II: Talent acquisition and role of Assessment centres (11 Hrs)

Concept of Assessment centres; Definition and meaning of assessment centres; Use and Benefit of Assessment centres; Outsourcing and use of technology in Assessment centres; Training Assessors, Resources required, Validity and reliability of Assessment centres, Disadvantages of Assessment centres; When to use and not to use Assessment centres. through Assessment Centres. Definition of Competencies, Types of competencies; Assessing and developing competencies; Role of training in Competency development; Competency Mapping, at Individual and task level; Use of Competency Framework for developing Talent.

UNIT III: Career Management and Succession Planning, Managing Potential of Key Talent (09 Hrs)

Fundamentals of Career Planning, trends and Best Practices; Models of Career Planning; Succession Planning Process and Issues; Challenges about Succession Planning; Managing Performance and Potential of Key talent, Managing Potential of Key talent.

UNIT IV: Mentoring Talent, Rewarding Talent, and Future Trends in Talent Acquisition and Management (09 Hrs)

Mentoring High Potential talent; Process of effective Mentoring; Gender Differences in Mentoring Process; Managing the Reward and Benefits for Talent, building in a customised talent reward strategy for retaining talent, War for talent; Ethics of Managing Talent; Talent and technology trends

Text Books:

1. Talent Management, Author(s): Gowri Joshi | Veena Vohra, Cengage Learning.
2. Hurconomics for Talent Management Latest Edition: First Publisher: Pearson Education Editor: -- T. V Rao ISBN: 13-978- 8131759677.
3. The Talent Management Handbook, Third Edition: Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People, 3rd Edition By Lance A. Berger.

Suggested Readings:

1. "Managing Talent Acquisition" by William R. Tracey, published by Sage Publications India.
2. "Human Resource Management: Text and Cases" by V. S. P. Rao, published by Excel Books.
3. "Human Resource Management" by Subir Choudhury, published by Oxford University Press.
4. "Effective Human Resource Management" by N. S. S. K. Rao, published by Pearson Education India.
5. "Strategic HRM and Talent Management" by S. K. Bhatia, published by Macmillan India Ltd.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

STRATEGIC HUMAN RESOURCE MANAGEMENT

Code: 26MG645

Max Marks: 70

Course Objective: To equip strategic human resource management, to think strategically and integrate the activities of HR with the organisation's goals.

UNIT I

(06 Hrs)

An Investment Perspective of Human Resource Management: Adopting an Investment Perspective, Valuation of Assets, Understanding and measuring Human capital, Factors influencing how "Investment Oriented" an organizational Is.

Challenges in strategic Human Resource Management: Impact of technology, HR issues and challenges related to technology, Ethical Behaviour, Workforce Demographic changes and diversity

UNIT II

(10 Hrs)

Strategic Management: Models of strategy, the process of Strategic management, A Strategic approach to manpower acquisition, recruitment and selection, Strategic development of human resources, Analysis of environment, Organizational Self- Assessment, Establishing Goals and objectives, importance of strategic planning for business success, setting strategy- Corporate Strategies, Business unit Strategies, an introduction to market-driven strategy, resource-driven strategy.

UNIT III

(12 Hrs)

The Evolving/ Strategic Role of Human Resource Management: Strategic HR versus Traditional HR, Barriers to Strategic HR, Strategic approach to management structure, job design.

Human Resource Planning & Design: Objectives of Human resource planning, Types of planning: Aggregate planning, Succession Planning.

Design of work systems, Job rotation, Redesign of work systems, Strategic work redesign in Action, Mergers and Acquisitions, Understanding Change, Managing Change.

UNIT IV

(12 Hrs)

Employment Law: Scope of laws, Federal Antidiscrimination Laws, Racial Discrimination, Employees with disabilities, Enforcement of federal Laws under EEOC, Executive Orders, Affirmative Action, Sexual Harassment.

Staffing: Recruiting, Temporary versus Permanent Employees, Internal versus External Recruiting, when and how extensively to recruit, methods of Recruiting, selection, Interviewing, Testing, Diversity.

Training and development: Benefits, Planning and strategising training, Need Assessment, Objectives, Design and delivery, evaluation

Text Books:

1. Strategic HRM, Jaffrey A Mello, Cengage Learning.
2. Strategic Human Resource Management, Das Pulak, Cengage Learning.
3. Strategic Human Resource Management, Charles R. Greer, Pearson.

Suggested Readings:

1. Strategic Human Resource Management by S. K. Bhatia, published by Macmillan India Ltd.
2. Strategic Human Resource Management: An International Perspective by Peter Boxall, published by Oxford University Press.
3. Human Resource Management: Strategies and Practices by P. L. Rao, published by McGraw-Hill Education.
4. Human Resource Management in the Global Perspective by M. K. Sinha, published by Sage Publications India.
5. Strategic Human Resource Management: A Global Perspective by P. N. Rastogi, published by Pearson Education India.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

PERFORMANCE AND COMPENSATION MANAGEMENT

Code: 26MG646

Max Marks: 70

Course Objectives: To provide learners with an understanding of performance management concepts. & to equip learners with the dynamics of performance appraisal and develop criteria for assessing performance. Enabling learners to develop effective appraisal systems that can be linked to managerial objectives and compensation, and contemporary issues and solutions in appraisal systems

UNIT I (8 Hrs)

Introduction to Performance Management: Meaning, Principles, Objectives, Purpose of Performance Management, Performance Management vs Performance Appraisal, Performance Management as a System and Process of Management. Model curriculum for UG Degree in BBA

UNIT II (12 Hrs)

Performance Planning and Managing Performance: Developing Performance Planning: Agreement and Action Planning, Methods of managing performance of all the levels of Management (including labour), Graphics rating scale, Ranking Methods, Paired Comparison Methods, Forced Distribution Method, Critical Incident Method, Behaviourally Anchored Rating Scales, Management By Objective, 360-Degree Performance Appraisal, Performance Feedback & Counselling, Performance analysis for Individual and organizational Development.

UNIT III (8 Hrs)

Learning Organisation and Performance-Based Compensation: Concept-Peter Senge Model, Need, Types, Factors and Obstacles in Learning Organisation, Performance Management and Compensation: Concept of Performance Related Pay, Criteria for Performance Related Pay, Installing and Monitoring PRP.

UNIT IV (12 Hrs)

Implementation of Performance Management: Performance Management and Career Planning: Advantages and Significance, Coaching and Mentoring in Performance Management: Concept, Roles, Advantages and Disadvantages of Coaching and Mentoring, Performance Management and Talent Management: Concepts, Features and Strategies to retain employees. Competency Mapping, Competency Mapping & its Linkage with Career Development and Succession Planning, Online Appraisal: Advantage & Disadvantage, Performance Management Audit, Ethical and Legal issues in Performance Management

Text Books:

1. Armstrong, M. (2003). Handbook of Strategic Human Resource Management: An Action Guide. Crest.
2. Berger, L. A., & Berger, D. R. (2004). The talent management handbook. New York, NY: McGraw-Hill.

Suggested Readings:

1. Bhattacharyya, D. K. (2011). Performance management systems and strategies. Pearson Education India.
2. Armstrong, M. (2006). Performance management: Key strategies and practical guidelines. Kogan Page.
3. Dencker, J. C. (2009). Relative bargaining power, corporate restructuring, and managerial incentives. Administrative Science Quarterly, 54(3), 453-485.
4. Jordan, A. H., & Audia, P. G. (2012). Self-enhancement and learning from performance feedback. Academy of Management Review, 37(2), 211-231.
5. Liu, D., Mitchell, T. R., Lee, T. W., Holtom, B. C., & Hinkin, T. R. (2012). When employees are out of step with coworkers: How job satisfaction trajectory and dispersion influence individual-and unit-level voluntary turnover. Academy of Management Journal, 55(6), 1360-1380.
6. McDonnell, A. (2011). Still fighting the “war for talent”? Bridging the science versus practice gap. Journal of business and psychology, 26, 169-173.
7. Rao, T. V. (2004). Performance Management and Appraisal Systems: HR tools for global competitiveness. SAGE Publications India.
8. Silzer, R., & Dowell, B. E. (2009). Strategy-Driven Talent Management. John Wiley & Sons.

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

BEHAVIORAL TESTING AND TRAINING FOR EMPLOYEE RETENTION

Code: 26MG647

Max Marks: 70

Course Objectives: To provide learners with a comprehensive understanding of individual behaviour and to equip learners with behaviourism and methods of behavioural assessment, understanding the uses, varieties, and construction of psychological tests. To develop learners' skills in understanding the process of learning and development, and career planning.

UNIT I: Individual Behaviour

(09 Hrs)

Foundations of Individual Behaviour; Personality - Type A/B, Big five personality types, factors influencing personality; Attitude – concept, components, job-related attitudes; Learning- concept, theories and reinforcement; Perception and emotions concept, perceptual process, factors influencing perception, perceptual errors and distortions; Beliefs and values - concept and types: terminal values and instrumental values.

UNIT II: Behavioural Assessment

(09 Hrs)

Behaviourism, Kinds of consequences, Reinforces, Intrinsic and extrinsic reinforces, Consequences and timing, The Premack principle, Extinction, Criticisms of behaviourism, Methods of behavioural assessment, The focus of assessment, Functional analysis, Analysis of problem behaviour, Motivational analysis, Behavioural vs traditional assessment

UNIT III: Psychological testing

(11 Hrs)

Uses and Varieties of Psychological Tests, Item Analysis, Norms and the Meaning of Test Scores; Reliability and its Types; Validity and its Basic Concepts; Steps for Test Construction, Test adaptation and revalidation; Other Techniques of behavioural Assessment; Ethical and Social Considerations in Testing; Ethical Guidelines in behavioural Assessment.

UNIT IV: Efficient Learning and Development

(11 Hrs)

Introduction to learning and development, Orientation, career development, Six phases of career Development, Career Development Tools, Career Planning On-the Job Training, Instructor-led vs. Self-paced Training, In-house vs. External Training Services, Evaluating Training Programs, Experimental Design, Kirkpatrick Model, Pilots and After Action Review, Set SMART Goals, Common Metrics in Training, Training Cost per Employee, Cost Benefit Analysis and Return on Investment, Learner Engagement, Training Experience Satisfaction, Review: Implementation and Evaluation of Training and Development Strategy

Text Books:

1. Aiken, L. R. (2009). Psychological testing and assessment. Pearson Education India.
2. Anastasi, A., & Urbina, S. (1997). Psychological testing. Prentice Hall/Pearson Education.
3. Kaplan, R. M., & Saccuzzo, D. P. (2001). Psychological testing: Principles, applications, and issues. Wadsworth/Thomson Learning.
4. Miller, L. A., McIntire, S. A., & Lovler, R. L. (2011). Foundations of psychological testing: A practical approach. Sage. Model curriculum for UG Degree in BBA 242.
5. Muchinsky, P. M., Culbertson, S. S. (n.d.). Psychology Applied to Work®: An Introduction to Industrial and Organisational Psychology. United States: Hypergraphic Press.
6. Pareek, U. N. (2007). Understanding Organisational Behaviour. India: Oxford University Press.
7. Whiston, S. C. (2009). Principles and applications of assessment in counselling. Thomson Brooks/Cole.

Suggested Readings:

1. "Behavioural and Cognitive Psychology" by R. S. Feldman, published by Pearson Education India.
2. "Training and Development in Organisations" by Steven R. Beitler, published by Pearson Education India.
3. "Psychology of Employee Retention" by H. J. McDonald, published by Sage Publications India.
4. "Managing Human Resources: Productivity, Quality of Life, Profits" by Robert L. Mathis & John H. Jackson, published by Cengage Learning India.
5. "Effective Training and Development in Organisations" by S. K. Bhatia, published by Macmillan India Ltd.

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

SME ENTREPRENEURSHIP

Code: 26MG648

Max Marks: 70

Course Objectives: To provide a basic understanding of the various concepts related to setting up small and medium enterprises and management.

UNIT I: Setting up a Small Business

(10 Hrs)

Determination of the nature of the business unit: Micro, Small and Medium enterprise, Comparative evaluation of feasibility of buying an existing enterprise, setting up a new venture or starting the business through franchising, Location strategy, Preliminary Registration with State Directorate of Industries.

UNIT II: Government support

(11 Hrs)

MSME Act (2006), government procurement policies. Institutional Support Mechanism: SIDO, SIDBI, NSIC, SISI, Commodity Boards, State Directorate of Industries, SIDCs, SFC, District Industries Centre. MUDRA Bank. Institutional Support Mechanism: Testing Laboratories, Product and Process Development Centres, ED Institutions (National 4 and State 14), Institute for Entrepreneurship Development, State consulting organisations (MITCON, RAJCON, etc.), National Service and Technology Entrepreneurship Development Board.

UNIT III: Institutional Support Schemes

(08 Hrs)

Interest Subsidy, Seed/Margin Money, Refinance Scheme, Composite Loan Scheme, Single Window Scheme, National Equity Fund Scheme, and Bills Rediscounting Scheme. Factoring of bills. Institutions: Development Research Institute, NSDC, NSDA, NRLM's, SRLMs.

UNIT IV: Policy Support Mechanism

(11 Hrs)

Reservation of Items for Small Scale Industries, Rationale, Procedures, Criticism, De-reservation, Removal of Quantity Restrictions, Government's Purchase Preferences Policy for Small Industries Products, Price Preference Policy for SSI products. Policy of Priority Credit, Equity Participation, Equity issues by small enterprises through OCTEI, Policy of Technology Upgradation in small enterprises, Technology Bureau for Small Enterprises.

Text Book:

1. Katz, J. and Green, R.: Entrepreneurial Small Business, Tata McGraw-Hill.

Suggested Readings:

1. Shukla, M.B., Entrepreneurship and Small Business Management, Kitab Mahal, Allahabad.
3. Kulkarni, P.V. and Kulkarni, S.P., Corporate Finance, Kalyani Publishers.
4. Srivastava, R.M., Essentials of Business Finance, Himalaya Publishing.
5. Kapoor, J.R., Dlabay, L.R. and Hughes, R.J., Personal Finance, Tata McGraw Hill.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

BUSINESS PERFORMANCE IMPROVEMENT PROGRAMME (BPIP)

Code: 26MG649

Max Marks: 70

Course Objectives: To equip students with the relevant skills for improving business performance.

UNIT I

(10 Hrs)

The Lean, Six Sigma, and Theory of Constraints (TOC): Improvement cycles, reviewing the current state of improvement initiatives, reasons for the failure of Six Sigma and Lean, and drawbacks of TOC. Introducing the ultimate improvement cycle (UIC): Identify, define, measure, analyse the process, objectives, accomplishing each step of the UIC. Improvement Systems: Porter's Value Chain Analysis, Toyota Production System, Total Quality Management, Employee Efficiency, and Performance Improvement tools.

UNIT II

(10 Hrs)

The value stream, value stream mapping, scheduling system and performance, identifying production scheduling system and performance metrics, financial metrics, knowing which metrics to track, metrics for non-constraint operations. Reducing variation and defects: origin of variability, measuring variation and system variability, cycle time (C/T) and process variability.

UNIT III

(10 Hrs)

Exploiting the current constraints: finding waste in the constraints, waste reduction, drum-buffer rope (DBR) scheduling, implementing visual controls, designing and implementing work cells, changeover time reduction, variation reduction, defect reduction, standardised work, reducing C/T, overall equipment effectiveness, plan for exploiting the constraints, reducing waste and variation in the current constraints, and subordinating non-constraints to the current constraints.

UNIT IV

(10 Hrs)

Line balancing and flow optimisation, optimising the constraints buffer and pulling in the non-constraints, Kanban versus constant work in progress (CONWIP), elevating the constraints and implementing, breaking the current constraints, sustaining the gains with protective controls, system constraints and problems, Current reality tree, conflict resolution diagram, future reality tree, establishing the environment for change.

Text Book:

1. Sproull, B.: The Ultimate Improvement Cycle, CRC Press.

Suggested Readings:

1. Rao, T.V., HRD Audit, Sage.
2. West, J.E. and Cianfrani, C.A., Unlocking the power of your QMS, Pearson.
3. Oliver, J.J. and Memmott, C., Growing your own Heroes – The Commonsense Way to Improve Business Performance, Prentice Hall.
4. Liker, J.A., The Toyota Way, McGraw Hill.

विद्याधनं सर्वधनप्रधानं

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.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

AGRI AND BIO-TECH ENTREPRENEURSHIP

Code: 26MG650

Max Marks: 70

Course Objectives: To develop an understanding of Agriculture and biotech entrepreneurship and its importance for providing new avenues.

UNIT I

(10 Hrs)

Agricultural entrepreneurship, Need, Institutional support, Interventions and Capacity building for Agri Business Entrepreneurship, Guidelines for starting Farm Enterprises, Agri entrepreneurship; Agricultural and Allied Sectors; Soil-conservation, Fertilisers, Seeds, case studies involving agricultural by-products and industrial waste utilisation, approaches towards better agriculture. Agricultural Technology Management Agency, Functions of Agri entrepreneurship, Managerial Functions, farming venture, Curbing Rural to Urban Migration, Quality of Agricultural Products, Agri-business financing system in India.

UNIT II

(10 Hrs)

Organic Farming, Growth of Organic Culture. Exporting Organic Materials. Export marketing of dairy products, Agricultural marketing, Definition of Agriculture Marketing, Marketing concept vs. selling concept, Market promotion techniques, Farmer's Market, Rural Marketing, Features of Indian rural markets, Marketing strategies, ICT initiatives in agricultural marketing, Needs of rural Marketing, Importance of procurement, Nature of Agricultural Commodities, Scope of agriculture, Procurement management environment, source of supply, Types of purchasing, Quality, Commodity markets, Forward and backward linkages in markets, Regulation of commodity markets, Classification of markets, Commodity exchanges and futures trading, Commodity exchanges and futures trading, Evolution of futures trading, Commodity exchanges at global and national level, Exchange transactions, Future trading and Agricultural marketing

UNIT III

(10 Hrs)

Land Utilisation and Major crops, Irrigation source and method, Animal Husbandry and Dairy, Horticulture, Forest Development and Produce, Fisheries, Agriculture Economics. Knowledge and skills in project formulation and project appraisal, Evaluation of Agri projects, Managing a Successful Agri-business, Post-harvest Technologies, Production and Consumption Efficacy, Marketing channels, Storage, Handling, Hazard Symptoms, Recovery measures, Legislation, FCO Dealers Rules, Quality appraisal, Application principles, Aquaculture.

UNIT IV

(10 Hrs)

Biotechnology Dynamics at the Global Scale: Global bio regions, Bio regions and their characteristics, geographic clustering in biotechnology: social networks and firms, social networks and geographic proximity, innovation networks in biotechnology strategy and strategic thinking in biotechnology entrepreneurship, research on strategic alliances, mergers and acquisitions in the biotechnology industry, synergy and strategy: Kirin Brewery's Entry into Bio pharmacy, patenting biotechnology, legal framework and public support in biotechnology industry Institutions providing support for agripreneurship: NIFTEM, CFTRI, NABARD, ICAR, DBT. Roles and responsibilities in developing agripreneurship.

Text Book:

1. Patzelt, H. and Brenner, T.: Handbook of Bio-entrepreneurship, Springer

Suggested Readings:

1. Dev, S.M. and Rao, N.C., Biotechnology in Indian Agriculture, Academic Foundation.
2. Rajpara, Y.R., Agri-business Management, ABD Publishers.
3. Sengupta, S., Indian Agriculture, ABD Publishers.
4. Scoones, I., Science, Agriculture and the Politics of Policy, Orient Longman.

विद्याधनं सर्वधनप्रधानं

Integrated MBA
7th Semester

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

(08 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

(08 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)

विद्याधनं सर्वधनप्रधानं

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.

विद्याधनं सर्वधनप्रधानं

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).

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

PREVENTION OF FRAUDULENT PRACTICES THROUGH CASE STUDIES

Code: 26MG733

Max Marks: 70

Course Objectives: This course aims to equip students with comprehensive knowledge of fraud prevention, detection, and investigation techniques using real-world case studies. It emphasises ethical conduct, legal frameworks, risk assessment, and the role of technology in combating fraud within financial institutions.

UNIT I: Introduction to Fraud and Ethical Foundations (12 Hrs)

- a. Understanding the Nature and Impact of Fraud: Definition of Fraud, The Economic and Social Impact of Fraud, How Fraud Affects Organizations and Individuals, Real-World Examples of Major Fraud Cases
- b. Types of Fraud and Fraud Schemes: Asset Misappropriation, Financial Statement Fraud, Corruption and Bribery, Procurement Fraud, Identity Theft and Cyber Fraud, Insurance Fraud, Ponzi and Pyramid Schemes
- c. Legal and Ethical Considerations in Fraud Investigations: Legal Framework and Key Laws (e.g., FCPA, SOX, etc.), Ethical Guidelines in Fraud Investigation, Legal Liabilities for Fraud Prevention and Detection, Privacy and Data Protection Concerns in Investigations
- d. Compliance with Laws and Regulatory Standards: Regulatory Agencies and Their Role in Fraud Prevention, Overview of Global Anti-Fraud Regulations, Corporate Governance and Fraud Compliance Standards, Importance of Whistleblower Policies
- e. Fraud Awareness and the Role of Employees: The Importance of Fraud Awareness Training, Organisational Culture and Employee Responsibility, creating a Fraud Prevention Mindset, Reporting Mechanisms (e.g., hotlines, whistleblowing)
- f. Educating for Ethical Behaviour in Organisations: Designing Effective Fraud Prevention and Ethics Training Programs, Role of Leadership in Setting Ethical Standards, Case Studies on Ethical Failures, Encouraging Ethical Decision-Making Among Employees.

