

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

**Master of Business Administration**  
**[MBA]**

*as per*

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**NATIONAL EDUCATION POLICY-2020**

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

Tilthai, Dharmanagar, North Tripura-799260

## Introduction

In the 21st century, business management has emerged as a dynamic and multidisciplinary field that drives economic growth, innovation, and organizational excellence across the globe. The rapid transformation of industries through digitalization, globalisation, and entrepreneurship has made advanced management education an indispensable pillar of higher education. The two-year Master of Business Administration (MBA) Programme at Aryavart International University (AIU) is a postgraduate management programme designed to develop the leadership capabilities, strategic acumen, and advanced professional skills essential for success in the corporate world and beyond.

Aligned with the National Education Policy (NEP) 2020, the MBA Programme at AIU is a two-year (four-semester) postgraduate programme that offers students the flexibility to specialise in a domain of their choice — such as Marketing, Finance or Human Resource Management. The Programme integrates theoretical learning with industry-oriented practical training, IBM-certified skill modules, live projects, summer internships, and a major project in collaboration with leading industry partners.

## Programme Objectives

The objectives of the two-year 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 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 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 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 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 MBA Programme opens diverse and rewarding career pathways. Graduates of AIU's 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 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. 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
<b>TOTAL</b>		<b>100</b>

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

Applicable to all practical, lab-based, and project courses of the MBA Programme:

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

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

Applicable to the summer internship/industrial training component undertaken by students as part of the MBA Programme (typically after the second semester). The internship is evaluated entirely through internal assessment for a total of 100 marks.

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

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

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

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

### **Exit Options and Credit Requirements**

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

Exit Option / Completion	Certificate / Award
Successful completion of Year I (2 Semesters)	Postgraduate Diploma in Management (PGDM)
Successful completion of Year II (4 Semesters)	<b>Master of Business Administration (MBA)</b>

### **Internal Assessment: Continuous Mode**

The Internal Assessment for the 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.

### **MBA — Continuous Mode Assessment (15 Marks)**

The Continuous Mode Assessment for the 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	<b>5</b>
2	Assignment / Case Study / Quiz	Written assignments, case analysis, or class quiz/test assigned by the course faculty	<b>5</b>
3	Teacher–Student Interaction / Presentation / Viva	Oral interaction, seminar/topic presentation, group discussion, or class participation	<b>5</b>
<b>TOTAL</b>			<b>15</b>

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

**Course Structure for the 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	Indian Economy	Not Applicable	Business Communication	Managerial Economics	Not Applicable	Not Applicable	22
	Quantitative Methods							
	Accounting & Financial Management							
II	Human Resource Management	Production & Materials Management	Computer Language for Management	Environmental Studies	Not Applicable	Not Applicable	Human Rights	22
	Operations Research							
	Marketing Management							
<b>Exit option with Post Graduate Diploma in Business Administration (44 Credits)</b>								
III	Management Information System	Not Applicable	Not Applicable	Not Applicable	DSE-I (Choose any 2 papers from any 1 group)	Not Applicable	Human Values & Ethics	22
	Business Ethics & Corporate Governance							
	Total Quality Management							
IV	International Business Environment	Not Applicable	Not Applicable	Seminar/ Conferences + 2 paper publications in peer-reviewed journal	DSE-II (Choose any 2 papers from any 1 group) Internship	Not Applicable	Drug Abuse, Road Safety & Traffic Rules	22
<b>Exit with a Master's in Business Administration (88 Credits)</b>								

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Tilthai, Dharmanagar, North Tripura

**Discipline Specific Elective (DSE-I) Choose any two papers from any one group**

<b>A. Marketing</b>									
26MG331	Marketing Research and Consumer Behaviour	4	0	0	4	70	30	0	100
26MG632	Sales and Distribution Management	4	0	0	4	70	30	0	100
26MG332	Advertising Management and Sales Promotion