UNIT II: Fraud Risk Assessment and Prevention Strategies (10 Hrs)

- a. Assessing Fraud Risks and Organisational Vulnerabilities: Identifying Fraud Risk Areas in an Organisation, Fraud Risk Mapping and Vulnerability Analysis, Risk Factors and Warning Signs of Fraud, Key Fraud Risk Indicators (FRIs)
- b. Fraud Prevention Strategies and Internal Controls: Preventive vs. Detective Controls, Segregation of Duties and Authorisations, Physical and Digital Security Measures, Implementing Access Controls and Monitoring Systems, Anti-Fraud Policies and Procedures
- c. Designing and Implementing Fraud Risk Management Frameworks: Building a Fraud Risk Management Plan, The Role of Internal Audits in Fraud Prevention, Developing Fraud Risk Mitigation Strategies, Integrating Fraud Risk Management with Corporate Governance
- d. Monitoring and Evaluating Anti-Fraud Measures: Key Performance Indicators (KPIs) for Fraud Prevention, Continuous Monitoring Techniques, Regular Audits and Fraud Risk Assessments, Using Technology to Improve Fraud Prevention Systems
- e. Creating a Culture of Integrity and Prevention: Role of Leadership in Fraud Prevention, establishing a Zero-Tolerance Policy for Fraud, Promoting Ethical Conduct Across All Levels, Engaging Employees in Fraud Prevention Efforts

UNIT III: Fraud Detection and Investigation Techniques (10 Hrs)

- a. Techniques for Detecting Fraudulent Activities: Red Flags and Warning Signs of Fraud, Manual vs. Automated Detection Techniques, Risk-based vs. Transaction-based Detection Methods, The Role of Data Analytics in Fraud Detection
- b. Use of Data Analytics and Forensic Accounting in Fraud Detection: Analysing Financial Data for Anomalies, Fraud Detection Software and Tools, Forensic Accounting Techniques: Tracing Assets and Liabilities, Using Benford's Law and Ratio Analysis in Fraud Detection,
- c. Role of Internal Controls in Detection: Importance of Control Frameworks (e.g., COSO, COBIT), Control Testing and Audits, Continuous Monitoring of Financial Transactions, Data Mining and Pattern Recognition Techniques,
- d. Conducting Investigations: Gathering Evidence: Steps in Fraud Investigation: Planning, Data Collection, Analysis, Chain of Custody for Evidence, Interviewing Witnesses and Suspects, Legal and Ethical Considerations in Evidence Gathering

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

- e. Interviewing Witnesses and Suspects: Effective Interviewing Techniques for Fraud Investigators, Psychological Techniques for Detecting Deception, Handling Difficult Conversations During Investigations
- f. Documentation and Reporting: Preparing Investigative Reports: Best Practices, Structuring Findings and Recommendations, Documenting Evidence for Court or Legal Proceedings, Reporting to Authorities and Regulatory Bodies.

UNIT IV: Technology, Best Practices, and Case Applications

(08 Hrs)

- a. Fraud Detection Software and Technology Tools: Overview of Leading Fraud Detection Tools (e.g., ACL, IDEA, etc.), Machine Learning and AI in Fraud Detection, The Role of Blockchain in Fraud Prevention, Digital and Cybersecurity Tools for Fraud Detection, Role of AI
- b. Machine Learning, and Automation in Fraud Prevention: Introduction to AI and Machine Learning in Fraud Detection, Predictive Analytics for Identifying Fraudulent Behaviour, Automating Fraud Prevention Processes
- c. Case Studies: Successful Use of AI in Fraud Prevention
- d. Best Practices for Organisational Fraud Prevention and Detection: Developing an Effective Fraud Prevention Strategy, Continuous Improvement of Anti-Fraud Measures, Collaboration Between Internal and External Stakeholders
- e. Building a Fraud-Resistant Organisational Culture: Creating a Fraud-Prevention-Oriented Environment, Leadership and Its Role in Building Ethical Culture, Reward Systems for Ethical Behaviour, Implementing Regular Training and Awareness Campaigns
- f. Real-World Case Studies and Simulations: Analysing High-Profile Fraud Cases (e.g., Enron, Madoff), Group Discussions on Real Fraud Scenarios, Simulating Fraud Detection and Investigation Processes, Case Study Presentations and Group Solutions
- g. Practical Application of Fraud Management Concepts: Hands-On Application of Fraud Risk Assessment Tools, Fraud Detection Software Demos and Simulations, Drafting Fraud Prevention Policies, Role Playing in Fraud Investigations, and Report Writing.

Suggested Readings:

1. Baldava, Sandeep, and Agarwal, Deepa, Forensic Investigations and Fraud Reporting in India: Practical Insights to Predict, Prevent, Detect, and Investigate Frauds, Bloomsbury Professional India,
2. Govind, Vijay Narayan, Fraudster Tales, Pan Macmillan India
3. Raman, R.V., Fraudster, Hachette India
4. Lamba, Anil, Romancing the Balance Sheet, HarperCollins India
5. Dalal, Chetan, Novel and Conventional Methods of Audit, Investigation, and Fraud Detection, Wolters Kluwer India Pvt. Ltd.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

INTERNATIONAL BANKING AND FOREX MANAGEMENT

Code: 26MG734

Max Marks: 70

Course Objectives: This course aims to provide students with an understanding of international banking operations, foreign exchange management, and related risk mitigation strategies in global trade and finance.

UNIT I: Introduction to Foreign Exchange and Foreign Currency Accounts (12 Hrs)

- a. Meaning of Foreign Exchange: Definition and significance of foreign exchange in international trade
- b. Exchange rate systems: Fixed, floating, and pegged exchange rates, Importance of foreign exchange in global finance and trade
- c. Administration of Foreign Exchange: Role of central banks and government in managing foreign exchange, Forex reserves and their importance, Regulatory bodies involved in forex management (e.g., Reserve Bank of India)
- d. Functions of the Foreign Exchange Department: Managing currency inflows and outflows, Foreign exchange market operations: Buying, selling, and hedging, implementing foreign exchange policies, including liberalisation and reforms
- e. Foreign Currency Accounts: Nostro and Vostro Accounts
Nostro Account: Explanation and role in international transactions,
Vostro Account: Definition and its impact on international banking relationships,
Difference between Nostro and Vostro accounts and their importance in international trade
- f. Foreign Exchange Transactions: Spot and Forward Deals: Spot Transactions, Forward Transactions, Differences between spot and forward markets, and their impact on businesses.

UNIT II: Exchange Rates, Fluctuations, and Risk Management (12 Hrs)

- a. Selection of Buying and Selling Rates: Determining exchange rates, the process of setting buying and selling rates for currencies, and how banks and financial institutions determine rates
- b. Calculation of Forward Rates: Methods for calculating forward exchange rates based on interest rate differentials, the concept of covered interest arbitrage and its effect on forward rates, and Practical examples of calculating forward exchange rates
- c. Causes of Fluctuations in Exchange Rates: Factors affecting exchange rate fluctuations, the role of central banks in managing fluctuations and stabilising currencies, Speculation and market psychology in exchange rate movements
- d. Impact of Exchange Rate Fluctuations: Effects of exchange rate movements on international trade, businesses, and economies, how companies manage currency risk through hedging and derivative instruments, and Real-world examples of currency crises and their economic impacts
- e. Liberalised Exchange Rate Mechanism (LERMS) and Unified Exchange Rate System (UERS): Understanding LERMS and its role in liberalising India's forex market, Transition from multiple exchange rates to a unified exchange rate system, Impact of LERMS and UERS on India's foreign exchange policy

UNIT III: Foreign Exchange Control and International Payments (10 Hrs)

- a. Exchange Control Regulations: Objectives of exchange control, Methods of exchange control, The Foreign Exchange Regulation Act (FERA), 1973, and its implications
- b. Foreign Exchange Regulation Act (FERA), 1973: Key provisions and objectives of FERA in regulating foreign exchange, Impact of FERA on Indian businesses and foreign trade, Evolution from FERA to FEMA (Foreign Exchange Management Act)
- c. Methods of International Payments: Instruments issued by Correspondent Banks, Foreign Traveller's Cheques,
- d. Foreign Inward Remittance Payment System: How remittance systems work for individuals and businesses, Emerging trends in cross-border payment systems (e.g., blockchain, mobile payments)
- e. Methods of Settling Debts in International Trade: Key methods for settling trade debts, Risks involved in each method, Letter of Credit: Meaning, Features, and Mechanism.

UNIT IV: Financing Foreign Trade and Trade Credit (06 Hrs)

- a. Financing Exports: Packing Credit Advances, Purchase and Negotiation of Bills, Collection of Export Bills

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

- b. Incentives and Financing Deferred Payments: Government incentives for exporters, Financing deferred payments and large-scale projects, Turnkey Projects
- c. Financing Imports: Letter of Credit, Trust Receipts, and Deferred Payment, Loan Syndication and Role of EXIM Bank and ECGC, Export Credit and Guarantees.

Suggested Readings:

- 1. Apte, P.G., Foreign Exchange Management: A Practical Approach, Himalaya Publishing House,
- 2. Cherunilam, Francis, International Business: Text and Cases, PHI Learning
- 3. Goyal, Daniel P.S., International Trade and Finance, Excel Books
- 4. Desai, Vasant, Banking and Financial Systems in India, Himalaya Publishing House
- 5. Khan, M.Y., Indian Financial System, McGraw-Hill Education
- 6. Khurana, P.K., Export-Import Management, Excel Books
- 7. Bhatia, S.K., Managing Foreign Exchange Risk: Using Derivatives, Tata McGraw-Hill.

DIGITALIZATION AND E-GOVERNANCE

Code: 26MG735

Max. Marks:

Course Objectives: This course aims to impart an understanding amongst students the concepts, technologies, and implementation challenges of digitalisation and e-governance, with a focus on their applications in enhancing governance and public services.

UNIT I: Introduction to Digitalisation and E-Governance (10 Hrs)

Definition & Scope of Digitalisation, Evolution and Need for Digitalisation in Governance, Meaning, Scope, and Importance of E-Governance, E-Governance vs Traditional Governance, Types of E-Governance: G2G, G2C, G2B, G2E, Models of E-Governance (The Four-Stage Model, Gartner's Four Phases), Challenges in E-Governance Implementation.

UNIT II: Technology and Infrastructure in E-Governance (10 Hrs)

Digital Infrastructure: Cloud Computing, ICT, IoT, AI in Governance, Role of Internet and Mobile Technologies, Cybersecurity and Data Protection in E-Governance, National Digital Communications Policy (NDCP), Digital Identity: Aadhaar, Digital Signatures, Digital Payment Systems and UPI, Public Key Infrastructure (PKI).

UNIT III: E-Governance Initiatives in India (10 Hrs)

National E-Governance Plan (NeGP), Digital India Programme: Vision, Pillars & Impact, Key Projects: UMANG, MyGov, BHIM, e-Kranti, DigiLocker, e-District, E-Governance in Sectors: Health (e-Hospital), Education (SWAYAM), Agriculture (eNAM), Rural (eGramSwaraj), Case Studies of Successful E-Governance Initiatives at State and Central Levels.

UNIT IV: Legal, Ethical and Administrative Framework of E-Governance (10 Hrs)

IT Act 2000 & Amendments: Provisions Related to E-Governance, Right to Information (RTI) and Transparency in Digital Governance, Digital Ethics and Digital Inclusion, Capacity Building and Change Management in Government Sector, Public-Private Partnerships in E-Governance, Future Trends: Blockchain, AI, and Smart Governance.

Suggested Readings:

- 1. Pankaj Sharma, E-Governance: The New Age Governance, APH Publishing.
- 2. C.S.R. Prabhu, E-Governance: Concepts and Case Studies, PHI Learning.
- 3. Pardeep Mittal, Digital India: Governance & Development, Kunal Books.
- 4. Alok Kumar and Chandrani Singh, Digital Governance in India, New Century Publications.
- 5. R.P. Sinha, E-Governance in India: Initiatives and Issues, Concept Publishing Company.
- 6. P.K. Suri and Sushil, ICTs and Development: A Study of E-Governance in India, Springer India.

विद्याधन सर्वधनप्रधान

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

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

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

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

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.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

MERGERS AND CORPORATE RESTRUCTURING

Code: 26MG736

Max Marks: 70

Course Objectives: This course aims to provide an in-depth understanding of financial, accounting, regulatory, and valuation aspects of corporate restructuring, and to analyse its impact on financial markets, shareholder value, and business strategy.

UNIT I: Meaning of corporate restructuring

(10 Hrs)

Needs, scope, modes of restructuring, Indian and global scenario, Strategies, Mergers, acquisitions, takeovers, Disinvestments, Strategic alliances, demergers and hive-offs, Slump sale, Asset sale, Reserve demerger, Concepts, modes, regulatory, tax, and accounting aspects.

UNIT II: Merger and Amalgamation

(10 Hrs)

Meaning, AS 14, pooling of interest method, purchase method, treatment of goodwill and capital reserve, Purchase consideration, inter-company holdings accounting and tax aspects, legal aspects, stamp duty, financial aspects, swap ratio, impact on EPS, MPS, and P/E ratio, gains and synergy of merger, and cost of merger. Books of selling and purchasing companies, Realisation Account.

UNIT III: Takeovers

(10 Hrs)

Meaning, types of takeovers, legal aspects, SEBI regulations, financial accounting and tax aspects, stamp duty, payment of consideration, bailout takeovers, and takeover of sick units. Financial restructuring-Reorganisation of share capital, Internal Reconstruction, accounting, financial, and tax aspects.

UNIT IV: Approaches to Valuation

(10 Hrs)

Valuation of Shares, Valuation of Business, Valuation of Intangibles, Valuing Private Companies, Valuing firms with Negative Earnings, Valuing start-up firms, Value enhancement: A discounted cash flow Valuation framework, EVA, CFROI, and other tools.

Suggested Readings:

1. Arzac, E. R., Valuation for Mergers, Buyouts and Restructuring, John Wiley & Sons.
2. Brealey, R., Myers, S., & Allen, F., Principles of Corporate Finance, McGraw-Hill.
3. Damodaran, A., The Dark Side of Valuation: Valuing Young, Distressed, and Complex Businesses, Financial Times Press.
4. Chandra, P., Corporate Restructuring, Tata McGraw-Hill.
5. Institute of Cost Accountants of India (ICWAI), Financial Analysis & Business Valuation, ICWAI Publications.
6. Gulati, S. S., Corporate Restructuring: Principles, Strategies and Practices, Excel Books.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

FINANCIAL ANALYTICS

Code: 26MG737

Max Marks: 70

Course Objectives: This course is intended to equip students with foundational knowledge and practical skills in financial analytics, focusing on financial statement analysis, credit risk modelling, time series forecasting, portfolio optimisation, and trading strategies using modern analytical tools.

UNIT I: Financial Statement Analytics

(10 Hrs)

Projecting financial statements based on growth assumptions for all components, Modelling Cash flow, performing sensitivity analysis, break-even modelling, and testing for bankruptcy risks.

UNIT II: Credit Risk Analytics

(10 Hrs)

Utilising loan performance data from a financial institution to build a credit default risk model using Logistic regression; Extending the Altman Z score to Indian corporates, using AI/ML tools such as ANN to build a credit risk model.

UNIT III: Financial Time Series Analytics

(10 Hrs)

Data importing and cleaning, plotting multiple series, examining the nature of data, forecasting using MA, EWMA, ARMA, ARCH, and GARCH.

UNIT IV: Portfolio and Trading Analytics

(10 Hrs)

Portfolio optimisation using Markowitz's mean-variance optimisation model, estimating Sharpe Ratio, Treynor Ratio, Jensen's Alpha; Trading based on Quantitative indicator-based trading models – MA, RSI, ROC, MACD; Simulating and optimising trading strategies; Using AI/ML tools such as ANN for predicting stock prices.

Suggested Readings:

1. Bennett, M. J., & Hugen, D. L., Financial Analytics with R, Cambridge University Press.
2. Ang, C. S., Analysing Financial Data and Implementing Financial Models using R, Springer.
3. Weiming, J. M., Mastering Python for Finance, Packt Publishing.
4. Yan, Y., Python for Finance, Packt Publishing.
5. Srivastava, R. P., & Shankar, R., Financial Analytics: A Practitioner's Guide, Sage Publications India.
6. Shastri, K., Applied Financial Analytics and Modelling, Tata McGraw-Hill Education.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

RETAIL AND MALL MANAGEMENT

Code: 26MG738

Max Marks: 70

Course Objectives: The course aims to provide students with an in-depth understanding of the principles, strategies, and operational aspects of retail and mall management with a focus on emerging trends, technology, and customer-centric approaches in the evolving retail landscape.

UNIT I: Retail Theory & Practices

(10 Hrs)

Retail: Nature, Scope, History, Retail Institutions, Types, Retail Management Process, Indian Retailing Scenario, Retail Managers – Roles, Skills and Scope, Evolution of Management Theory, Organisational Environment in Retail Sector, Ethical Issues in Retailing, Job Opportunities in Retail Industry, Personality Traits of Retailers, Retail Entrepreneur, Employment Opportunities, Internationalisation and Globalisation of Retailing.

UNIT II: Retail Marketing Strategy

(10 Hrs)

Introduction, Building Retail Brand, Sales Enhancement Strategies, Business Intelligence, Customer Service, Social Media Marketing, Pricing Strategy, Point of purchase communication, Role of Packaging, Pricing Strategy, Merchandise Management, Private Labels, Retail Promotion, and Building Store Loyalty.

UNIT III: Retail Organisation & Functional Management

(10 Hrs)

Introduction, Classification of Retail Organisation, Franchising, Human Resource Management in Retail, Building and Sustaining Relationship in Retailing, Customer Relationship Management, Store Planning: Location,

Layout, Store Operations: POS (Point of Sale) /Cash Process, Customer Service and Accommodation, Retail Floor and Shelf Management, Retail Accounting and Cash Management, setting up Stores before Opening, Working with Floor Plans and Store Requirements.

UNIT IV: Electronic Retailing

(10 Hrs)

Introduction, Types of Technology in Retailing, Role of IT in Business; Influencing Parameters for use of IT in Retailing; Efficiency in Operations, Effective Management of Online catalogues; Direct Retailing Methods, Database Management; Data warehousing; Critical Analysis of E-Retailing Strategies; Customer Relationship Management.

Suggested Readings:

1. Sinha, P. K., & Uniyal, D. P., Managing Retailing, Oxford University Press.
2. Agarwal, D. P., Bansal, S. P., Yadav, R., & Kumar, A., Retail Management, Pragati Prakashan.
3. Berman, B., & Evans, J. R., Retail Management: A Strategic Approach (9th ed.), Pearson Education.
4. Pradhan, S., Retailing Management: Text and Cases (6th ed.), Tata McGraw-Hill.
5. Vedamani, G. G., Retail Beyond Detail: The Great Indian Retailing Business, Sage Publications.
6. Sharma, S., Bhat, A., & Isher, A. K., Food Retail Outlets Management in India: Consumers' Perspective, Serial Publications.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

DIGITAL BRANDING ENGAGEMENT

Code: 26MG739

Max. Marks: 70

Course Objectives: This course aims to provide students with the knowledge and tools to create, manage, and evaluate digital branding strategies that foster engagement, promote brand equity, and adapt to technological innovations and ethical considerations.

UNIT I: Fundamentals of Digital Branding

(10 Hrs)

Introduction to Branding and Digital Branding, Traditional vs. digital branding, Role of branding in consumer behaviour, Evolution of Brands in the Digital World, Digital disruption and consumer power shift, Components of Digital Branding, Brand identity, voice, and tone, Online brand assets, Brand Experience in the Digital Age, Touchpoints in the digital customer journey, Personalisation and dynamic content.

UNIT II: Creating and Communicating Digital Brand Identity

(10 Hrs)

Building a Digital Brand Identity, developing brand mission, vision, and values, Defining brand voice for digital platforms, Content as the Heart of Branding, Visual and video branding elements, Brand Communication in Digital Platforms, Writing for the web and social media, Email marketing and blogs, Memes, reels, and other trend-based formats, Influencer and Community-Led Branding, User-generated content (UGC), Building and nurturing online communities.

UNIT III: Engagement Strategies and Tools

(10 Hrs)

Role of social platforms in branding, Platform-specific strategies, Hashtag campaigns and viral content, Interactive and Immersive Branding, Gamification and brand engagement, Augmented reality (AR) and virtual reality (VR) experiences, Live streaming and webinars for engagement, Paid Media and Digital Campaigns, Basics of paid search, display, and social ads, Retargeting and remarketing, Digital Branding Tools and Tech Stack, Tools for social media management, CRM platforms, AI tools for content creation and brand engagement.

UNIT IV: Analytics, Ethics, and Future Trends

(10 Hrs)

Branding Metrics and Analytics, Key performance indicators (KPIs) for branding, Brand sentiment analysis, Tools for tracking engagement and ROI, Online Reputation and Crisis Management, Ethics and Diversity in Digital Branding, Ethical challenges in digital marketing and branding, Data privacy and consumer rights, The Future of Digital Branding, Branding in the age of AI and automation, Sustainable and purpose-driven branding.

Suggested Readings:

1. Kumar, D., Rehman, V., & Rahman, Z., Integrated Marketing Communication in the Digital Age, Wiley India.
2. Sawhney, S., Branding in the Digital Age, Srishti Publishers.
3. Ahuja, V., Digital Marketing, Oxford University Press.
4. Seth, N., Mastering The Data Paradox, Penguin Random House India.
5. Kumar, S. T. N., & Kumar, K., Digital Marketing: From Fundamentals to Future, Cengage India.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

CONTENT MARKETING

Code: 26MG740

Max. Marks: 70

Course Objectives: This course aims to equip students with the knowledge and skills to design, implement, and evaluate strategic content marketing initiatives that drive customer engagement, brand loyalty, and business growth.

UNIT I: Foundations of Content Marketing

(10 Hrs)

Introduction to Content Marketing, Historical context and evolution, Content marketing vs. traditional advertising, The Behavioural Framework in Content Marketing, The buyer's journey and how content influences decisions, Content Marketing as a Business Model, Revenue models, Case studies of successful content-driven businesses, Content Maturity Model, Assessing content maturity and setting improvement goals.

UNIT II: Strategy and Audience Engagement

(10 Hrs)

Defining Your Content Niche and Strategy, Aligning niche with business goals, Competitive landscape and differentiation, Six Principles of Content Marketing, Treating Content as a Strategic Asset, Content lifecycle, Measuring content ROI, Building Audience Personas, Persona templates and segmentation, Using personas to guide content creation, Defining the Engagement Cycle, Awareness, interest, consideration, and loyalty, Mapping content to different stages, Developing On-Brand Content and Brand Ambassadors.

UNIT III: Content Development and Distribution

(10 Hrs)

Auditing and Analysing Current Content Assets, Content inventory and audit tools, identifying content gaps and opportunities, repurposing existing content, Creating Audience-Centric Content, Content formats, Editorial Planning and Workflow Management, Content governance and version control, Content Distribution Strategies, Owned, earned, and paid media, social media, email marketing, and SEO integration.

UNIT IV: Performance, Ethics, and Real-World Applications

(10 Hrs)

Marketing Your Content and Measuring Impact, The Content Marketing Pyramid, Metrics for content success, Overview of analytics tools, Ethical Issues in Digital Content, Privacy, consent, and user data in content targeting, Addressing fake news and clickbait, Diversity and Inclusion in Content Marketing.

Suggested Readings:

1. Jain, S., 101 Content Marketing: Tips on Social Media, Notion Press.
2. Chopra, A., Fast, Cheap & Viral: The Content Marketing Guide, Notion Press.
3. Bhandari, A., & Bhandari, T., Pragmarketism: Pragmatic Marketing Insights for Winning Indian Consumers, SAGE Publications.
4. Joshi, S., Social Media Marketing Made Simple: A Step-by-Step Guide, Notion Press.
5. Kishore, A., The Ultimate Guide to Digital Marketing in India, Notion Press.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

CROSS-CULTURAL AND GLOBAL MANAGEMENT

Code: 26MG741

Max. Marks: 70

Course Objectives: The objective of the course is to equip students with the conceptual tools to understand how social and cultural factors influence individual behaviour, organisational systems, and management practices in multinational and global organisations.

UNIT I: Understanding Culture, Society, and Managerial Behaviour (10 Hrs)

Defining Culture, Society, and Nationality, National identity and its implications for management practices, Cultural dimensions, Influence of Social and Cultural Concepts on Behavior, Impact of culture on managerial leadership styles, Organizational processes influenced by cultural values, The importance of cultural intelligence (CQ), Theoretical Frameworks for Cross-Cultural Analysis, Kluckhohn and Strodtbeck's Values Orientation Theory, Murdock's Cultural Universals, Edward T. Hall's High vs. Low Context Communication, Geert Hofstede's Cultural Dimensions Theory, Fons Trompenaars' Cultural Dimensions, Richard Lewis' Cultural Types, Cross-Cultural Research, Overview of Hermes and GLOBE studies, Ethics in International Business, Corporate social responsibility in global organizations.

UNIT II: Human Resource Management in Global Organisations (10 Hrs)

Recruiting and Managing Expatriates, Selection criteria for expatriates, Cultural adaptation and the importance of predeparture training, Entry and Re-entry Challenges for Expatriates, Reverse culture shock and re-entry adjustment, Strategies for successful repatriation, Performance Assessment in Global Companies, Cross-cultural performance appraisal systems, Learning and Development for Global Teams, Designing training programs for diverse cultural backgrounds, Global leadership development initiatives, Cross-cultural communication and teamwork training, Expatriate Compensation, Cost-of-living adjustments and taxation issues, Compensation strategies for retention and motivation, Communication and Negotiation in Cross-Cultural Contexts, Overcoming communication barriers in multinational teams, Work-Related Regulatory and Legal Issues for Expatriates, Labor laws in different countries, Visa and work permit requirements, Health and safety considerations for expatriates.

UNIT III: Regional and Country Cluster Analysis (10 Hrs)

Introduction to Regional and Country Clusters, Geopolitical and economic factors influencing regional business dynamics, Case studies on regional management styles and practices, Cultural Cluster Theory, Application of Hofstede's Dimensions and Trompenaars' Cultural Clusters, Cluster analysis of countries with similar cultural traits, North American Business Culture, European Business Culture, Asia-Pacific Business Culture, Latin American and African Business Cultures, analysis of multinational companies operating in diverse regions, Successes and failures in cross-cultural management.

UNIT IV: Managing Global Workforce (10 Hrs)

Global Leadership, leadership styles in different cultures, Developing global leadership competencies, Managing Virtual and Remote Global Teams, Technology and communication tools for global collaboration, Managing time zones, cultural differences, and remote working dynamics, Innovation and Change Management in Global Contexts, Change management strategies in multinational organizations, Adapting to global market shifts and technological changes, Crisis Management and Decision Making in Global Organizations, Decision-making models in cross-cultural contexts, Global Supply Chain and Outsourcing, Cultural considerations in global supply chain management, Strategies for managing global supply chain risks, Ethical and Legal Considerations in Global Business, Future Trends in Cross-Cultural Management.

Suggested Readings:

1. Madhavan, S., Cross-Cultural Management: Concepts and Cases (2nd ed.), Oxford University Press.
2. Hofstede, G., Hofstede, G. J., & Minkov, M., Cultures and Organizations: Software of the Mind (3rd ed.), McGraw Hill.
3. Vance, C. M., & Paik, Y., Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management, Routledge.
4. Dowling, P. J., & Festing, M., International Human Resource Management, Cengage.

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

5. Adler, N. J., & Gundersen, A., International Dimensions of Organisational Behaviour, Cengage.
6. Rao, T. V., Cross-Cultural Management: A Guide to Leadership in a Diverse World, Sage Publications India.

MANAGEMENT OF INDUSTRIAL RELATIONS

Code: 26MG742

Max. Marks: 70

Course Objectives: This course aims to enable students to understand the socio-political dynamics and legal frameworks of industrial relations in India, and to equip them with practical skills to manage industrial disputes, promote labour-management cooperation, and apply modern HRM strategies in a globalising economy.

UNIT I: Introduction to Industrial Relations and Trade Unions (10 Hrs)

Definition and importance of industrial relations, Historical development of industrial relations in India, Theories and Models of Industrial Relations, Approaches to industrial relations, Economic, Political, and Social Environment of IR, Contemporary Issues in Industrial Relations, Challenges in the current labour market, Impact of globalisation, automation, and digitalisation on IR, Trade Unions: Definition, Objectives, and Legal Framework.

UNIT II: Collective Bargaining and Labour-Management Relations (10 Hrs)

Concept, nature, and scope of collective bargaining, Legal framework for collective bargaining in India, Levels of bargaining, Collective agreements and their implementation, Negotiating Techniques and Skills, Types of negotiations, Key skills for successful bargaining, Labour-Management Relations, Paradigm shift in industrial relations policies, Tripartism, Social Dialogue, and Government Role in IR, types of tripartism, Social dialogue and reform processes in India, Bipartism's link with tripartism and its significance in policy-making.

UNIT III: Employment Contracts, Wage Systems, and Social Security (10 Hrs)

Contract of Employment and Employment Laws, Industrial Employment Standing Orders Act, 1946, Shops and Establishments Act, 1953, Inter-State Migrant Workmen Act, 1979, Contract Labour Act, 1970, and Contract Labour Code, Voluntary Retirement Scheme (VRS) and its legal implications, Wage Systems and Reward Policies, Wage theories, The Payment of Wages Act, 1936, Minimum Wages Act, 1948, The Payment of Bonus Act, 1965, Contemporary issues in the wage system in India, Social Security and Working Conditions, The Factories Act, Workers' Compensation Act, and Employees' State Insurance Act, Social security provisions for workers, Reforms in social security during structural adjustment periods, ILO conventions on social security.

UNIT IV: Dispute Resolution, Employee Participation, and Future of IR (10 Hrs)

Dispute Resolution and Industrial Harmony, Types of industrial conflicts, The Industrial Dispute Act, 1947, Role of labour boards, courts, and tribunals, Unfair labour practices and legal remedies, National Commission on Labour's recommendations, Strategies for maintaining industrial harmony, Employee Participation and Labour-Management Cooperation, Direct vs. indirect participation models, Labour participation schemes, Labour-management cooperation: Case studies of successful models, Grievance and Discipline Handling, Nature and causes of employee grievances, Grievance redressal mechanisms and procedures, Types of punishments and their legal considerations, HRM and Industrial Relations in India, The evolving role of HRM in industrial relations in India, HRM strategies for enhancing industrial relations and employee welfare, Role of ILO in global labour standards, India's relationship with the ILO and its compliance with international conventions, Lessons from foreign unions and OECD guidelines, the road ahead for industrial relations in India.

Suggested Readings:

1. Mamoria, C. B., Mamoria, S., & Gankar, S. V., Dynamics of Industrial Relations, Himalaya Publishing House.
2. Monappa, A., Nambudiri, R., & Selvaraj, P., Industrial Relations and Labour Laws, McGraw-Hill Education.

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

3. Venkata Ratnam, C. S., & Dhal, M., Industrial Relations (2nd ed.), Oxford University Press.
4. Sen, R., Industrial Relations in India: Text and Cases (2nd ed.), Laxmi Publications.
5. Sen, R., Industrial Relations in India: Shifting Paradigms, Macmillan India.
6. Uzzaman, A., & Sherwani, M., Industrial Relations in India, Anmol Publications.

HUMAN RESOURCE DEVELOPMENT- STRATEGIES AND SYSTEMS

Code: 26MG743

Max. Marks: 70

Course Objectives: The course aims to equip students with comprehensive knowledge of Human Resource Development (HRD) systems and strategies, enabling them to design, implement, and evaluate HRD practices that enhance organizational performance and employee development.

UNIT I: Human Resource Development (HRD)

(10 Hrs)

Concept: Relationship between human resource management and human resource development; Roles and competencies of HRD professionals; HRD Matrix; HRD as a Total System; HRD areas of Training, Education and Development.

UNIT II: HRD Process

(10 Hrs)

Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs

HRD interventions: Integrated Human Resource Development Systems, Staffing for HRD; HRD Audit; HRD and diversity management; HRD Climate.

UNIT III: Approaches to HRD

(10 Hrs)

Leadership development; Action learning; Assessment Centres; Motivation approaches for HRD; Industrial relations and HRD: role of Trade unions.

UNIT IV: Career management and development

(10 Hrs)

Coaching and mentoring; Employee coaching, mentoring and counselling; Competency mapping; High Performance Work Systems; Balanced Score Card; Integrating HRD with technology.

Suggested Readings:

1. Pareek, U., & Rao, T. V. Designing and Managing Human Resource Systems, Oxford IBH Publishing.
2. Rao, T. V., & Nair, M. R. R. Excellence Through Human Resource Management, Tata McGraw-Hill.
3. Nadler, L. Corporate Human Resource Development: A Management Tool, Van Nostrand Reinhold/ASTD.
4. Werner, J. M., & DeSimone, R. L. Human Resource Development, Cengage Learning.
5. Swanson, R. A., & Holton, E. F. Foundations of Human Resource Development, BerrettKoehler Publishers.
6. Gravina, T., Gaire, B., & Dooley, L. M. Fundamentals of Human Resource Development, Sage Publications.

विद्याधनं सर्वधनप्रधानं

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Tilthai, Dharmanagar, North Tripura

ENTREPRENEURIAL ECOSYSTEM

Code: 26MG746

Max. Marks: 70

Course Objectives: The objective of the course is to understand the concept of a start-up, identify the required strategic resources and entrepreneurial strategies in developing entrepreneurship competencies.

UNIT I: Foundations of Start-up

(08 Hrs)

Concept of Entrepreneur - Features - Types - Functions - Entrepreneurship - Characteristics - Evolution - Entrepreneurial process - Dimensions and Paradoxes - Attributes of Strategic Resources - Approaches - Social Entrepreneur - Women Entrepreneur - Role of entrepreneurship in economic development - Constraints for the growth of entrepreneurial culture - Start-up success stories.

UNIT II: Entrepreneurial Strategies and Competencies

(08 Hrs)

Business Models and Strategy - Entry Wedges - Resource-Based Strategies - Information Rules Strategies - Strategy and Industry Environments - Crafting and Evaluating Strategy - Entrepreneurship competencies - qualities of a successful entrepreneur - Entrepreneurial traits - Developing competencies - Tools of assessment - Institutional Framework - Role of SSI Sector in the Economy - Failure, Causes and Preventive Measures - Turnaround Strategies.

UNIT III: Start-up Environment and Business Plan

(08 Hrs)

Schematic of the New Venture's Environment - Processes of Business Environment Analysis - Political, Governmental, Stakeholder, Technological, Macroeconomic, Socio-demographic, Competitive and Competitor Analysis - Elements of Business plan - Feasibility study - Critiquing the plan - Formalities and procedures in registration of a business - Regulatory norms and legal aspects - Format and presentation of report - Marketing strategies.

UNIT IV: Managing New Venture and Financing

(08 Hrs)

Preparing for the new venture launch - New venture expansion strategies - Venture Capital and Angel Investment - Importance and Benefits - Sources of Investment - Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions.

UNIT V: Institutional Financial Support

(08 Hrs)

Institutions supporting the small business enterprises: Central level institutions, state level institutions, other agencies. District Industries Centres (DICs) - Industrial Development Corporation (IDC) - State Financial Corporation (SFCs) - Small Scale Industries Development Corporations (SSIDCs) - Khadi and Village Industries Commission (KVIC) - Technical Consultancy Organisation (TCO) - Small Industries Service Institute (SISI) - National Small Industries Corporation (NSIC) - Small Industries Development Bank of India (SIDBI) - NBFC's in India

Text Books:

1. Vasant Desai, Small-Scale Enterprises and Entrepreneurship Ecosystem, 6th Edition, Himalaya Publishing House, 2016.
2. Robert Hisrich, Michael Peters, and Dean Shepherd, Entrepreneurship, 11th Edition, McGraw Hill Education, 2019.
3. Poornima M. Charantimath, Entrepreneurship Development and Small Business Enterprises, 3rd Edition, Pearson Education, 2018.
4. Andrew Zacharakis, William Bygrave, and Andrew Corbett, Entrepreneurship, 4th Edition, Wiley, 2016.
5. Marc J. Dollinger, Entrepreneurship: Strategies and Resources, 4th Edition, Marsh Publications, USA, 2008.

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

6. Rajeev Roy, Entrepreneurship, 2nd Edition, Oxford University Press, 2011.
7. C.V. Bakshi, Entrepreneurship Development, 2nd Edition, Excel Publications, 2010.

Suggested Readings:

1. Norman M. Scarborough & Jeffery R. Cornwall, Essentials of Entrepreneurship and Small Business Management, 9th Edition, Prentice Hall, 2018.
2. Howard Frederick, Allan O'Connor, & Donald F. Kuratko, Entrepreneurship: Theory, Process and Practice, 4th Edition, Cengage Learning, 2016.
3. Vasant Desai, Entrepreneurship Management, 1st Edition, Himalaya Publishing House, 2013.
4. Madhurima Lal, Entrepreneurship, 1st Edition, Excel Publications, 2012.
5. Eric Ries, The Lean Start-up: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, 1st Edition, Crown Publishing, 2011.
6. Madhukar Shukla, Social Entrepreneurship in India, 1st Edition, SAGE Publications India Pvt Ltd., 2020.
8. Peter Thiel & Blake Masters, Zero to One: Notes on Start Ups, or How to Build the Future, Random House, 2014.

BUSINESS VALUATION FOR STARTUPS

Code: 26MG744

Max. Marks: 70

Course Objectives: This course aims to develop a practical understanding of startup valuation methods, financial modelling, and strategic implications to support informed investment and exit decisions.

UNIT I: Introduction to Business Valuation and Startups (10 Hrs)

Overview of Business Valuation, Purpose of valuation: Mergers, acquisitions, investment, etc., differentiating between established businesses and startups. Role of intangible assets (brand, intellectual property) in startup valuation, Challenges in Valuing Startups, Uncertainty, risk, and limited financial history, Market competition, scalability, and growth potential, Startup Ecosystem, Stages of a startup, Venture capital, angel investment, and crowdfunding.

UNIT II: Valuation Methods for Startups (10 Hrs)

Market-Based Valuation, Comparable company analysis (comps), Precedent transactions analysis, Income-Based Valuation, Discounted Cash Flow (DCF) method, Adjustments for startup-specific factors (growth rate, risk premium), Asset-Based Valuation, Book value and liquidation value, Relevance for startups with tangible assets, Venture Capital Valuation Method, The First Chicago Method, The Risk-Adjusted Return Method.

UNIT III: Financial Modelling and Projections for Startups (10 Hrs)

Understanding Financial Statements for Startups, Profit & Loss Statement, Balance Sheet, and Cash Flow Statement, Key financial metrics (burn rate, runway, gross margin, etc.), Building Financial Projections for Startups, Revenue forecasting: sales, pricing, and market size assumptions, Expense forecasting: fixed vs. variable costs, capital expenditures, Creating pro-forma financial statements, Discounted Cash Flow (DCF) in Startup Context, Adjusting projections for startup-specific risk factors, Estimating terminal value and discount rates, Scenario Analysis and Sensitivity Testing, Sensitivity analysis on key financial assumptions (growth rate, discount rate).

UNIT IV: Legal, Ethical, and Strategic Considerations in Startup Valuation (10 Hrs)

Legal Considerations in Startup Valuation, Intellectual Property rights and valuation, Regulatory and compliance issues for startups, Ethical Issues in Business Valuation, Valuation manipulation and conflicts of interest, Transparency, fairness, and stakeholder trust, Strategic Implications of Valuation, Impact of valuation on fundraising, acquisitions, and mergers, Negotiation strategies for founders and investors, Exit Strategies and Valuation, IPO, acquisition, and secondary sales, Timing the exit and maximising value for stakeholders.

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Suggested Readings:

1. Sridharan, S., Family and Dhanda: A to Z of Succession Planning for Founders and Successors, Rupa Publications.
2. Meeran, N., Kumar, M. S. A., Meeran, F., & Skaria, G., Beyond Three Generations: The Definitive Guide to Building Enduring Indian Family Businesses, HarperCollins.
3. Sharma, A., How to Thrive in a Family Business: Business Lessons from my Baidyanath Journey, Penguin India.
4. Jayshankar, K., Succeeding in Business: Nurturing Value in Family Business, Notion Press.
5. Madnani, P., From Idea to Market: A Complete Guide to Startup Validation, Notion Press.

GOVERNMENT & INSTITUTIONAL SUPPORT SYSTEM FOR MSMEs

Code: 26MG745

Max. Marks: 70

Course Objectives: This course aims to make students understand the setting up and management of MSMEs and initiatives of the Government and other institutions supporting the growth and development of MSMEs.

UNIT I: Introduction for Small and Medium Entrepreneurship (SME) (10 Hrs)

Concept & Definition, Role of Business in the modern Indian Economy, SMEs in India, Employment and export opportunities in MSMEs. Issues and challenges of MSMEs.

Setting up SMEs: Identifying the Business opportunity, Business opportunities in various sectors, formalities for setting up an enterprise - Location of Enterprise – steps in setting up an enterprise – Environmental aspects in setting up, Incentives and subsidies, Rural entrepreneurship – Women entrepreneurship.

UNIT II: Institutions supporting MSMEs (10 Hrs)

Forms of Financial support, Long-term and Short-term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions, Central level institutions, State level institutions, other agencies, Commercial Bank –Appraisal of Bank for loans. Institutional aids for entrepreneurship BBA (Entrepreneurship) w.e.f. A.Y. 2020-2021, (Batch 2020-2023) Page 2 development – Role of DST, SIDCO, NSIC, IRCI, NIDC, SIDBI, SISI, SIPCOT, and Entrepreneurial guidance bureaus.

UNIT III: Management of MSME (10 Hrs)

Management of Product Line; Communication with clients –Credit Monitoring System - Management of NPAs - Restructuring, Revival and Rehabilitation of MSME, Problems of entrepreneurs – sickness in SMI – Reasons and remedies– Evaluating entrepreneurial performance.

UNIT IV: Role of Government in promoting Entrepreneurship (10 Hrs)

MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centres (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB)- objectives. Government Schemes from MSME Subsidies Support on ISO Certification & skills upgradation- Special Benefits of imports and exports-state government support on Industrial Infrastructure GST, and its exemptions.

Suggested Readings:

1. Desai, V. Small Scale Industries and Entrepreneurship. Himalaya Publishing House.
2. Charantimath, P. M. Entrepreneurship Development and Small Business Enterprises. 3rd ed., Pearson Education.
3. Burns, P. Entrepreneurship and Small Business. 5th ed., Bloomsbury Publishing.
4. Chaudhury, S. K. Micro, Small, and Medium Enterprises in India. Avon Publications.
5. Aneet, & Aggarwal, M. (Eds.) Small and Medium Enterprises in Transitional Economies: Challenges and Opportunities. Deep & Deep Publications.

Integrated MBA
8th Semester

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. Noulia: Harper Collins
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: 1 (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.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

CREDIT MANAGEMENT

Code: 26MG534

Max Marks: 70

Course Objectives: The course aims to equip students with essential knowledge and skills in analysing, controlling, and mitigating credit risk, thus preparing them for roles in financial management and decision-making.

UNIT I: Introduction to Credit Management (10 Hrs)

- Definition and Importance of Credit Management
- Objectives and Scope of Credit Management
- Types of Credit
- Credit Policy and its Components
- Role of Credit in Financial Management
- Credit Risk and Credit Rating
- Overview of Credit Laws and Regulations

UNIT II: Credit Analysis and Risk Assessment (10 Hrs)

- Credit Analysis Process
- Financial Statement Analysis for Credit Evaluation
- Quantitative & Qualitative Factors in Credit Assessment
- Credit Scoring Models
- Credit Risk Assessment Techniques
- Credit Risk Mitigation Strategies
- Case Studies on Credit Analysis

UNIT III: Credit Control and Monitoring (10 Hrs)

- Credit Control System and Procedures
- Credit Limits and Exposure Management
- Monitoring Credit Accounts
- Early Warning Signs of Credit Problems
- Handling Delinquent Accounts
- Collection Techniques and Strategies
- Legal Aspects of Credit Control and Collections

UNIT IV: Advanced Topics in Credit Management (10 Hrs)

- International Credit Management
- Credit Management in Different Industries (eg., Banking, Retail)
- Impact of Economic Cycles on Credit Management
- Technological Advances in Credit Management
- Credit Management Software and Tools
- Future Trends in Credit Management
- Ethical Issues in Credit Management

Suggested Readings:

1. Brigham, E. F., & Daves, P. R. (2013). Intermediate Financial Management (11th ed.). South-Western Cengage Learning.
2. Coyle, B. (2000). Framework for Credit Risk Management. Chartered Institute of Bankers.
3. Gestel, T. V., & Baesens, B. (2008). Credit Risk Management: Basic Concepts: Financial Risk Components, Rating Analysis, Models, Economic and Regulatory Capital. Oxford University Press.
4. Hopkin, P. (2018). Fundamentals of Risk Management: Understanding, Evaluating, and Implementing Effective Risk Management (5th ed.). Kogan Page.
5. Moorad, C. (2010). The Art of Credit Derivatives: Demystifying the Black Swan (2nd ed.). John Wiley & Sons.

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

RISK MANAGEMENT IN BANKS

Code: 26MG831

Max Marks: 70

Course Objectives: This course aims to develop an understanding of the types of risks faced by banks, analyse regulatory frameworks such as Basel Accords and RBI guidelines, and apply risk mitigation strategies and governance practices to ensure financial stability and compliance.

UNIT I: Introduction to Risk Management in Banking (10 Hrs)

Concept and Importance of Risk in Banking, Objectives and Scope of Risk Management, Categories of Banking Risks: Credit Risk, Market Risk, Operational Risk, Liquidity Risk, Risk vs. Uncertainty, Role of Risk Management in Financial Stability, Overview of Basel Accords (Basel I, II, III)

UNIT II: Credit Risk and Its Management (10 Hrs)

Meaning and Sources of Credit Risk, Measurement Tools: Credit Rating, Credit Scoring, Risk-Weighted Assets, Non-Performing Assets (NPAs): Causes, Effects, and Management, Credit Appraisal Process, Credit Risk Mitigation Techniques, RBI Guidelines on Credit Risk.

UNIT III: Market, Liquidity, and Operational Risks: Market Risk (10 Hrs)

Types (Interest Rate Risk, Forex Risk), Value at Risk (VaR), Liquidity Risk: Causes and Indicators, Operational Risk: Internal Fraud, Technology Failures, External Events, Tools for Managing Market and Liquidity Risks, Stress Testing and Scenario Analysis, Risk Management Information Systems (RMIS).

UNIT IV: Regulatory Framework and Risk Governance (10 Hrs)

Role of RBI in Banking Supervision, Risk-Based Supervision (RBS) Framework, Internal Capital Adequacy Assessment Process (ICAAP), Risk Governance Structure in Banks, Role of Board and Risk Committees, Emerging Trends in Risk Management: Cybersecurity, Fintech Risk, ESG Risk.

Suggested Readings:

1. Kotreshwar, G., Risk Management: Insurance and Derivatives, Himalaya Publishing House
2. Muraleedharan, D., Modern Banking: Theory and Practice, PHI Learning
3. Padmalatha, S. and Paul, J., Management of Banking and Financial Services, Pearson India
4. Desai, V., Banks and Institutional Management, Himalaya Publishing House
5. Toor, N. S., Risk Management and Basel Accords, Skylark Publications
6. Srivastava, R. M. and Nigam, D., Management of Financial Institutions, Himalaya Publishing House.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

FINTECH AND AI IN BANKING & FINANCE

Code: 26MG832

Max Marks: 70

Course Objective: This course aims to develop a conceptual and practical understanding of the applications of financial technologies and artificial intelligence in banking and finance, enabling students to evaluate emerging tools, innovations, and regulatory frameworks.

UNIT I: Introduction to FinTech and Digital Banking (10 Hrs)

Evolution and Definition of FinTech, FinTech Ecosystem and Business Models, Digital Banking vs Traditional Banking, Neo Banks and Challenger Banks, FinTech Startups in India: Trends and Innovations, Regulatory Sandbox by RBI.

UNIT II: Artificial Intelligence in Banking & Finance (10 Hrs)

Role of AI and Machine Learning in Financial Services, AI in Credit Scoring, Fraud Detection, and Customer Service (Chatbots), Robo-Advisors in Wealth Management, AI in Risk Management and Compliance, Use of Predictive Analytics and Sentiment Analysis, Case Studies: AI applications in Indian banks (e.g., HDFC Eva, SBI YONO).

UNIT III: Emerging Technologies in FinTech (10 Hrs)

Blockchain Technology and Distributed Ledgers, Cryptocurrencies and Central Bank Digital Currency (CBDC), Smart Contracts and Decentralised Finance (DeFi), Big Data and Cloud Computing in Finance, API Banking and Open Banking, Use of IoT and Biometric Authentication in Finance.

UNIT IV: Regulatory Framework and Challenges (10 Hrs)

Regulatory Landscape for FinTech in India, Role of RBI, SEBI, and NPCI, Data Privacy, Security, and Cyber Risk in FinTech, Legal and Ethical Issues in AI and Digital Finance, Consumer Protection and Grievance Redressal, Future Trends: RegTech, InsurTech, SupTech.

Suggested Readings:

1. Arjunwadkar, P. Y., FinTech: The Technology Driving Disruption in the Financial Services Industry, Wiley India
2. Sundararajan, S., & Bansal, G., FinTech Revolution: Universal Inclusion in the New Financial Ecosystem, Wiley India
3. Sharma, K., & Malhotra, M., Artificial Intelligence in Banking and Finance, BPB Publications
4. Parameswaran, R., The Digital Financial Revolution in India, Himalaya Publishing House
5. Gaur, C. S., & Vaidya, R., Banking and Financial Services with FinTech Innovations, Kunal Books
6. Sharma, M., AI and Machine Learning in Finance, Tech Knowledge Publications.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

ACCOUNTING OF BANKING & INSURANCE COMPANIES

Code: 26MG833

Max Marks: 70

Course Objectives: This course aims to develop the learners' ability to understand and apply regulatory frameworks and accounting principles specific to banking and insurance companies, including the preparation and analysis of their financial statements.

UNIT I: Introduction to Banking Company Accounts (10 Hrs)

Overview of Banking Companies and Applicable Regulations (RBI Act, Banking Regulation Act), Classification of Bank Assets and Liabilities, Preparation of Final Accounts of Banking Companies as per RBI norms, Treatment of Rebate on Bills Discounted, Statutory Reserve and Other Provisions, Case Study: Annual Report Analysis of a Public Sector Bank.

UNIT II: Accounting for Non-Performing Assets (NPAs) and Income Recognition (10 Hrs)

Meaning and Classification of NPAs, Income Recognition Norms for Banks (as per RBI guidelines), Provisioning for NPAs and Write-offs, Restructuring of Loans and Asset Classification, Guidelines for Advances and Investments Accounting, Contingent Liabilities and Off-Balance Sheet Items.

UNIT III: Accounting of Insurance Companies – Life Insurance (10 Hrs)

Introduction to IRDA and Regulatory Framework, Types of Life Insurance Policies and Premium Accounting, Accounting for Claims: Maturity and Death Claims, Valuation of Liabilities and Actuarial Valuation, Preparation of Revenue Account, Profit & Loss A/c, and Balance Sheet (as per IRDA format), Segment Reporting and Disclosures.

UNIT IV: Accounting of Insurance Companies – General Insurance (10 Hrs)

Types of General Insurance: Fire, Marine, Health, Motor Premium, Commission, and Claims Accounting, Unearned Premium Reserve and Claim Provisioning, Reinsurance: Types and Accounting Treatment, Preparation of Final Accounts of General Insurance Companies, Case Study: Financial Statements of LIC, ICICI Lombard, or New India Assurance.

Suggested Readings:

1. Monga, J.R., Accounting for Banking and Insurance, Mayur Paperbacks.
2. Maheshwari, S.N. and Maheshwari, S.K., Corporate Accounting, Vikas Publishing House.
3. Lal, Dr. Jawahar, Accounting for Management, Himalaya Publishing House.
4. Gupta, R.L. and Radhaswamy, M., Advanced Accountancy Vol-II, Sultan Chand & Sons.
5. Grewal, T.S., Introduction to Accounting for Banking and Insurance Companies, S. Chand Publishing.
6. Sekar, G. and Saravana Prasath, B., Banking and Insurance Accounting, Commercial Law Publishers.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

BANKING PRINCIPLES AND PRACTICES

Code: 26MG834

Max Marks: 70

Course Objectives: This course equips students with a comprehensive understanding of banking principles, including the Indian financial system, banking operations, technology, ethics, and marketing, preparing them for success in the evolving banking industry.

UNIT I: Indian Financial System & Banking Regulation (10 Hrs)

Overview of the Indian Financial System, Role and functions of RBI, Commercial Banks, NBFCs, Cooperative Banks, PDs, FIs. Tools of Monetary Control; CRR, SLR. Equity & Debt Markets, SEBI, IRDA. Banking Regulation: Objectives and Functions of RBI, Tools of Monetary Control. Retail Banking, Wholesale Banking, and International Banking. Role of Money Markets, Debt Markets & Forex Market. SEBI's Role in Capital Markets. Risk Management & Basel Accords. CIBIL, Fair Practices Code for Debt Collection, BCSBI. Recent Developments in the Indian Financial System

UNIT II: Functions of Banks and Banking Operations (10 Hrs)

Banker-Customer Relationship, Different Deposit Products & Services; KYC/AML/CFT norms. Payment Systems; Cheques & Negotiable Instruments, Consumer Protection Laws (COPRA, Banking Ombudsman), Opening Accounts, Ancillary Services, and Cash Management. Principles of Lending, Working Capital Assessment & Credit Monitoring. Priority Sector Advances and Agricultural Finance, MSMEs & Government-Sponsored Schemes. Non-Performing Assets (NPAs), Documentation & Securities. Financial Inclusion, Financial Literacy, and ICT in Banking

UNIT III: Banking Technology (10 Hrs)

Essentials of Bank Computerization, Payment Systems & Electronic Banking (ATMs, Electronic Fund Transfers, etc.), Data Communication Networks, SWIFT, and EFT Systems. Role of Technology Upgradation in Banks. Security Considerations, IT Act, Computer Audit. Preventive Vigilance in Electronic Banking (Phishing, Cybersecurity). Role of Digital Banking and Technology in Customer Experience

UNIT IV: Marketing of Banking Services & Ethics in Banking (10 Hrs)

Marketing of Banking Services: Concepts, Management, Marketing Mix. Consumer Behavior and CRM in Banks. Pricing Strategies in Banking Services, Distribution Channels: Net Banking, Mobile Banking, and Direct Selling Agents (DSA). Marketing Information Systems, Ethics in Banking: Business Ethics, Banking Ethics, and Ethical Foundations. Work Ethics, Conflict of Interest, Sexual Harassment, Whistleblowing.

Suggested Readings:

1. Khan, M.Y., Indian Financial System, Tata McGraw-Hill Education
2. Desai, Vasant, The Indian Financial System and Development, Himalaya Publishing House
3. Varshney, P.N., Banking Law and Practice, Sultan Chand & Sons
4. Khubchandani, B.S., Principles and Practices of Banking, Macmillan India Ltd.
5. Srivastava, R.M., Banking in India: Policies, Practices, and the Challenges, Ramesh Book Depot
6. Shukla, R.M., Modern Banking in India: Theory and Practice, S. Chand Publishing

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

BEHAVIOURAL FINANCE

Code: 26MG835

Max. Marks:

Course Objectives: This course aims to provide students with an understanding of behavioural finance, focusing on the psychological factors that influence investor behaviour and market inefficiencies.

UNIT I: Introduction to Behavioural Finance and Market Rationality (10 Hrs)

Overview of Behavioural Finance, Introduction to Behavioural Finance and its evolution, Differences between traditional finance theories and behavioural finance. Rationality vs. Psychology in Finance: The Role of Cognitive Biases and Emotions in Decision Making, How Psychology Affects Financial Decision Making, Agency Theory, and Conflicts of Interest in Financial Markets. Corporate governance and decision-making, Prospect Theory, Concepts: loss aversion, framing, reference points. Implications of Prospect Theory in Investment Decisions. Traders' Brain, Psychological processes behind market behaviour. Decision-making under uncertainty and stress, Overreaction and Optimism, Investor sentiment and its impact on market bubbles and corrections. Role of optimism in financial markets, Case Studies: Real-world examples of irrational behaviour in markets (e.g., market bubbles, overreaction).

UNIT II: Challenges to Market Efficiency and Risk (10 Hrs)

Challenges to Market Efficiency, Overview of Efficient Market Hypothesis (EMH), Behavioural critiques of market efficiency. Momentum vs. Reversal, Market anomalies: momentum and mean reversion. How these anomalies challenge traditional finance theories, Noise Trader Risk. Impact of irrational traders (noise traders) on market prices. Noise trader risk in financial markets, Attitude to Risk, Understanding risk preferences and biases (e.g., risk aversion, overconfidence), How investors' attitude to risk influences market behaviour. Expected Utility Theory, the role of expected utility theory in financial decision-making, and its limitations in explaining investor behaviour. Mental Accounting, Concept of mental accounting and its effects on investment decisions, Implications for portfolio management, Investor Sentiment and Market Trends, how sentiment influences market movements, Case studies on how sentiment-driven trends impact financial markets.

UNIT III: Heuristics, Biases, and Investor Behaviour Heuristics and Decision Making (10 Hrs)

Understanding heuristics in investor decision-making: availability, representativeness, and anchoring. Biases in Financial Decision Making: Overconfidence, confirmation bias, and hindsight bias in investment decisions. Overconfidence and Over-optimism: Behavioural explanations for excessive risk-taking due to overconfidence. Emotion and Reasoning in Investment Decisions: The role of emotions like fear and greed in financial decision making, Emotional influence on market volatility. Excessive Risk-Taking: Behavioural reasons for excessive risk-taking in financial markets, The role of framing effects and overconfidence. Behavioural Explanation for Anomalies. Overview of market anomalies: the January effect, value vs. growth investing. How these anomalies challenge efficient market theories. Excessive Volatility: Understanding excessive volatility and its behavioural causes. Case studies of market swings. Loss Aversion and Gamblers' Fallacy, Impact of loss aversion on investor decisions. Gamblers' fallacy and its implications on market behaviour. Case Studies: Real-life examples of biases and heuristics affecting market outcomes (e.g., 2008 financial crisis, dot-com bubble).

UNIT IV: Investor Behaviour, Conformity, and Behavioural Insights into Market Anomalies (10 Hrs)

Investor Behaviour and Decision Making: role of individual psychology in investment decisions, how cognitive biases influence behaviour and market outcomes. Conformity vs. Contrarian Investing: Herding behaviour in financial markets and its impact on market prices, Contrarian investment strategies and their behavioural foundations. Group Psychology on Boards: Decision-making in groups (e.g., corporate boards) and its effect on market behaviour, Impact of groupthink and consensus on financial decisions. Personality and Biases: How individual personality traits affect financial decisions, Understanding risk tolerance and decision-making styles. Conformity and Herd Behaviour in Markets: Dynamics of herd behaviour and its role in market bubbles and crashes, Psychological drivers of herd behaviour. Contrarian Strategies: Understanding contrarian investment strategies and their roots in behavioural finance, Personality Types and Investment Decisions: Influence of different personality types on investment choices, Behavioural impact of personality traits like aggression or conservatism. Groupthink and Market Impact: Groupthink's role in collective investment decisions, Behavioral implications for market stability and bubbles. Investor Psychology and Financial Products: Psychological influences on the use of financial products such as derivatives, ETFs, and mutual funds. Case Studies: investor behaviour during market crises and booms

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Tilthai, Dharmanagar, North Tripura

Suggested Readings:

1. Ackert, L., Understanding Behavioural Finance, Cengage Learning Pvt. Ltd., 2nd Edition, 2020.
2. Forbes, W., Behavioural Finance, Wiley Books
3. Shefrin, H., Beyond Greed and Fear: Understanding Behavioural Finance and the Psychology of Investing, Harvard Business School Press
4. Shleifer, A., Inefficient Markets: An Introduction to Behavioural Finance, Oxford University Press
5. Singhal, V., Beyond the Random Walk: A Guide to Stock Market Anomalies and Low-Risk Investing, Oxford University Press
6. Thaler, R. H., Advances in Behavioural Finance, Russell Sage Foundation
7. Bhattacharya, B., & S. B. Das, Behavioural Finance: An Indian Perspective, Sage Publications,
8. Pattanaik, S., Behavioural Finance: An Indian Outlook, Prentice Hall.

CORPORATE TAXATION

Code: 26MG836

Max. Marks:

Course Objectives: This course aims to provide students with a conceptual and practical understanding of Indian corporate tax laws, tax planning strategies, and international taxation. It equips learners to apply tax principles in financial decision-making and assess tax implications on corporate operations.

UNIT I

(10 Hrs)

Income Tax Law: Basic concepts relating to income, gross total income, total income, maximum marginal rate of tax, residential status, and the scope of total income based on residential status. Computation of income under different heads: Salaries, Profits and gains of business or profession, Capital gains, Total income and tax computation, and set-off and carry forward of losses. Deductions from gross total income.

UNIT II

(10 Hrs)

Preparation of return of income manually as well as through software, Advance payment of tax, Tax deduction at source, e-TDS return/return of TDS, and assessment. Corporate Tax Planning: Meaning of tax planning and management, tax evasion and tax avoidance; Nature, scope, and justification of corporate tax planning and management. Computation of taxable income and tax liability of companies: Concept and application of Minimum Alternate Tax; Carry forward and set-off of losses in the case of certain companies; Tax on distributed profits of domestic companies and on income distributed to unitholders.

UNIT III

(10 Hrs)

Implications of Tax benefits and incentives for corporate decisions in respect of setting up a new business, location of business, and nature of business. Tax planning with reference to financial management decisions; Capital structure decisions; Dividend Policy; Bonus Share; Investments and Capital Gains. Tax planning with reference to specific management decisions - Make or buy; own or lease; repair or replace. Tax planning with reference to employees' remuneration. Tax planning with reference to the distribution of assets at the time of liquidation. Tax Planning in respect of amalgamation or demerger of companies; Slump sale; conversion of a firm into a company

UNIT IV

(10 Hrs)

International Taxation; Foreign collaborations and incidence of taxation on domestic companies; provisions for relief in respect of double taxation; important Double Taxation Avoidance Agreements with different countries like the USA, the UK, Mauritius, Singapore, etc. The problems of international double taxation – The assignment rules: source versus residence – methods to alleviate international tax duplication: Tax credit relief; Double tax treaties: OECD Models; International tax avoidance and evasion; transfer pricing; Tax havens– Anti-avoidance measures.

Suggested Readings:

1. Ahuja, G., & Gupta, R., Simplified Approach to Corporate Tax Planning and Management, Bharat Law House
2. Mehrotra, H. C., & Goyal, S. P., Direct Taxes including Planning & Management, Sahitya Bhawan
3. Kanga, P., & Vyas, D., The Law and Practice of Income Tax, LexisNexis
4. Musgrave, R. A., & Musgrave, P. B., Public Finance in Theory and Practice, McGraw-Hill
5. Pagare, D., Direct Tax Planning and Management, Sultan Chand & Sons

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Tilthai, Dharmanagar, North Tripura

6. Singhanian, V. K., Direct Taxes: Law and Practice, Taxmann
7. Singhanian, V. K., & Singhanian, M., Direct Taxes Planning and Management, Taxmann Publications

MARKETING RESEARCH AND ANALYTICS

Code: 26MG837

Max. Marks: 70

Course Objectives: This course aims to provide foundational knowledge of marketing research methods and their application in areas such as consumer behaviour, advertising, and product development.

UNIT I: Introduction

(10 Hrs)

Nature and scope of Marketing Research, Marketing Research Process, Formulation of research problem; Research Design: Exploratory, Descriptive and Conclusive research, Scaling techniques: Comparative and Non-Comparative Scaling Techniques, Reliability and Validity of Scales

UNIT II: Data Collection Methods

(10 Hrs)

Primary and Secondary Data, Sources of Secondary Data, conducting review of literature; Qualitative Research Tools: Depth Interviews, focus groups and projective techniques, Observation method, Survey and Questionnaire Design: Form and layout, Pilot testing, Sample Design and Field Work: Probability and Non-Probability Sampling Techniques, Sample Size determination, Data coding and data preparation, tabulation, Graphical presentation, sampling and non-sampling errors

UNIT III: Hypothesis Testing and Marketing Analytics

(10 Hrs)

Concepts, Parameter and Non-parametric Testing, Use of statistical Software; Univariate and Multivariate data analysis techniques. Predictive Analytics for Sales Forecasting; Social Media and Sentiment Analysis.

UNIT IV: Marketing Research Applications and Ethical Considerations

(10 Hrs)

Consumer research, attitude measurement and scaling techniques; Product research; Advertising research; Ethical issues in Marketing Research.

Suggested Readings:

1. Malhotra, N.K., & Dash, S., Marketing Research: An Applied Orientation, Pearson Education
2. Burns, A.C., Veeck, A.F., & Bush, R.F., Marketing Research, Pearson Education
3. Churchill, G., Iacobucci, D., & Israel, D., Marketing Research: A South Asian Perspective, Cengage Learning
4. Zikmund, W.G., & Babin, B.J., Exploring Marketing Research, Cengage Learning
5. Aaker, D.A., Kumar, V., Leone, R.P., & Day, G.S., Marketing Research, Wiley India
6. Bradley, N., Marketing Research: Tools and Techniques, Oxford University Press

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

CUSTOMER RELATIONSHIP MANAGEMENT

Code: 26MG838

Max Marks: 70

Course Objectives: This course aims to equip students with a comprehensive understanding of customer relationship management principles, enabling them to analyse, design, and implement customer-centric strategies using data-driven tools and technology to enhance customer satisfaction and organisational performance.

UNIT I: Introduction to CRM and Strategic Foundations (10 Hrs)

Concept, Definition, and Importance of CRM, Key Elements and Benefits of CRM, Phases in the CRM Process, Models of CRM: IDIC, QCI, CRM Value Chain, Payne's Five-Process Model. e-CRM: Meaning, Scope, and Application. Understanding Customer Relationships: Types, Dynamics, and Expectations. Relationship Management Theories: Social Exchange, Commitment-Trust Theory. Developing CRM Strategy, Relationship-Oriented Organisations and Culture, CRM Architecture and Strategic Fit with Business Goals

UNIT II: Marketing and Customer-Centric Aspects of CRM (10 Hrs)

Customer Data and Customer Knowledge, Market Segmentation for CRM, Communication Channels for CRM: Email, Phone, Social Media, Web, In-Person, Influencing Consumer Behaviour through CRM. Personalisation and Customisation Strategies. Developing Customer Propositions and Value Offerings, Pricing Strategies Based on Customer Insights, Organisational Relationship Policies and Practices, Contact Moments and Customer Touchpoints, Enhancing Customer Experience through Relationship Marketing

UNIT III: Analytical CRM and Customer Insights (10 Hrs)

Analytical CRM: Meaning and Importance, Customer Data Management, Data Mining for CRM, Process, Value, and Applications. Customer Segmentation and Profiling Using Data, Designing and Managing Loyalty Programs. Measuring CRM Effectiveness and ROI, Retention Strategies and Churn Analysis, Cross-Selling and Up-Selling Techniques. Customer Lifetime Value (CLV): Calculation Methods and Business Implications. Predictive Analytics in CRM

UNIT IV: Operational CRM and Implementation (10 Hrs)

Operational CRM Overview and Tools, CRM Channels: Call Centres, Direct Mail, In-store Services. Role of Internet and Technology in CRM: Digital CRM, Social CRM, and Mobile CRM. Overview of CRM Systems (e.g., Salesforce, Zoho, HubSpot), Data Warehousing and Data Marts in CRM, CRM Implementation Roadmap: Planning, Customisation, User Training, and Adoption. Project Management in CRM Deployment, Challenges in CRM Implementation, Legal and Ethical Aspects: Data Privacy and Security. Emerging Trends: AI in CRM, Chatbots, Voice of the Customer (VoC).

Suggested Readings:

1. Peelen, E., Customer Relationship Management, Pearson Education
2. Buttle, F., & Maklan, S., Customer Relationship Management: Concepts and Technologies, Routledge
3. Chandra, P., Customer Relationship Management, Dreamtech Press
4. Kumar, V., Customer Relationship Management: A Strategic Approach, Cambridge University Press
5. Shainesh, G., & Sheth, J. N., Customer Relationship Management: Emerging Concepts, Tools, and Applications, McGraw-Hill Education
6. Peppers, D., & Rogers, M., Managing Customer Relationships: A Strategic Framework, Wiley
7. Dyche, J., The CRM Handbook: A Business Guide to Customer Relationship Management, Addison-Wesley

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

INDUSTRIAL MARKETING

Code: 26MG839

Max Marks: 70

Course Objectives: This course aims to equip students with a clear understanding of industrial marketing, emphasising market dynamics, customer behaviour, strategy, pricing, distribution, and sales management.

UNIT I: Introduction to Industrial Marketing

(10 Hrs)

Basic of Industrial Marketing: Understanding the concept and importance of industrial marketing, Attributes of marketing strategy, Types of industrial products and customers, Industrial process exchange, Industrial customer segmentation (OEMs, government customers, institutions, etc.). Understanding Industrial Markets: Differences between industrial and consumer markets, Market structure and customer behaviour, Industrial marketing landscape and trends in India, Industrial development and strategy elements

UNIT II: Industrial Buying Behaviour and Buyer-Seller Relationships

(10 Hrs)

Industrial Buying Behaviour: Organisational buying and its features, Types of buying situations: Straight Rebuy, Modified Rebuy, New Task, System Buy. The Buying Centre Concept and decision-making process, Models of buyer behaviour (Sheth Model, Webster and Wind Model), Vendor analysis and performance ratings. Buyer and Seller Relationships: Conceptual model of buyer-seller relationships, Interaction of sales representatives and buyer perceptions, Types of relationships: Transactional, Value-Added, Collaborative, Technological contributions, dependence, and sales potential.

UNIT III: Strategy Planning, Product Development, and Pricing in Industrial Marketing

(10 Hrs)

Strategy Planning in Industrial Markets: Market segmentation and targeting strategies, Positioning and differentiation in industrial marketing. Developing a positioning strategy, a Decision Support System (DSS) for strategic planning. Product Development Strategy: New product development and stages, Industrial product life cycle: Introduction, Growth, Maturity, and Decline. Product evaluation and perceptual mapping. Pricing in Industrial Marketing: Factors affecting pricing decisions in industrial marketing, Pricing policies: Skimming, Penetration, Product Differentiation, Pricing strategies at different product life cycle stages. Government regulations and competitive analysis

UNIT IV: Distribution Channels, Logistics, and Sales Management in Industrial Marketing

(10 Hrs)

Industrial Distribution Channels: Marketing channels and physical distribution, Channel design process: Direct and indirect channels, Types of industrial middlemen and intermediaries, managing channel conflicts and ensuring efficient distribution. Industrial Marketing Logistics: Logistics system and physical distribution models (JIT system, Total Cost Approach), Customer service levels and impact of marketing logistics on intermediaries. Sales Force Management and Sales Promotions: Functions and responsibilities of sales force management, Key account management, selection, training, and compensation, Sales promotions techniques in industrial marketing: Trade Shows, Catalogues, Direct Mail, etc., Personal selling and advertising in industrial settings

Suggested Readings:

1. Agarwal, S., & Jain, N., Industrial Marketing, Pearson India
2. Czinkota, M.R., & Ronkainen, I.A., International Industrial Marketing, Wiley India
3. Kotler, P., & Keller, K.L., Marketing Management: A South Asian Perspective, Pearson India
4. Rao, A.P., Industrial Marketing Management, Wiley India
5. Kumar, V., & Rahman, Z., Marketing Management in the Indian Context, Pearson India
6. Bennett, R., & Shaw, D., Industrial Marketing Strategy, Sage Publications India.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

ORGANIZATION EFFECTIVENESS & CHANGE

Code: 26MG840

Max Marks: 70

Course Objectives: This course explores key organisational processes and dynamics to help students understand workplace behaviour and contribute to organisational effectiveness and change.

UNIT I: Foundations of Organisational Change and Development (10 Hrs)

Introduction to organisational change and development; Forces of change; Resistance to change; Management of change; Models of organisational change (Lewin's Change Model, Kotter's 8-Step Model, ADKAR Model); and Learning organisations.

UNIT II: Organisational Culture, Climate, and Power Dynamics (10 Hrs)

Organisational culture – definition, evolution, determinants, and dimensions; Organisational climate – meaning and factors; Power in organisations – bases of power and influence; Political behaviour – sources and tactics; and the impact of power and politics on organisational functioning.

UNIT III: Conflict, Intergroup Behaviour, and Negotiation (10 Hrs)

Sources and types of conflict in organisations; Reactions to conflict; Conflict management styles and strategies; Intergroup behaviour – competition and collaboration; Approaches to negotiation – distributive and integrative; and Stages and strategies of negotiation

UNIT IV: Creativity, Innovation, Gender, and Cross-Cultural Management (10 Hrs)

Individual and organisational creativity; Creative blocks and strategies to overcome them; Organisational innovation – processes and enablers; Gender issues in management – stereotypes, challenges, and inclusion strategies; Women in leadership roles; and Introduction to cross-cultural management.

Suggested Readings (Latest Editions):

1. Bhattacharyya, D., Organisational Change and Development, Oxford University Press
2. Mukherjee, K., Organisational Change and Development, Pearson Education
3. Singh, K., Organisational Change and Development, Excel Books
4. Cummings, T. G., Worley, C. G., Organisation Development and Change, Cengage Learning
5. Burke, W. W., Organisation Change: Theory and Practice, SAGE Publications
6. Anderson, D. L., Organisation Development: The Process of Leading Organisational Change, SAGE Publications

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

COUNSELLING SKILLS FOR MANAGERS

Code: 26MG841

Max Marks: 70

Course Objectives: The course aims to equip managers with counselling and negotiation skills to enhance leadership, resolve conflicts, and improve team dynamics through effective communication and emotional intelligence.

UNIT I: Introduction to Counselling and its Organisational Application (10 Hrs)

Counselling: Introduction, Definition of counselling and its relevance to management, The role of counselling in leadership and employee relations, Approaches to Counselling, Directive vs. Non-directive counselling, Integrative and developmental approaches, Person-centred counselling techniques, Goals and Process of Counselling, Understanding the objectives of counselling, The counselling process: phases and stages, Counselling Procedures and Skills, Key counselling skills, Problem identification and solution-finding, Techniques for creating a supportive and non-judgmental environment, Organizational Application of Counselling Skills, Using counselling skills to improve employee well-being and productivity, Enhancing communication and emotional intelligence within teams, Conflict management and resolution using counselling techniques.

UNIT II: Behaviour Change, Techniques, and Application in Organisational Context (10 Hrs)

Changing Behaviours through Counselling, Psychological theories on behaviour change, Counselling strategies for facilitating positive behaviour modification, Overcoming resistance to change in employees, Specific Techniques of Counselling, Cognitive Behavioural Therapy (CBT) techniques, Solution-focused counselling, Motivational interviewing, Role-playing and behaviour rehearsal, Role Conflicts of Managers and Counselling, Identifying role conflicts and their impact on managers and employees, Counselling techniques for addressing role conflict in leadership, Balancing managerial responsibilities with emotional and interpersonal demands, Application of Counselling in Specific Organizational Situations, Dealing with Problem Subordinates, Performance Management, Alcoholism and Other Substance Abuse, Ethics in Counselling.

UNIT III: Negotiation Skills for Managers (10 Hrs)

Negotiation: Introduction, Nature and Need for Negotiation, The Negotiation Process, Stages of negotiation, Types and Styles of Negotiation, Strategies and Tactics in Negotiation, Key negotiation strategies, Tactics for gaining leverage, Managing power dynamics during negotiations, Barriers in Effective Negotiation, Communication Style in Negotiation, Breaking Deadlocks in Negotiation.

UNIT IV: Advanced Negotiation Concepts (10 Hrs)

Role of Trust in Negotiations, The impact of trust on outcomes and relationships, Overcoming trust deficits in complex negotiations, Negotiation and Information Technology (IT), Managing cross-cultural and international negotiations in a digital environment, Ethics in Negotiation, Balancing competitive advantage with ethical behaviour, Case studies of unethical negotiation practices, Cultural Differences in Negotiation Styles, Strategies for negotiating across cultures and regions, Gender in Negotiations, Gender-based challenges and opportunities in negotiations, Context of Mediation, Mediator techniques, Negotiation as Persuasion, Persuasion techniques in negotiations.

Suggested Readings:

1. Singh, K., Counselling Skills for Managers, PHI Learning
2. Carroll, M., Workplace Counselling, Sage Publications
3. Kottler, J. A., & Shepard, D. S., Introduction to Counselling: Voices from the Field, Cengage Learning
4. Moursund, J., The Process of Counselling and Therapy, Prentice Hall
5. Patterson, L. E., & Welfel, E. R., The Counselling Process: A Multi-theoretical Integrative Approach, Brooks/Cole
6. Kolb, D., & Williams, J., The Shadow Negotiation, Simon & Schuster
7. Korobkin, R., Negotiation Theory and Strategy, Aspen Publishers.

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

HUMAN RESOURCE MATRICES AND ANALYTICS

Code: 26MG842

Max. Marks: 70

Course Objectives: This course aims to equip students with foundational knowledge of HR metrics and analytics by focusing on measuring HR processes, compiling data, and applying statistical tools for effective decision-making.

UNIT I: HR Metrics

(10 Hrs)

Measuring HR Functions and Processes: Introduction to HR Metrics, Approaches to HR Metrics, Objectives of HR Metrics, Tools for Compiling HR Data and Metrics, HR Functional and Process-related Metrics, Workforce Planning Metrics, HR Deployment Metrics, Recruitment Metrics, Selection Metrics, Performance Metrics, Training and Learning Metrics, Compensation and Benefits Metrics, Employee Relations Metrics, Qualitative and Quantitative HR Outcome Metrics, Social, Demographic, and Occupational Metrics, Methods of Data Capture and Benchmarking, Aligning HR Metrics with Organizational Performance

UNIT II: Introduction to Analytics in HR

(10 Hrs)

Meaning and Scope of Analytics in HR, Evolution of HR Analytics, Typical Sources of Data, Overview of Data Formats, Data Types, Data Storage and Management, Understanding Data Visualisation, Quantitative and Qualitative Data Analysis Techniques in HR Analytics, Predictive Analytics in HR, Integration with Strategic Decisions

UNIT III: Advanced HR Analytics

(10 Hrs)

Impact and Decision Making: Effectiveness and Efficiency: Outcome and Impact Analysis, ROI on HR Initiatives, HR Dashboards and Reporting Tools, HR Analytics and HR Decisions, Data-Driven HR Decisions, Data Integrity and Security Issues in HR Analytics, Ethical Considerations in HR Analytics

UNIT IV: Practical Application of HR Analytics

(10 Hrs)

Hands-On Experience with HR Metrics and Analytics Tools, Data Collection and Analysis, Creating and Interpreting HR Dashboards, Developing HR Analytics Strategy, Aligning Analytics with Organisational Goals, Building a Data-Driven HR Culture, HR Analytics Implementation.

Suggested Readings:

1. Edwards, M. R., & Edwards, K., Predictive HR Analytics: Mastering the HR Metric, Kogan Page
2. Isson, J. P., & Harriott, J. S., People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop and Retain Talent, Wiley
3. Marr, B., Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, Kogan Page
4. Soundararajan, R., & Singh, K., Winning on HR Analytics: Leveraging Data for Competitive Advantage, Sage
5. Rao, T. V., HRD Audit: Evaluating the Human Resource Function for Business Improvement, Sage
6. Gupta, A., & Mishra, S., Human Resource Analytics: Understanding the Significance of HR Metrics and Data in the Modern Workforce, Pearson India

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

ENTREPRENEURIAL MARKETING

Code: 26MG843

Max. Marks: 70

Course Objectives: This course introduces students to key marketing concepts and strategies essential for startups and entrepreneurial ventures, focusing on product, promotion, channels, and digital marketing in dynamic business environments.

UNIT I: Introduction (Nature & Scope of Marketing)

(10 Hrs)

Evolution; core marketing concepts; company orientation-production concept, product concept, selling concept, marketing concept, Holistic marketing concept; portfolio approach-BCG matrix; Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context); environmental scanning to discover marketing opportunities, Segmentation Targeting and Positioning: Levels of market segmentation, basis for segmenting consumer markets, difference between segmentation, targeting and positioning, customer value proposition.

UNIT II: Product Decisions

(10 Hrs)

Concept of PLC, Introduction to International PLC, PLC marketing strategies, product classification, product line decision, product mix decision, new product development, branding decisions, packaging & labelling. Pricing Decisions: Determinants of price, pricing methods (non-mathematical treatment). Adapting Price (Geographical pricing, promotional pricing and differential pricing), pricing strategies for start-ups.

UNIT III: Promotion Mix

(10 Hrs)

Factors determining promotion mix, promotional tools – basics of advertisement, sales promotion, public relations & publicity and personal selling, integrated marketing communication for new ventures (IMC). Place (Marketing channels): Channel functions, channel levels, types of intermediaries (types of retailers, types of wholesalers).

UNIT IV: Marketing of Services

(10 Hrs)

An introduction to services, Role of Service Sector in the economy, Unique characteristics of the Service Industry, Marketing strategies for service firms – 7Ps. Marketing for B2B, B2G (tendering, DGCMA guidelines, costing and pricing, procurement rules), and B2C business opportunities: description, specific needs, challenges, and opportunities. Social media for Start-ups, digital marketing for new ventures, and introduction to Return on Marketing Investment (ROMI) / Marketing Matrix.

Suggested Readings:

1. Kotler, P., Keller, K. L., Koshy, A., & Jha, M., Marketing Management, Pearson
2. Sarin, S., Strategic Brand Management for B2B Markets, Sage
3. Kotler, P., & Armstrong, G., Principles of Marketing, Pearson
4. Amico, Z. D., Marketing, Cengage
5. Boone, L. E., & Kurtz, D. L., Principles of Marketing, Thomson South-Western
6. Hoffman, K. D., & Bateson, J. E. G., Marketing of Services, Cengage

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

LAW FOR ENTREPRENEURS

Code: 26MG845

Max. Marks: 70

Course Objectives: The purpose of this paper is to acquaint the students with the legal environment of India, which dictates the conditions of doing business. The content aims to give sufficient knowledge to the students, helpful in averting the potential legal problems.

UNIT I

(10 Hrs)

The Indian Contract Act, 1872: Meaning and Essentials of contract; law relating to offer, acceptance, consideration, competency to contract, free consent, agreements declared to be void, performance of contracts, discharge of contracts, breach of contracts and quasi contract.

Special contracts: contract of indemnity and guarantee, and agency.

Sale of Goods Act 1930: Sale and agreement to sell, implied conditions and warranties, sale by nonowners, rights of the unpaid seller.

UNIT II

(10 Hrs)

Negotiable Instruments Act, 1881: Meaning of negotiable instruments, types of negotiable instruments, promissory note, bill of exchange, cheque & bouncing of cheques.

The Indian Companies Act, 2013: Meaning and types of companies, incorporation, memorandum & articles of association, prospectus, issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings.

The Limited Liability Partnership Act, 2008: Meaning of LLP, formation, partners & their relations, extent and limitation of liability.

UNIT III

(10 Hrs)

Information Technology Act, 2000: Definitions, digital signature, electronic governance.

Competition Act, 2002: Objectives, definitions, competition policy, prohibition of certain agreements and abuse of dominant position.

Consumer Protection Act 1986: Objectives, defects and deficiency removal, rights of consumers, redressal machinery.

Intellectual Property Rights: The Patents Act, 1970, The Copyright Act, 1957, The Trade Mark Act, 1999, & The Right to Information Act, 2005: Salient features of the act and its redressal mechanism.

UNIT IV

(10 Hrs)

Labour Legislation in India: Trade Union Act 1926, The Industrial Employment (Standing Orders) Act, 1946, Industrial Dispute Act, 1947, The Payment of Wages Act, 1936, The Minimum Wages Act, 1948, The Payment of Bonus Act, 1965, The Factories Act, 1948, The Shops and Commercial Establishment Act, 1961, The Maternity Benefit Act 1961, The Workmen Compensation Act, 1923, The Employees' State Insurance Act, 1948, The Employees' Provident Fund and Miscellaneous Provisions Act, 1952, The Payment of Gratuity Act, 1972, The Plantation Labour Act, 1951, The Contract Labour (Regulation and Abolition) Act, 1970, Guidelines for Handling Sexual Harassment Complaints, SEZ and Labour Laws.

Laws Affecting Start-up Ventures: law of torts, laws of bankruptcy.

Suggested Readings:

1. Pathak, A.: Legal Aspects of Business, McGraw-Hill
2. For Labour Laws = Dessler, G., and Varkkey, B.: Human Resource Management, Pearson.
3. Singh, Avtar, Principles of Mercantile Law, Eastern Book Company.
4. Aggarwal, R., Mercantile and Commercial Law, Taxmann.
5. Kucchal, M. C., Business Law, Vikas Publishing House.

विद्याधन सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

RESEARCH AND DEVELOPMENT OF BUSINESS PLANS

Code: 26MG844

Max. Marks: 70

Course Objectives: This course aims to equip students with the practical and analytical skills required to research, develop, and present comprehensive business plans. It focuses on integrating market analysis, strategic planning, financial forecasting, and effective communication to transform entrepreneurial ideas into viable business models.

UNIT I

(10 Hrs)

Introduction to Business Planning: Understanding Business Plans, Definition and importance of a business plan, Types of business plans: startup, internal, strategic, and feasibility plans, The role of business plans in securing funding and guiding business operations, Key elements of a business plan, Research in Business Planning, The role of research in developing a business plan, Primary vs. secondary research methods, Data collection techniques: surveys, interviews, focus groups, and secondary data sources, Analysis of industry reports, market trends, and competitor analysis, Market Research for Business Plans, Identifying target markets and customer segmentation, Understanding market needs and customer behaviour, SWOT analysis for market research, PESTEL (Political, Economic, Social, Technological, Environmental, Legal) analysis for external factors, Case Studies.

UNIT II

(10 Hrs)

Developing the Business Idea and Strategy: Identifying and Developing Business Ideas, Sources of business ideas: innovation, market gaps, and personal experiences, Assessing the feasibility and viability of business ideas, Transforming a business idea into a sustainable business concept, Business Strategy Formulation, Crafting a mission and vision statement, Setting short-term and long-term business goals, Developing a competitive strategy: Cost leadership, differentiation, and focus strategies, Market entry strategies and positioning, Business Model Development, Understanding different types of business models: B2B, B2C, C2C, etc., Components of a business model: value proposition, revenue streams, key activities, and partnerships, Using the Business Model Canvas for visualizing business components, Case studies of successful business models in the Indian context, Legal and Ethical Considerations in Business Planning, Business registration and legal structure: sole proprietorship, partnership, LLC, etc., Intellectual property protection (patents, trademarks, copyrights), Ethical considerations in business operations.

UNIT III

(10 Hrs)

Financial Planning and Analysis for Business Plans: Financial Components of a Business Plan, Importance of financial planning for startups, Key financial statements: Profit & Loss statement, Balance Sheet, Cash Flow statement, Break-even analysis and understanding profit margins, Projected financials: forecasting revenue, expenses, and profits, Estimating Startup Costs and Capital Requirements, Estimating fixed and variable costs for new ventures, Determining initial investment and funding sources, Identifying and calculating the capital needed for operations, marketing, and expansion, Sources of funding: self-financing, loans, equity investors, and venture capital, Financial Ratios and Performance Metrics, Key financial ratios for evaluating business performance: ROI, ROE, Debt-to-equity, Gross margin, Evaluating financial health: liquidity, profitability, and efficiency, Setting up financial goals and milestones for business growth, Risk Analysis in Business Planning, Identifying financial risks: market risks, operational risks, and financial risks, Mitigation strategies for financial risks.

UNIT IV

(10 Hrs)

Finalizing the Business Plan and Presentation: Writing the Business Plan, Structuring the business plan: executive summary, company description, market analysis, marketing & sales strategies, financial plan, Writing a compelling executive summary, Detailing the operational plan, organizational structure, and management team, Crafting clear and realistic goals for business growth, Presentation and Pitching the Business Plan, Developing a pitch deck: what to include and how to present effectively, Tips for pitching to investors, banks, and stakeholders, Storytelling in business plans: how to capture attention and build interest, Handling questions and objections during the pitch, Review and Refining the Business Plan, Reviewing and revising drafts of the business plan, Feedback from peers, mentors, and industry experts, Finalizing the business plan for submission or investor meetings, Case Studies and Final Project, Analysis of business plans of successful Indian startups (e.g., Flipkart,

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

Zomato, OYO), Developing and presenting a mock business plan as part of a group project, Peer review and constructive feedback on business plans.

Suggested Readings:

1. Kuchhal, S. C., Business Environment, Vikas Publishing House,
2. Reddy, V. S. S., Research Methodology in Business, Himalaya Publishing House
3. Srinivasan, R. & Natarajan, R., Business Strategies for Entrepreneurs, Prentice Hall India
4. Raghavan, S. V. S., Entrepreneurship and Business Development, Oxford University Press
5. Tulsian, P. C., Financial Management, S. Chand & Co.
6. Khan, M. Y. & Jain, P. K., Financial Management, Tata McGraw-Hill
7. Shetty, P. C., Writing Business Plans: A Practical Guide, Vikas Publishing House, 2020 (4th ed.).
8. Desai, V. B., Project Planning and Business Management, Wiley India, 2021 (2nd ed.)



Integrated MBA
9th Semester

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

DETAILED SYLLABUS

BUSINESS ETHICS & CORPORATE GOVERNANCE

Code: 26MG304

Max Marks: 70

Course Objective: This course has been designed to create a mindset of value system among the students who are the future managers. To help the students appreciate the essential complementarity between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity, which are the core aspirations of all human beings.

UNIT I

(08 Hrs)

- Introduction to Business Ethics: Introduction, definitions, need, importance for Business ethics; factors affecting business ethics; Importance of Ethics & Moral standards; Ethics & Moral Decision Making, ethical Principles in Business.
- Business theories: Normative Theories, Gandhian Approach, Friedman's Economic theory, Kant's Deontological theory, Mill & Bentham's Utilitarianism theory

UNIT II

(05 Hrs)

- Indian Ethos & values: Need, purpose & relevance of Indian Ethos. Meaning and Nature of values; Holistic view of life and its value, Values' impact in Business.
- Indian Value System -Teachings from scriptures and traditions.

UNIT III

(08 Hrs)

- Workplace Ethics: Introduction, Needs, Benefits, Principles, Development of Personal Ethics, Employee Attitude and Ethics, Employee Etiquettes.
- Workplace Ethics for Employees - Ethical behaviour in the workplace- Professionalism; Formulating & implementing a professional ethics code and a professional ethos.

UNIT IV

(08 Hrs)

- Corporate Governance: Introduction, systems of corporate governance, OECD principles, Indian model of Corporate Governance, Whistleblowing and its codes.
- Ethical Issues related to Advertisements, Finance, Investment, Technology and Ethical Dilemma. Social Responsibility of the Corporate.

UNIT V

(08 Hrs)

- Corporate Governance & CSR: Impact of globalisation on Indian corporate and social culture, Advantages and disadvantages of MNC's to the Host Country, Corporate Governance and ethical responsibility.
- Corporate Social Responsibility - Introduction, Advantages, Scope for CSR in India, steps to attain CSR

UNIT VI

(03 Hrs)

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

Text Books:

1. Business Ethics and Corporate Governance, A.C. Fernando, Pearson Education.
2. Corporate Governance: Principles, Policies and Practices, Bob Tricker, Oxford University Press.
3. Business Ethics: Concepts and Cases, Manuel G. Velasquez, Pearson Education.

Suggested Readings:

1. Corporate Governance and Business Ethics, U.C. Mathur, Macmillan India.
2. Ethics in Management and Indian Ethos, G.R. Basotia & K.K. Sharma, Vision Publications.
3. Business Ethics: Text and Cases from an Indian Perspective, Ananda Das Gupta, Springer.
4. Corporate Governance and Ethics, Zabihollah Rezaee, Wiley India.
5. Ethics, Business and Society: Managing Responsibility, Ananda Das Gupta, SAGE Publications.
6. The Business Ethics Workshop, James Brusseau, FlatWorld Knowledge (Open-Source).

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

TOTAL QUALITY MANAGEMENT

Code: 26MG305

Max Marks: 70

Course Objectives: The course on **Total Quality Management (TQM)** is designed to provide students with a comprehensive understanding of the principles, practices, and tools involved in achieving and maintaining high levels of quality in organisations. The primary objective of the course is to equip students with the knowledge and skills necessary to implement and manage Total Quality Management systems that enhance organisational efficiency, customer satisfaction, and continuous improvement.

UNIT I

(08 Hrs)

Total Quality Management – Definition – Scope of TQM. Dimensions and ingredients of quality, Dimensions of product quality, Dimensions of service quality. TQM Framework - Contributions of Deming, Juran, and Crosby.

UNIT II

(08 Hrs)

Steps in implementing TQM. Advantages, Limitations, and Barriers to TQM Implementation. TQC-Meaning: factors affecting TQC.

UNIT III

(08 Hrs)

Strategic tools for TQM – Benchmarking, Business Process Reengineering, Six Sigma, JIT, QFD, Taguchi's quality engineering, and Failure Mode and Effects Analysis. Poka yoke.

UNIT IV

(08 Hrs)

Quality Education, process, quality system – quality objectives and quality policy – quality planning – quality information feedback. TQM Culture. Quality circles. Quality audits.

UNIT V

(08 Hrs)

The ISO 9000 SERIES, need for ISO 9000- ISO 9000-2000, Process of obtaining ISO Certification, Advantages of ISO certification, New version of ISO standards. Documentation, ISO 14000 – Concepts, Requirements and Benefits.

Text Books:

1. "Total Quality Management" by PN. Mukherjee. PHI Learning PVT Ltd.
2. "Total Quality Management, Text and Cases" by B. Janaki Raman and R. K. Gopal, PHI Learning Pvt. Ltd..
3. "Total Quality Management" by S. K. Mandal, Vikas Publishing House PVT Ltd.
4. "Total Quality Management" by James. R. Evans, India Edition, Cengage Learning.
5. "Principle of Total Quality" by Vincent. K Omachonu, Joel E. Ross, CRC Press distributed by Ane Books PVT Ltd., www.anebooks.com
6. "Production and Operations Management" by PANEERSELVEM R.

Suggested Readings:

1. "Total Quality Management" by L. Suganthi and Anand, A. Samvel, PHI learning.
2. "Juran's Quality Planning and Analysis for Enterprise Quality", India Edition by Tata McGraw-Hill Co.
3. "Quality Control and Management" by Evans and Lindsay, India Edition, Cengage Learning.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

CORPORATE BANKING

Code: 26MG931

Max. Marks: 70

Course Objectives: The course focuses on key banking concepts and services providing an introduction to the banking sector, its constitution and functions. It examines banking products and services like deposits, loans, and credit policies, and explores lending services and regulatory policies governing bank lending. It focuses on priority sector financing targets and agricultural lending guidelines.

UNIT I

(10 Hrs)

- Corporate Banking: Meaning and importance, various services provided viz., Cash Management, Salary Payment, Debt Management, Factoring and Forfaiting, Trusteeship, Custodial services, Business advisory, Offshore services, Trade services, Forex Management, etc.

UNIT II

(10 Hrs)

- Corporate Deposits: Importance of Institutional deposits vis-a-vis retail deposits.
- Corporate Finance: Working capital finance, Fund and Non-fund-based limits and Import- Export finance. Corporate Debt Restructuring

UNIT III

(10 Hrs)

- Meaning and scope of Investment Banking, Evolution, and an overview of the current state of Investment Banking in India.
- Merchant Banking: Advisory services for equity/debt issues, Management, placement and distribution of equity/debt

UNIT IV

(10 Hrs)

- Mergers and Acquisitions, Divestitures, Identification, Structuring, Negotiations and Execution, arranging finances, Corporate Advisory services, Capital restructuring, Project Advisory, private equity and venture capital, Loan syndication

Suggested Readings:

1. Indian Institute of Banking & Finance Corporate Banking Module A & Module B, CAIIB Macmillan. 2014
2. MacDonald S. Scott, Koch W. Timothy, Management of Banking, Himalaya Publishing House. 2015
3. Gup, Kolari, Commercial Banking, Wiley 2015

Journals:

1. Journal of International Financial Management
2. Journal of International Financial Mgt. & Acc
3. International Journal of development Banking

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

CORPORATE INSURANCE MANAGEMENT

Code: 26MG932

Max. Marks: 70

Course Objectives: This course aims to familiarise the participants with the concept of insurance, the risk and its management, various insurance policies and their structure, along with the legal dimensions involved. This course also aims to provide knowledge of Insurance Company's Management.

UNIT I

(10 Hrs)

- Conceptual Framework: Risk, Peril and Hazard, classification and burden of risk. Insurance is a device to hedge risk. Elements of insurable risk. Development life. Functions of Insurer, Government as Insurer and a regular. Structure of the Indian Insurance Industry.
- Principles and Practices of General Insurance: Meaning, Functions and Scope of Fire, Engineering, Accident, Marine and Aviation Insurance. Fire Insurance – Types of Policies – Floating Policies and Declaration Policies; Endorsements and Clauses – Fire Protection System, Discounts – Special Rating of Large Industrial Risks.

UNIT II

(10 Hrs)

- Industrial Risk Insurance. Consequential Loss Insurance – Standard Consequential Loss Policy Form – Conditions.
- Engineering Insurance: Machinery Breakdown Insurance, Contractors All Risks Insurance and various other policies – Miscellaneous Annual Policies – Advance Loss of Profits Insurance. Motor Insurance – type of: Vehicles and their Policies – Rules & Regulations – Policy Forms.
- Public Liability Policy: Professional Indemnities – Employers' Liability Insurance.
- Personal Accident: Scope of Various covers.
- Miscellaneous (Accident) Insurance: Fidelity Guarantees and Bonds – Burglary Insurance – Money-in-transit Insurance, Banker's Indemnity Insurance and other important insurance covers.

UNIT III

(10 Hrs)

- Aviation insurance: Special Features – types of Cover, Marine Insurance including Inland Rail/Road transit insurance.
- Life and Health Insurance: Life Insurance and annuities, a broad classification of Life insurance, special purpose policies; Family income, Family maintenance, Family policy, Joint Life Policies, Classes of life insurance,
- Health Insurance: Medical Insurance Types of Health Insurance Coverages, types of losses covered. Health insurance contract. Buying a health insurance policy.

UNIT IV

(10 Hrs)

- Legal framework of Insurance: Insurance and Law of Contracts, characteristics of an Insurance Contract, Interpretation of the Contract, Doctrine of informal Warranties and beneficent interpretation, Exclusion of Coverage.
- Organisation and Administration of Insurance: Management Organisation: Departmentalisation, marketing, Claims, and loss control, underwriting and pricing of insurance, retention and re-insurance; Financial Structure, reserves of property and liabilities of insurer, earned surplus and profitability, Insurer's Investments, Financial Reporting.

Suggested Readings:

1. W.A. Dinsdale, "Elements of Insurance", Pitman, 1971.
2. Dorfman Marks S., "Introduction to Risk Management and Insurance", 5th Edition, Prentice Hall Inc., Englewood Cliffs, N.J.

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

3. Nicholas Legh – Jones, John Birds and David Owen, “MacGillivray on Insurance Law”, 11th Edition, Sweet & Maxwell, London, 2008.
4. Denis Riley, “Consequential Loss Insurance and Claims”, 4th edition, London: Sweet & Maxwell, 1977.

CLAIMS MANAGEMENT

Code: 26MG933

Max. Marks: 70

Course Objectives: The course aims to familiarise students with the concepts and practices of insurance underwriting for life and non-life insurance products. It also covers the claim settlement process and the regulatory framework applicable to insurers.

UNIT I: Introduction to Underwriting (12 Hrs)

Meaning, & fundamentals, importance, underwriting philosophy & guidelines, actuarial principles, sources of underwriting information, underwriting and pricing of product, assessment & management of exposure, other contingency risks to solvency, underwriting of life insurance and general insurance.

UNIT II: Risk & underwriting decisions (11 Hrs)

Risk classes & risk assessment factors in individual assurance underwriting, group underwriting and renewal cases, underwriting regulations & requirements, field underwriting, tele-underwriting, making an underwriting decision, numerical rating system, issue of policy, postponement, declinature of proposal, technology in underwriting, common underwriting lapses and their impact.

UNIT III: Claim Management (11 Hrs)

Concept, importance, and classification of claims, claim management procedure and system for different types of claims, role of the insured & insurer, claim settlement & significance, the importance of investigations and the role of Investigators.

UNIT IV: Regulatory framework (11 Hrs)

Regulatory and legal impact on claims management, the relevance of different claim documents, disputed and complicated claims, Litigation & Arbitration, third-party liability claim, and grievance redressal mechanism, importance and uses of claims information, including the underwriting file, uses and importance of claims reserving, indemnity for a personal lines claim. The process for disputed declined personal lines claims.

Suggested Readings:

1. Birds J., Lynch B., Paul S., (2022). MacGillivray on insurance law: relating to all risks other than marine. 15th ed. Sweet & Maxwell (unit3)
2. Kenneth. B. and Skipper H (2003). Life and Health Insurance, (13th Edition), Pearson (Indian Economy Edition).
3. Rejda. G., McNamara. M., (2016). Principles of Risk Management and Insurance. Pearson Education
4. Trieschman, Gustavson and Hoyt. (2000). Risk Management and Insurance, Western College, Cincinnati, Ohio.
5. S. Heubner (LBRARO Life Insurance).

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

MERCHANT BANKING & FINANCIAL SERVICES

Code: 26MG335

Max. Marks: 70

Course Objectives: The course aims to provide students with a foundational understanding of merchant banking and key financial services. It covers functions such as issue management, underwriting, and advisory services. Students will learn about regulatory frameworks, including SEBI guidelines and capital market operations. The course also introduces emerging trends like credit rating, mutual funds, and venture capital.

UNIT I (06 Hrs)

Financial Services Industry, Emergence, Developments, Fund-Based and Non-fund-based activities, modern activities, New Financial Products and Services, Innovative Financial Instruments, Challenges Ahead

UNIT II (10 Hrs)

Merchant Banking, Issues Management Intermediaries, Merchant Bankers/Lead Managers, Underwriters, Bankers, Brokers and Registrars to an Issue and Share Transfer Agents, Debenture /Trustees, Portfolio Managers, Issue Management Activities/Procedures, Eligibility norms, Pricing or Issues, Promoters' contribution, Issue of Indian Depository Receipts (IDR), Issue Advertisement, Issue of Debt Instruments, Book building, Green shoe Option, Initial Public Offer through Stock Exchange Online System, Preferential Issues, Qualified Institutional Placement.

UNIT III (08 Hrs)

Factoring and Forfeiting, Modus Operandi, types, functions, Factoring in India, Bills Discounting, Real estate Industry, Housing Finance, Housing Finance system, National Housing Bank, Refinance scheme for HFCs, Asset Liability Management, Securitisation, Mortgage-Based Securitisation, Reverse Mortgage Loan (RML), Securitisation of Standard Assets.

UNIT IV (08 Hrs)

Mutual Funds - Origin, Types of Mutual Funds, Importance, Mutual Funds Industry in India; SEBI's directives for Mutual Funds, Private Mutual Funds, Assistant Management company; Unit Trust of India; Evaluation of Performance of Mutual Funds; Money Market Mutual Funds; RBI Guidelines; Venture Capital: Meaning, Origin, Importance, Methods, India Scenario.

UNIT V (08 Hrs)

Insurance: Meaning, Types, Insurance Industry in India and related reforms; Other Financial Services; Credit Cards; Credit Rating: Regulatory framework; Credit Rating Agencies; Rating Process and Methodology; Rating symbols/Grades; Pension Plan.

Text Books:

1. Merchant Banking and Financial Services, Dr S. Gurusamy, Tata McGraw-Hill.
2. Merchant Banking: Principles and Practice, H.R. Machiraju, New Age International Publishers.
3. Financial Services, M.Y. Khan, McGraw-Hill Education.

Suggested Readings:

विद्याधनं सर्वधनप्रधानं

1. Indian Financial System, Bharati V. Pathak, Pearson Education.
2. Financial Services and Markets, Dr S. Gurusamy, Thomson Learning.
3. Merchant Banking and Financial Services, V.A. Avadhani, Himalaya Publishing House.
4. Financial Institutions and Markets, L.M. Bhole & Jitendra Mahakud, Tata McGraw-Hill.
5. Financial Markets and Services, E. Gordon & K. Natarajan, Himalaya Publishing House.

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

FINANCIAL PLANNING & WEALTH MANAGEMENT

Code: 26MG934

Max. Marks: 70

Course Objectives: The Course in Financial Planning & Wealth Management aims to equip students with the skills to assess client profiles, evaluate investment avenues, and build integrated financial roadmaps. The course typically focuses on goal-based planning, risk management, asset allocation, and regulatory compliance to help individuals and institutions grow and preserve wealth

UNIT I **(08 Hrs)**

- Financial planning: meaning, process and role of a financial planner.
- Risk profiling: client data analysis, life cycle, wealth cycle.
- Asset allocation: Strategic, Tactical, Fixed and Flexible.

UNIT II **(08 Hrs)**

- Introduction to Wealth Management, Need for Wealth Management, Components of Wealth Management, Process of Wealth Management.

UNIT III **(08 Hrs)**

- Investment avenues: equity, debt, gold, real estate, mutual funds, and exchange-traded funds.
- Portfolio management: meaning, construction, evaluation, and revision.
- Loan management: meaning, types, importance and assessment.

UNIT IV **(08 Hrs)**

- Retirement Planning: Introduction to Retirement Planning, Purpose and Need, Life Cycle Planning, Financial Objectives in Retirement Planning. Wealth Creation (Factors and Principles), Retirement (Evaluation and Planning), Pre and Postretirement Strategies - Tax Treatment.

UNIT V **(08 Hrs)**

- Tax and Estate Planning- Income tax principles, Understand Tax aspects of Investment products, Wealth Tax Act and its implications for clients, Know about Estate Planning

Suggested Readings:

1. Evensky, H. (1997). Wealth management: The financial advisor's guide to investing and managing client assets. McGraw-Hill.
2. Leimberg, S. R., Tomin, C. B., & Reeve, W. B. (2025). Tools & techniques of financial planning (14th ed.). Money Education.
3. Pompian, M. M. (2012). Behavioural finance and wealth management: How to build investment strategies that account for investor biases (2nd ed.). John Wiley & Sons.
4. Siegel, R., & Yacht, C. (2010). Personal finance. Open Textbook Library.
5. Housel, M. (2020). The psychology of money: Timeless lessons on wealth, greed, and happiness. Harriman House.
6. Perkins, B. (2020). Die with zero: Getting all you can from your money and your life. Houghton Mifflin Harcourt.
7. Robbins, T., & Zook, C. (2014). MONEY master the game: 7 simple steps to financial freedom. Simon & Schuster.
8. Stanley, T. J., & Danko, W. D. (1996). The millionaire next door: The surprising secrets of America's wealthy. Taylor Trade Publishing

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

ANALYTICS FOR FINANCIAL DECISIONS

Code: 26MG935

Max. Marks: 70

Course Objectives: Analytics for Financial Decisions is an advanced interdisciplinary course that merges modern data science with corporate finance. It trains students to use data to evaluate investments, manage risk, and optimise portfolios using statistical and predictive models.

UNIT I: Data & Accounting Foundations (08 Hrs)

- Financial Statement Analysis: Dissecting Income Statements, Balance Sheets, and Cash Flow Statements using data processing.
- Financial Ratios: Calculating and trending liquidity, solvency, efficiency, and profitability ratios.
- Data Preprocessing: Cleaning real-world financial data, handling missing values, and dealing with outliers.

UNIT II: Time Value of Money & Corporate Finance (08 Hrs)

- Capital Budgeting Analytics: Optimising investment decisions utilising NPV (Net Present Value), IRR (Internal Rate of Return), and payback periods.
- Break-Even and Leverage: Modelling variable costs, margins, operating leverage, and financial leverage.
- Cost of Capital: Calculating Weighted Average Cost of Capital (WACC) and equity costs.

UNIT III: Statistics & Econometrics for Finance (08 Hrs)

- Probability & Distributions: Applying binomial, normal, and Poisson distributions.
- Linear & Logistic Regression: Modelling financial relationships and predicting binary outcomes, such as corporate default or bankruptcy.
- Time Series Analysis: Working with Autoregressive (AR), Moving Average (MA), and Autoregressive Integrated Moving Average (ARIMA) models for stock price behaviour.

UNIT IV: Predictive Modelling & Machine Learning (08 Hrs)

- Risk Management Analytics: Value-at-Risk (VaR) estimation, volatility modelling (GARCH), and Monte Carlo simulations.
- Classification & Tree Models: Utilising decision trees and random forests to assess credit risk.
- Portfolio Optimisation: Quantitative asset allocation and back testing trading models using real-time market data.

UNIT V: Practical Implementation & Visualisation (08 Hrs)

- Tool Mastery: Hands-on scripting in Python (Pandas, NumPy, Scikit-Learn) and R.
- Business Intelligence: Building interactive, backwards-looking, and predictive dashboards in Tableau or Power BI for stakeholder presentations.
- Fraud & Sentiment Analytics: Analysing unstructured data, such as news and social media sentiment, to measure their impact on asset values.

Suggested Readings:

1. Chen, S., Cheung, K. C., & Yam, P. (2024). Financial data analytics with machine learning, optimisation, and statistics. Wiley.
2. Evans, J. R. (2025). Business analytics (4th ed.). Pearson.
3. Alexander, J. (2018). Financial planning & analysis and performance management. Wiley.
4. Fridson, M. S., & Alvarez, F. (2022). Financial statement analysis: A practitioner's guide (5th ed.). Wiley.
5. Lee, C. F., & Lee, J. C. (2016). Financial analysis, planning and forecasting: Theory and application (3rd ed.). World Scientific.
6. Berk, J. B., & DeMarzo, P. M. (2025). Corporate finance (6th ed.). Pearson.

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

7. Brealey, R. A., Myers, S. C., & Allen, F. (2023). Principles of corporate finance (14th ed.). McGraw-Hill.
8. Damodaran, A. (2014). Applied corporate finance (4th ed.). Wiley.

LOGISTICS MANAGEMENT

Code: 26MG333

Max. Marks: 70

Course Objectives: The course on **Logistics Management** aims to provide students with a comprehensive understanding of the principles, strategies, and practices involved in the efficient management of the movement and storage of goods, services, and information throughout the supply chain. Students will learn the key components of logistics, including transportation, warehousing, inventory management, order fulfilment, and distribution.

UNIT I

(08 Hrs)

Introduction: Logistics Management - Definition - Meaning - Application of Logistics in Purchasing - TQM - Inventory Management - Customer Service - Warehousing - Marketing - Types of Logistics- Organisational Structures.

UNIT II

(08 Hrs)

Measure of Logistics - Qualitative measures - Demand Forecasting, Materials handling, Customer service - Customer Satisfaction - Quantitative measures - Reliability and Maintainability Factors - Supply Support Factors - Availability Factors - BEP.

UNIT III

(08 Hrs)

Logistic System Analysis and Design - Design for Reliability and Maintainability - Design for human factor - Logistic planning - Implementing Logistic Strategy.

UNIT IV

(08 Hrs)

Supply Chain Management - Definition - Meaning - Objective - Outsourcing - Channel design - Integrated Supply Chain Management - Pitfalls in SCM.

UNIT V

(08 Hrs)

Logistics Information System - EDI - Order Cycle - Advanced Order Processing Systems - DSS - AI and ES - Neural Networks - DBMS - LAN - WAN - Applications for integrated Logistics management - Logistics and Traffic Management - Routing and Scheduling benefits - Application of Network Analysis Global Logistics - International Distribution Channel Strategies - Management of Export Shipment - Conceptual model for Logistics audit.

Text Books:

1. Douglas M. Lambert, James R. Stock, Lisa M. Ellram. "Fundamentals of Logistics Management", Singapore, Irwin/ McGraw Hill, International edition 1998.
2. John T. Mentzer, ed. "Supply Chain Management", A South Asian Reprint, India, New Delhi, Sage Publication Ltd., 2001.
3. Christopher, M. "Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services", London, Pitman, 1992

Suggested Readings:

1. Benjamin S. Blanchard. "Logistics Engineering and Management", New Jersey, Prentice-Hall Inc., 3rd ed. 1996.

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

2. Ron Moore. "Making Common Sense Common Practice Models for Manufacturing Excellence", The Indian Print, New Delhi, Prentice Hall of India Pvt. Ltd., 2000.
3. David J. Bloomberg, Stephen Lemay and Joe B. Hanna. "Logistics", New Delhi, Prentice Hall of India Pvt. Ltd., 2002.

MARKETING OF SERVICES

Code: 26MG431

Max. Marks: 70

Course Objectives: The course on **Marketing of Services** is designed to provide students with a comprehensive understanding of the unique challenges and strategies involved in marketing services, as opposed to tangible products. The primary objective of the course is to equip students with the knowledge and skills necessary to develop, promote, and manage service offerings in a competitive marketplace, ensuring the delivery of value to customers.

UNIT I

(08 Hrs)

Developing a Framework for Understanding Services Marketing – Classification of Services on similar characteristics.

UNIT II

(08 Hrs)

Nature of service – Relationship with customers – customisation and judgment in Service delivery – Nature of demand relative to supply method of service – Delivery – Significance of people-based attribute and/or facility-based attribute of the service product.

UNIT III

(08 Hrs)

Managing Customer Mix – Deciding on what segment of Customers to serve – Positioning the service – Developing a service positioning strategy – Positioning map.

UNIT IV

(08 Hrs)

Managing Demand – Demand supply interaction – Strategies relating to demand – Inventory Demand – Flexible capacities – Modifying marketing mix elements to manage demand.

UNIT V

(08 Hrs)

Service business as a system – service operations subsystems – Service delivery subsystem – Service marketing subsystem – Planning, organisation, and implementation of Marketing effort – inter-functional Conflict between marketing and operations – Evaluation of marketing effort.

Text Books:

1. For Units I, II, III, "Services Marketing – Operations and Management", By Vinnie Jauhari & Kirti Dutta, Oxford University Press, Chennai.
2. For units IV & V, "Marketing of services", India Edition by K. Douglas Hoffman, John E. G. Bateson, Cengage Learning, Chennai.
3. "Services marketing" by Kapoor, Paul & Halder, TATA McGraw Hill Co., Chennai.
4. "Services marketing" by Govind Apte, Oxford University Press, Chennai.
5. "Services marketing: The Indian Context" by R. Srinivasan, PHI Learning.

Reference Books:

1. "Services marketing and management" by Audrey Gilmore, Response Book, SAGE Publications.
www.indiasage.com
2. "Services marketing text and cases" by Steve Baron and others, published by Palgrave Macmillan, London, distributed by ANE book PVT Ltd., Chennai.

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Tilthai, Dharmanagar, North Tripura

3. “Textbook of marketing of services” by Nimit Chowdhary, Macmillan India Ltd.

MARKETING ANALYTICS

Code: 26MG433

Max. Marks: 70

Course Objectives: The **Marketing Analytics** course aims to develop students’ ability to make data-driven marketing decisions by leveraging analytical tools and techniques. The course equips learners with the skills to collect, analyse, interpret, and apply marketing data for strategic planning and performance evaluation. Emphasis is placed on customer segmentation, targeting, campaign analysis, sales forecasting, pricing strategies, and measuring return on marketing investment. Students will gain hands-on experience in using software tools and data models to extract insights, optimise marketing strategies, and solve real-world business problems. By the end of the course, students will be able to use analytics to support smarter, evidence-based marketing decisions in a competitive digital environment.

UNIT I: Introduction to Marketing Analytics (07 Hrs)

- Definition, Need and Scope of Marketing Analytics, Marketing Analytics Vs Marketing Research, Levels in Marketing Analytics, Adoption and Application of Marketing Analytics, Marketing Analytics and Business Intelligence.
- MS Excel as a Tool for Conducting Marketing Analytics. Using MS Excel to Organise and Summarise Marketing Data: Creation of PivotTables and Organising Data.

UNIT II: Summarising Marketing Data (07 Hrs)

- Summarising Revenue Data: Month-wise and Product-wise. Slicing & Dicing of Data: Pareto Principle, Report Filters and Slicers.
- Demographic Analysis: Analysing Sales Data by Age, Gender, Income and Location, Construction of Crosstabs of Two Demographic Variables.
- Using the GETPIVOT Function for Pulling Data. Adding Data Labels and Data Tables.

UNIT III: Customer Analytics (09 Hrs)

- Customer Journey Mapping and the Process of Mapping (How to). Metrics for Tracking Customer Experience: Customer Feedback Metrics & Behaviour Derived Customer Metrics. Customer Persona, Building a Customer Persona and its Benefits, Parts of Buyer Persona.
- What the Customer Wants: Using Conjoint Analysis for Levels in Consumer Decision Process in Product Choices and Product Attributes. Customer Lifetime Value (CLV).
- Calculating Customer Lifetime Value: Creating the Basic Customer Value Template, Measuring Sensitivity Analysis with Two-Way Tables, Estimating the Chance of Customer is still Active.

UNIT IV: Pricing Analytics (09 Hrs)

- Pricing, Goals of Pricing, Price Elasticity, Estimating Linear and Power Demand Curves, Using Excel Solver to Optimise Price, Incorporating Complementary Products, Using Solver Table to Price Multiple Products and Finding Demand Curve for All Products.
- Price Bundling, Bundling Prices to Extract Consumer Surplus, Mixed Bundling, Using Evolutionary Solver to Find Optimal Bundle Prices. Price Skimming.

UNIT V: Segmentation & Promotion Analytics (08 Hrs)

- Segmentation Analytics: Cluster Analysis and its Applications, Location-wise Clustering, Using Solver to find Optimal Clusters. Using Conjoint Analysis to Segment a Market, Using Decision Trees for Segmenting the Market.
- Promotion Analytics: Promotions and Types of Promotions, Discounting & Types of Discounting.
- Measuring the Effectiveness of Advertising: The Adstock Model.
- Media Selection Models: Linear Media Allocation Model, Quantity Discounts, Monte Carlo Media Allocation Simulation. Pay-per-click advertising.

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Tilthai, Dharmanagar, North Tripura

Suggested Readings:

1. Seema Gupta & Avadhoot Jathar, Marketing Analytics, Wiley, 2021.
2. Wayne L. Winston, Marketing Analytics: Data Driven Techniques with Microsoft Excel, 2014.
3. Chuck Hermann, Ken Burbary, Digital Marketing Analytics, Que Publishing, 2e, 2018.
4. Moustusy Maity and Pavankumar Gurazada, Marketing Analytics for Strategic Decision Making, Oxford Higher Education, 2021.
5. Mike Grigsby, Marketing Analytics, Kogan Page, 2015.
6. Robert Kozielski, Measuring Marketing Analytics, Emerald Publishing, 2018.

INDUSTRIAL AND LABOUR RELATIONS

Code: 26MG336

Max. Marks: 70

Course Objectives: The course on **Industrial Relations and Labour Relations** aims to provide students with a comprehensive understanding of the dynamics between employers, employees, and trade unions within the workplace. The primary objective of the course is to equip students with the knowledge of the legal and regulatory frameworks governing industrial relations and labour laws. Students will gain insights into the nature of industrial relations, the role of trade unions, and the importance of labour laws in protecting workers' rights while ensuring smooth business operations.

UNIT I

(08 Hrs)

Industrial Relations Perspectives: Concept and Significance - IR Systems - Structure of IR Dept - Role of IR Officer - Industrial Relations and the Emerging Socio-Economic Scenario

UNIT II

(08 Hrs)

Role and Future of Trade Unions; Trade Union and the Employee; Trade Union and the Management - Code of Discipline and Code of Conduct - Grievance Management

UNIT III

(08 Hrs)

Negotiation, Conciliation, Arbitration, Adjudication and Collective Settlements; Participative Management and Co-ownership; Productive Bargaining and Gain Sharing - Discipline - forms of indiscipline - Stages in disciplinary proceedings - punishment.

UNIT IV

(06 Hrs)

Collective Bargaining and Settlements, including present status - Industrial Relations and Technological Change - ILO - Aims and Role in Promoting Industrial Peace

UNIT V

(10 Hrs)

Objective of Workers' Education - Recommendations of the National Commission on Labour - Workmen Compensation Act - Maternity Benefit Act - ESI Act - Welfare Provisions in Factories Act - Legislation regarding gratuity - Provident Fund - Pension - Bonus etc- Concept and Growth of Labour Welfare in India - Role, Responsibilities, Duties of Welfare officer - Industrial Health & Safety

Text Books:

1. Dheodar, Puneekar & Sankaran. "Labour Welfare, Trade Unionism and Industrial Relations", Mumbai, Himalaya Publication, 1994.
2. Mamoria C. B. & Mamoria S. "Dynamics of Industrial Relations in India". Mumbai, Himalaya Publication, 1994.
3. Pramed Verma. "Management of Industrial Relations", Oxford & IBH Publishing Co., New Delhi, 1990.
4. Singh, R.C.P. "Labour Welfare Administration in India", New Delhi, Deep & Deep Pub. (P) Ltd., 2000.
5. Tripathi P.C. "Personnel Management & Industrial Relations", Sultan Chand & Sons, New Delhi, 2001.

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

6. Venkatapathy R. "Labour Welfare & Industrial Relations", Mumbai, Himalaya Publication, 2003.

Suggested Readings:

1. Gopal R. C. "An Introduction to Industrial Employment, Discipline & Disputes", New Delhi, Sultan Chand & Sons, 2001.
2. Nilland J.R. etc. "The Future of Industrial Relations, Sage Publications", New Delhi, Sage Pub., 1994.
3. Saxena R.C. "Labour Problems & Social Welfare", Meerut, K. Nath & Co., 1994.

MANPOWER PLANNING, RECRUITMENT AND SELECTION

Code: 26MG846

Max. Marks: 70

Course Objectives: The course aims to develop the analytical abilities for understanding the implications of change in the manpower situation of a company and of the availability of HR within the organisation and outside so as to advise and assist the authorities concerned in their manpower planning and development activities.

UNIT I: Introduction to MPRS

(08 Hrs)

- Manpower Planning: Concept, Benefits, Types of manpower planning, Macro Level Scenario of manpower planning, Factors affecting manpower planning, Process of manpower planning, barriers, requisites for successful manpower planning.
- Methods and Techniques: Demand Forecasting: Managerial judgement, RatioTrend Analysis, Work Study Techniques, Delphi Technique, Regression Analysis, New Venture analysis, Markov Analysis.
- Supply Forecasting: Analysis of existing Manpower, Analysis of internal supply; inflows and outflows, turnover rate, productivity level, movement among jobs, Analysis of external supply, Balancing Supply & Demand, Issues of Shortage and Surplus.

UNIT II: Manpower Planning

(08 Hrs)

- Tools, Methods and Techniques; Job Analysis, Job Description, Job Specification; Skills Analysis/Skill Inventory; Performance Appraisal
- Manpower Plan Implementation Strategies: Recruitment, Redeployment, Downsizing Plan, Retention Plan, Training Plan, Career Plan, Succession Plan, Compensation Plan

UNIT III: Strategic Manpower Planning

(02 Hrs)

- Concepts, objectives, SMP Process, Tools, Evaluation, Balanced Score Card, HR Dash Boards, HR Score Card.

UNIT IV: Manpower Inventory Management

(08 Hrs)

- Manpower Inventory; Quantitative Aspects; Qualitative Aspects; Methodology of Computerised Manpower Planning Information System
- Use and Applicability of Statistical and Mathematical Models in Manpower Planning, Cohort Analysis, Census Analysis, and Markov Models

UNIT V: Recruitment & Selection

(08 Hrs)

- Recruitment: Concepts, Factors influencing recruitment, reservation rules, resettlement and rehabilitation rules, policy and programmes in Public Sector, Private Sector, MNCs, Government Establishments, Educational Institutions, Health Care & Hospitals, Process of Recruitment, Sources of Recruitment, alternatives to recruitment
- The New Techniques: Web, social media, Mobile, Recruitment Issues in the Core sector, Service sector and IT sector.

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Tilthai, Dharmanagar, North Tripura

- Selection: Meaning, use of selection for competitive advantage, Selection Process, Tests, types of tests, Group Discussions, Interviews, types of interviews, Common Interview Problems, Assessment Centres, Gamification, Physical fitness tests, Hiring Decisions, Barriers to effective selection, Evaluation of selection process, making selection effective, Outsourcing gains, problems, issues.

Text Books:

1. Dessler Human Resource Management, Pearson Education Limited.
2. Bisvvajeet Pattanayak, Human Resource Management, Prentice - Hall India.
3. Saiyadain, M.S: Human Resource Management: Tata McGraw-Hill

Suggested Readings:

1. Turner, Paul: HR Forecasting and Planning, Jaico Publishing House.
2. Armstrong, Michael: A Handbook of Personnel Management Practice, Kogan Page, London.
3. Dessler, Gary: Human Resource Management, Pearson Education.
4. Aswathappa, K: Human Resource Management, Tata McGraw-Hill.
5. Manpower planning and the development of human resources by Thomas Henry Patten, published by Wiley-Interscience, 1971.

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Code: 26MG337

Max. Marks: 70

Course Objectives: The course aims to provide students with a comprehensive understanding of human resource practices in a global context. It focuses on managing people across borders, addressing cultural diversity, international labour laws, expatriation and repatriation, and aligning HR strategies with global business objectives. Students will gain insights into comparative HRM practices and the challenges of managing a multicultural workforce.

UNIT I: Introduction and Overview

(10 Hrs)

Importance to International HRM, Difference between Domestic and International Manager, Global Market Context: Key Perspective in Global Workforce Management, Cultural Foundations of International Human resource Management, Understanding Culture, Cross Culture Differences in Workplace, Major Models of National Culture, Final Caveats on Culture and Global Workforce Management, Changes and Challenges in the Global Labor Market, Globalization, Technological Advancement, Change in Labour Force Demographics and Migration, Emerging on the Contingent Workforce, Offshore Sourcing, Global Workforce Management Challenges.

UNIT II: The Key Role of International HRM in Successful MNC Strategy

(07 Hrs)

Knowledge Transfer, Global Leadership Training and Development, Strategic Control Needs, Competitive Strategy of Multinational Corporations, Structuring for Optimal Global Performances, Linking Human Resource Management Practices to Competitive Strategy and Organisation Structure, Paradigm Shift of International Human Resource Management from Contingency Model to Process Development.

UNIT III: Global Human Resource Planning

(06 Hrs)

From Strategy to Decision about Work Demand and Labour Supply, External Environment Scanning, Job Design for Meeting Global Strategy Work Demand, and HR Planning for the Long-term. Global Staffing: General Actors Affecting Global Staffing, Global Recruitment of Human Resources, and Global Selection of Human Resources.

UNIT IV: Global Workforce Training and Development

(07 Hrs)

Strategic Role of Training and Development in the Global Marketplace, Fundamental Concepts and Principles for Guiding Global Training and Development, Training Imperative for the Global Workforce. Managing

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Tilthai, Dharmanagar, North Tripura

International Assignments: Expatriate Preparation, Foreign Assignment and Repatriation, International Assignments Considerations for Special Expatriates, New and Flexible International Assignments.

UNIT V: Global Workforce Performance Management

(10 Hrs)

Performing Management Process, Important Considerations for Global Performance Management, Planning and Implementing Global Performance Appraisal. Compensation for a Global workforce: Objectives of International Compensation Management, Complexities in International Compensation Management, Factors that affect International Compensation, Components and Structure of International Compensation Package. Approaches to International Compensation Management: Expatriation and Repatriation.

Suggested Readings:

1. Srinivas R Kandula, International Human Resource Management, Sage, 4e, 2018.
2. Anne-Wil Harzing and Ashly H. Pinnington, International Human Resource Management, Sage Publications, 4e, 2017.
3. S.C. Gupta, International Human Resource Management, McMillan, 2e, 2017.
4. Charles M Vance and Yongsunpaik, Managing Global Workforce, PHI, 3e, 2015.
5. Tony Edwards and Chris Rees: International Human Resource Management, Pearson, 2009.
6. Peter Dowling, International Human Resource Management: Managing People in a Multinational Context, Thomson, 5e, 2008.
7. Mark E. Mendenhall, Gary R. Oddou, Gunter K. Stahl, Reading and Cases in International Human Resource Management, Routledge, 4e, 2007.

VENTURE FINANCING & MANAGEMENT

Code: 26MG936

Max. Marks: 70

Course Objectives: The course objective is to equip students with a comprehensive understanding of the various sources of financing available to startups, including angel investors, venture capital, and crowdfunding. Students will learn to create effective financial plans, apply valuation techniques, and analyse investment decision-making criteria used by investors. The course also emphasises the development of compelling business plans that clearly articulate a venture's value proposition and funding requirements.

UNIT I: Introduction

(08 Hrs)

New Venture Finance, The investment landscape, Essentials of a "good plan" from a Venture capitalist perspective. Writing and Presenting the Business Plan to Investors, Essential Financial Statements and Forecasts and Performance (Balance sheet, Income statement, Cash flow statement)

UNIT II: Sources of Capital

(10 Hrs)

Crafting Financial and Fundraising Strategies, Sources of Equity and Sources of Debt Financing, Other sources of Funding (Personal Equity, Angel Investors, Venture Capitalists (Financing stages of venture capital financing - Seed stage; start-up stage; early stage expansion stage and bridge stage), Bootstrapping, Private Equity, Hedge funds); Different models of VC; Business Incubators and Accelerator Programs; Correlation of means of finance with project life cycle; Initial Public Stock Offerings Process.

UNIT III: Developing Successful Businesses

(10 Hrs)

Developing an effective business model, Role of Intellectual Property in early and ongoing success, due diligence, Valuation of a new venture, Different methods for start-up valuation, Structuring the Deal, Bank Funding Process and Documentation, crafting a Harvest strategy or Exit Routes.

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Tilthai, Dharmanagar, North Tripura

UNIT IV: Institutional Support

(12 Hrs)

Institutional support to Entrepreneurship Role of Directorate of Industries, District Industries Centres (DICs), Industrial Development Corporation (IDC), State Financial Corporation (SFCs), Commercial banks, Small Scale Industries Development Corporations (SSIDCs), Khadi and village Industries Commission (KVIC), National Small Industries Corporation (NSIC), Small Industries Development Bank of India (SIDBI), Ministry of Micro Small and Medium Scale Enterprises (MSME), Government Policy Packages. Government schemes for new ventures like: Startup India (2016), Make in India (2014), Atal Innovation Mission, Support to Training and Employment Programme for women (STEP), Digital India, Stand up India, Trade-related entrepreneurship assistance and development (TREAD), Pradhan Mantri Kaushal Vikas Yojana, NABARD (rural development).

Suggested Readings: (Latest Editions)

1. Bruce R. Barringer, R. Duane Ireland, Entrepreneurship: Successfully Launching New Ventures
2. Stephen Spinelli, Jr., Robert Adams, New Venture Creation, McGraw-Hill (e-book available)
3. Benjamin, Gerald A., and Joel B Margulis. Angel Capital: How to Raise Early-Stage, Private Equity Financing. New Jersey: John Wiley & Sons
4. Mahendra Ramsinghani. The business of venture capital: Insights from leading practitioners on the Art of raising a fund, Deal Structuring, Value Creation, and Exit Strategies, Wiley
5. Romans, Andrew. The Entrepreneurial Bible to Venture Capital: Inside secrets from the leaders in the Startup Game: McGraw-Hill Education

START-UP LAW, ETHICS & ENVIRONMENT IN INDIA

Code: 26MG937

Max. Marks: 70

Course Objectives: This course equips entrepreneurs with the legal, ethical, and environmental frameworks necessary to navigate the Indian startup ecosystem. It aims to bridge the gap between business innovation and regulatory compliance, empowering founders to build sustainable, socially responsible, and legally sound enterprises in India

UNIT I: Start-Up Ecosystem & Legal Framework in India

(07 Hrs)

- Concept of Start-Ups: Definition and criteria under the DPIIT Startup India Initiative.
- Business Entities: Legal structures (Sole Proprietorship, Partnership, LLP, Private Limited, One Person Company) and their incorporation processes.
- Regulatory Clearances: PAN, TAN, GST registration, Shop & Establishment Act, and MSME/Udyam registration.
- Funding & Investment: Basics of Seed Funding, Angel Investors, Venture Capital (VC), and Foreign Direct Investment (FDI) regulations.

UNIT II: Intellectual Property Rights (IPR) & Innovation

(07 Hrs)

- Patents: Criteria for patentability, procedure for filing in India, and software/tech patent nuances.
- Trademarks: Brand name/logo registration, classification of goods, and protection against infringement.
- Copyrights & Trade Secrets: Protecting source code, digital content, and Non-Disclosure Agreements (NDAs) with employees and partners.

UNIT III: Commercial Contracts & Labour Laws

(07 Hrs)

- Employment Laws: Applicability of EPF, ESI, Gratuity, Minimum Wages Act, and the POSH Act (Prevention of Sexual Harassment).
- Commercial Agreements: Drafting founders' agreements, vendor contracts, user terms of service (ToS), and privacy policies.

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Tilthai, Dharmanagar, North Tripura

UNIT IV: Business Ethics & Corporate Governance

(07 Hrs)

- Ethical Frameworks: Moral philosophies in business, corporate integrity, and the role of leadership in a start-up culture.
- Governance Norms: Board composition, conflict of interest management, and transparency in financial reporting.
- Information Security & Cyber Laws: Data privacy, the Digital Personal Data Protection (DPDP) Act, and organisational liability in data breaches.

UNIT V: Environmental Regulations & ESG (Environmental, Social, and Governance)

(07 Hrs)

- Sustainability & ESG: The role of start-ups in combating climate change and complying with global sustainability standards.
- Compliance: Environmental Impact Assessment (EIA), Waste Management Rules (E-waste, Plastic waste), and Consent to Establish/Operate from Pollution Control Boards.
- Green Funding: Exploring sustainable business models and government incentives for eco-friendly initiatives.

UNIT VI: Dispute Resolution & Winding Up

(05 Hrs)

- Dispute Resolution Mechanisms: Mediation, Arbitration, and Commercial Courts Act for resolving founder disputes or contract breaches.
- Exit Strategies: M&A (Mergers and Acquisitions), voluntary closure, or fast-track Insolvency and Bankruptcy Code (IBC) procedures for start-ups.

Suggested Readings:

1. The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture by Vijaya Kumar Ivaturi.
2. Entrepreneurship and Start-Up Ecosystem in India by Dr. S.S. Khanka / Dr. C.B. Gupta.
3. Startup Law: A Legal Guide for Entrepreneurs by Ekaterina Mouratova (Excellent for structural and operational foundations)
4. Business Ethics and Corporate Governance by S.K. Bhat.
5. Business Ethics: Concepts and Cases by Manuel G. Velasquez.
6. Corporate Governance, Ethics and Social Responsibility by Balachandran & Chandrasekaran
7. Environmental Law & Policy in India: Cases and Materials by Shyam Divan and Armin Rosencranz (The definitive, authoritative text on Indian environmental jurisprudence).
8. Environmental Law by Dr. Gurdip Singh.
9. Environment, Social and Governance (ESG) by CS Anoop Jain (Highly recommended if you are following the Indian CS Professional syllabus framework)
10. India Startup Law & Policy Guidebook by Khaitan & Co (A highly practical, free PDF guidebook on Indian DPIIT guidelines and compliance).

विद्याधनं सर्वधनप्रधानं

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Tilthai, Dharmanagar, North Tripura

DIGITAL MARKETING FOR INNOVATIONS

Code: 26MG938

Max. Marks: 70

Course Objectives: The course blends core marketing fundamentals with bleeding-edge strategies designed to launch new products, disruptive technologies, and startups into the market.

UNIT I: The Innovation-Marketing Fit (07 Hrs)

- Disruptive Innovation Theory: Understanding the "Innovator's Dilemma" and how to market entirely new categories of products (0 to 1 scaling).
- Market Readiness & Segmentation: Identifying early adopters, mapping the technology adoption lifecycle, and profiling target buyer personas.
- Value Proposition Design: Formulating clear, compelling messaging that explains complex, innovative solutions to non-technical audiences.

UNIT II: Agile Marketing & Growth Hacking (07 Hrs)

- The Lean Startup Methodology: Applying build-measure-learn feedback loops to validate product-market fit digitally.
- Growth Marketing Funnels: Transitioning traditional sales funnels to Pirate Metrics (Acquisition, Activation, Retention, Referral, Revenue).
- A/B & Multivariate Testing: Experimentation frameworks to optimise landing pages, pricing models, and ad creatives.

UNIT III: Generative AI & Marketing Automation (07 Hrs)

- AI-Powered Content Creation: Leveraging AI tools for copywriting, dynamic ad copy generation, and content ideation.
- Marketing Automation: Setting up workflows to automate lead nurturing, behavioural emails, and dynamic website personalisation.
- Predictive Analytics: Using AI to forecast customer behaviour, churn rates, and lifetime value.

UNIT IV: Product-Led Growth (PLG) & Virality (07 Hrs)

- Viral Loops & Referral Marketing: Engineering intrinsic product features that encourage users to invite others (e.g., Dropbox, Slack models).
- In-App Marketing & Onboarding: Optimising the digital user journey, minimising friction, and maximising product engagement.
- Community-Led Growth: Building beta-tester communities, Discord channels, and ambassador programs to drive organic acquisition.

UNIT V: Go-to-Market (GTM) Strategy & Paid Media (07 Hrs)

- Omnichannel GTM Planning: Structuring a multi-channel launch campaign spanning SEO, social media, and PR.
- Performance Marketing for Tech: Advanced Search Engine Marketing (SEM), LinkedIn advertising for B2B, and specialised Meta/Google campaigns targeting niche tech audiences.
- Budget Optimisation: Allocating spend effectively to maximise returns during the crucial initial launch phase.

UNIT VI: Data Analytics, Ethics & Compliance (05 Hrs)

- KPI Measurement: Tracking key performance indicators to assess the success of innovation campaigns.
- Web Analytics & Attribution: Mastering tools to understand the user journey across multiple touchpoints.
- Ethics in Digital Marketing: Navigating data privacy compliance (e.g., Digital Personal Data Protection Act, GDPR) and ethical implications of emerging technologies

Suggested Readings:

1. Agrawal, S. (2026). The new era of digital marketing. Geh Press.
2. Dodson, I. (2016). The art of digital marketing: The definitive guide to creating strategic, targeted, and measurable online campaigns. John Wiley & Sons.
3. Hanlon, A., & Tuten, T. L. (Eds.). (2022). The SAGE handbook of digital marketing. SAGE Publications.

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

4. Kaufman, I., Horton, C., & Soltanifar, M. (2023). Digital marketing: Integrating strategy, sustainability, and purpose (2nd ed.). Taylor & Francis.
5. Kotler, P., Kartajaya, H., & Setiawan, I. (2016). Marketing 4.0: Moving from traditional to digital. John Wiley & Sons.
6. Ozuem, W., & Willis, M. (2025). Digital marketing strategies for value co-creation: Models and approaches for online brand communities (2nd ed.). Springer Nature. Digital Marketing Strategies for Value Co-Creation on Springer Link
7. Pantano, E., Bassano, C., & Priporas, C.-V. (2018). Technology and innovation for marketing. Taylor & Francis.
8. Pires, P. B., Santos, J. D., Pereira, I. V., & Torres, A. I. (Eds.). (2023). Confronting security and privacy challenges in digital marketing. IGI Global.
9. Pradeep, A. K., Appel, A., & Sthanunathan, S. (2018). AI for marketing and product innovation: Powerful new tools for predicting trends, connecting with customers, and closing sales. John Wiley & Sons.
10. Smith, P. R. (2022). Digital marketing excellence: Planning, optimising, and integrating online marketing (6th ed.). Taylor & Francis.

MAJOR PROJECT

Code: 26PR104

Max Marks: 70

PROJECT REPORT

All students are required to submit a report on the project work they completed during the ninth 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 is 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 is 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 overall process of the proposed software system to be developed should be briefly outlined. This may be supported by DFDs / Flowcharts to explain the flow of the information.

RESOURCES AND LIMITATIONS:

The requirements for 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.

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

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 - 3.0cms
- Right margin- 2.0cms
- Top margin 2.54cms
- Bottom margin 2.54cms
- Page numbers - All text pages, as well as Program source code listings, should be numbered at the bottom centre of the pages.

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

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

Chapter Heading Font Size: 20, Times New Roman, Centre Aligned, 30 point 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-a-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 testing
 - e. Test Report, Printout of the Report & Code Sheet
- VI. Coding and Screenshots of the project
- VII. Conclusion and Future Scope
- VIII. References

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

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 Integrated MBA to the “_____” through _____ done by Mr./Ms. _____, Roll No. ____ is an authentic work carried out by him/her at _____ under 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.

Signature of the Student

Signature of the Guide

2. 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 Integrated MBA
(Bookman Old Style, 16 point, centre)

Submitted to:
(Guide Name)

Submitted by:
(Student's name)

Roll No:
College Name:

3. Self-Certificate by the Students

SELF CERTIFICATE

This is to certify that the dissertation/project report entitled “.....” is an authentic work carried out by me for the partial fulfilment of the requirements for the award of the degree of Integrated MBA under the guidance of _____. The matter embodied in this Project work has not been submitted earlier for the award of any degree or diploma to the best of my knowledge and belief.

Signature of the Student
Name of the Student
Roll No.

4. ACKNOWLEDGEMENTS

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

Integrated MBA
10th Semester

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

DETAILED SYLLABUS

BUSINESS PROCESS REENGINEERING

Code: 26MG901

Max Marks: 70

Course Objectives: The course aims to provide the learners with contemporary concepts in Business Process Reengineering, enabling the learners to understand various tools and techniques in BPR, and understand the importance of BPR in assisting organisational effectiveness and the related drivers.

UNIT I: Introduction to Business Process Reengineering (05 Hrs)

Historical background and evolution of BPR, Definition and principles of BPR, Importance and benefits of BPR in organisations, Introduction to Industry 4.0-A paradigm shift from manufacturing context to services

UNIT II: Design thinking and innovation strategies in BPR (05 Hrs)

Need for Innovation in BPR projects, applying design thinking to process innovation, Aiming cost reduction with optimisation techniques, BPR vs. continuous improvement approaches, Process mapping and modelling techniques

UNIT III: Technology and digital transformation (10 Hrs)

Role of technology in BPR, Technology - An essential imperative, Automation and usage of advanced tools and technology, Industry 4.0 – An era of data driven decision making, Dynamic Analysis, Real time analysis, Role of ERP, Predictive analytics: Machine learning in process optimization and automation, Data analytics and Data science, Role of automation tools – Power BI, Tableau, UI Path and Blue prism, Challenges and contemplations in implementing new technologies

UNIT IV: Organisational culture and change management (12 Hrs)

Building a resilient framework with a robust road map, managing resistance to change in BPR, building a culture of continuous improvement, Role of TQM in BPR, having a wider Approach -From process improvements to organizational improvements, KPIs and balanced scorecard, Role of leadership in driving successful BPR initiatives Project management – An indispensable constituent, Project management tools, Agile methodology, Strategies for effective communication and negotiation

UNIT V: Operational factors in BPR (08 Hrs)

Role of ethics in BPR -Leadership context, Social and environmental responsibility in BPR, Targeting green BPR approach, Balancing efficiency with social impact, Corporate Social Responsibility, Competitive world and disruptive environment, lessons in BPR, Timelines in BPR, Skill issue of consultants, Documentation in BPR

Suggested Readings:

1. Michael Hammer, James Champy, "Reengineering the Corporation", Harper's Collins publications, 2014
2. Michael Hammer, "Beyond Reengineering: How the Process-Centred Organisation is Changing Our Work and Our Lives", Harper's Collins publications
3. Robert J. Howlett, Lakhmi C. Jain, "Smart Innovation, Systems and Technologies, Springer publication, 2017
4. Mark O. George, "The Lean Six Sigma Guide to Doing More with Less: Cut Costs, Reduce Waste, and Lower Your Overhead", Wiley publication
5. Joseph M. Juran, "Juran's Quality Handbook: The Complete Guide to Performance Excellence", Jaico Books, 2015
6. Samir Parikh, "The Consultant's Handbook: A Practical Guide to Delivering High-value and Differentiated Services in a Competitive Marketplace", Springer Books
7. James M. Kouzes and Barry Z. Posner, "The Leadership Challenge: How to Make Extraordinary Things Happen in Organisations," Google Books

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

8. Daniel H. Pink, "Drive: The Surprising Truth About What Motivates Us", Utah Press publication
9. Andrew Roberts, "Leadership in War" Riverhead Hardcover, 2019
10. Eric Ries, "The Lean Start-up: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses", Random House

BUSINESS INTELLIGENCE

Code: 26MG902

Max. Marks: 70

Course Objectives: The course aims to provide an understanding of business intelligence and related concepts, understand the importance of data warehousing and Data Mining in the context of technological advancements in database management, and introduce various concepts like business performance management, business analytics, and Data Visualisation, and their utility.

UNIT I: Introduction to Business Intelligence (BI) (05 Hrs)

Definition, History and Evolution, Styles of Business Intelligence, Benefits of Business Intelligence, Real-time Business Intelligence, Business Intelligence Value chain, Architecture of Business Intelligence.

UNIT II: Data warehousing and Data mining (10 Hrs)

Data Warehousing (DWH): - Definition, Characteristics, types, -Data warehousing framework, Data Warehousing architecture, Alternative architectures, Data warehousing integration, Data warehousing- Development approaches, Real-time data warehousing. Data Mining: - Definition, Characteristics, Benefits, Data mining functions, Data mining applications, Data mining techniques and tools: Text mining, Web mining.

UNIT III: Business Performance Measurement (BPM) (05 Hrs)

Definition, BPM v/s BI, Summary of BPM Process, Performance measurement, BPM methodologies, BPM architecture and applications, Performance dashboards.

UNIT IV: Business Analytics and Data Visualisation (08 Hrs)

Business Analytics-Definitions, Tools and techniques of BA, Advanced business analytics, Business Analytics and Web usage, Benefits and success factors of Business Analytics. Data Visualisation: Definition, New direction in Data Visualisation, GIS, GIS v/s GPS

UNIT V: Business Intelligence implementation and emerging trends (12 Hrs)

Implementing Business Intelligence-Implementation Factors, Critical success factors of Business implementation, Managerial issues related to BI implementation, Business Intelligence and integration -Types, Need, and Levels of Business Intelligence integration. Emerging trends in Business Intelligence implementation, social networks and Business Intelligence, Collaborative decision making, Reality mining.

Suggested Readings:

1. Business Intelligence: A Managerial Approach, Turban, Sharada, Delen, King- Pearson -Second Edition-2014.
2. Decision Support and Business Intelligence Systems -Turban, Aaronson, Liang, Sharada- Pearson, and latest Edition.
3. Successful Business Intelligence, Cindi Howson, McGraw-Hill Education-Indian Edition.
4. Business Intelligence- A hands-on approach by N. Rajeshwari, 1st Edition, PHI
5. Ramesh Sharda, Turban E, Business Intelligence and analytics, 10th Edition, Pearson Books
6. Bernard Marr, "Data strategy" Kogan Page Publishing
7. Anoop V K Kumar, "Business Intelligence demystified" 1st edition 2022, BPB publications
8. Jarke M, Fundamentals of Data Warehousing, 2nd edition, Springer India publication
9. Paulraj Ponniah, Data warehousing fundamentals for IT professionals, 2nd edition, John Wiley Books
10. Lather A S, Anil K Saini "Business Intelligence and data warehousing" 2018, Narosa publication

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Tilthai, Dharmanagar, North Tripura

MARKETING OF SOFTWARE SOLUTIONS

Code: 26MG911

Max. Marks: 70

Course Objectives: This course focuses on shifting from selling standalone products to marketing comprehensive solutions and value-based outcomes. Core goals include mastering B2B go-to-market (GTM) strategies, understanding SaaS pricing/monetisation, and optimising the digital customer acquisition funnel.

UNIT I: Foundations of Software & Tech Marketing (08 Hrs)

- Software as a Business (SaaS, PaaS, IaaS): Understanding cloud computing, hosted vs. on-premise models, and product-led growth (PLG) vs. sales-led growth (SLG).
- The Software Buyer's Journey: Navigating complex B2B decision-making units (DMUs) involving technical buyers (CTOs/Developers) and business buyers (CEOs/CFOs).
- Market Analysis: Identifying addressable markets (TAM, SAM, SOM) and positioning against open-source alternatives and legacy systems.

UNIT II: Software Product Management & Pricing (08 Hrs)

- Pricing & Packaging: Creating scalable monetisation models such as tiered subscription plans, per-seat licensing, usage-based billing, freemium, and free trial optimisations.
- Product-Led Growth (PLG): Designing frictionless onboarding flows, in-app messaging, and viral loops to drive organic user acquisition.
- Version Management: Strategies for handling legacy software, sunseting old versions, and managing continuous deployment/agile releases.

UNIT III: Strategic Marketing & Ecosystems (08 Hrs)

- Network Effects & Scalability: Leveraging Metcalfe's law, managing network externalities, and building platform ecosystems (e.g., app stores, API integrations).
- Developer Relations (DevRel) & Technical Community: Building credibility through open-source contributions, developer documentation, hackathons, and community forums.
- Lock-In & Switching Costs: Structuring ecosystem integrations and data lock-in to optimise Customer Lifetime Value (CLTV) and minimise churn.

UNIT IV: B2B Lead Generation & Technical Communications (08 Hrs)

- Technical Content Marketing: Crafting whitepapers, case studies, ROI calculators, and technical webinars to educate buyers.
- Account-Based Marketing (ABM): Leveraging intent data to target high-value enterprise accounts with personalised messaging.
- SEO for Software: Targeting long-tail technical queries, API searches, and software comparison keywords.

UNIT V: Sales Enablement & Channel Marketing (08 Hrs)

- Sales Funnel & CRM Management: Integrating the marketing stack (Marketo, HubSpot) with CRMs (Salesforce, Zoho) to track marketing-qualified leads (MQLs) to sales-qualified leads (SQLs).
- Partner & Channel Marketing: Go-to-market (GTM) strategies through system integrators (SIs), value-added resellers (VARs), and cloud marketplaces (AWS, Azure, Google Cloud).
- Customer Success & Retention: Marketing for the renewal and expansion phases; upselling and cross-selling within existing enterprise accounts

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Tilthai, Dharmanagar, North Tripura

Suggested Readings:

1. Kotler, P., Keller, K. L., & Chernev, A. (2021). Marketing management (16th ed.). Pearson.
2. Moore, G. A. (2014). Crossing the chasm: Marketing and selling disruptive products to mainstream customers (3rd ed.). Harper Business.
3. Katz, G. M. (2011). Technology marketing toolkit: A guide for customer-driven marketing strategies (3rd ed.). Wiley.
4. Bush, W. (2019). Product-led growth: How to build a product that sells itself. ProductLed Publishing.
5. Chaffey, D., & Ellis-Chadwick, F. (2019). Digital marketing: Strategy, implementation and practice (7th ed.). Pearson.

SEMINAR/CONFERENCE

Code: 26PR102

Max Marks: 70

OBJECTIVE:

Seminars, Conferences, and Presentations provide a valuable platform for students to learn from experts, peers, and contemporary industry practices. They encourage students to explore new ideas, emerging business trends, innovative management practices, and entrepreneurial opportunities. Such activities enhance communication skills, critical thinking, analytical abilities, and confidence while preparing students for professional careers.

It is expected that every student will study the latest developments in the field of business and management, prepare an article or presentation on a relevant topic, and present their findings before a faculty panel.

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

- Seminars should be conducted once every 15 days or at least once a month. A minimum of 3–4 seminar sessions should be organized during each semester.
- The presentation should consist of at least 7–8 slides, including the title slide. The first slide should introduce the topic, while the last slide must contain references, including books, research papers, reports, websites, or other authentic sources consulted. The remaining slides should focus on the concept, current trends, applications, case studies, challenges, and future prospects of the selected topic.
- The seminar topic must be related to the field of Business and Management and should emphasize emerging trends, innovations, or contemporary practices. Illustrative topics include:
 - Artificial Intelligence in Business
 - Digital Marketing and Social Media Strategies
 - Business Analytics and Data-Driven Decision Making
 - Financial Technology (FinTech)
 - Entrepreneurship and Start-up Ecosystems
 - Sustainable Business Practices and ESG
 - E-Commerce and Digital Business Models
 - Supply Chain and Logistics Management
 - Customer Relationship Management (CRM)
 - Human Resource Analytics
 - Innovation and Design Thinking
 - Corporate Governance and Business Ethics
 - International Business and Global Trade
 - Blockchain Applications in Business
 - Green Marketing and Circular Economy
 - Business Intelligence and Predictive Analytics
 - Industry 5.0 and Smart Enterprises
 - Leadership and Organizational Transformation
 - Risk Management and Corporate Strategy
 - Emerging Technologies in Business Management

Proper approval of the seminar topic must be obtained from the concerned faculty before commencing the work.

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Tilthai, Dharmanagar, North Tripura

- After the seminar, feedback should be collected from students regarding the knowledge and insights gained from the presentation. A structured feedback form may be designed and administered using Google Forms or any other suitable online platform to assess the effectiveness of the seminar and identify areas for improvement.

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 Integrated MBA

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 Integrated MBA influenced their career goals. Feedback from supervisors and industry

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Tilthai, Dharmanagar, North Tripura

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.

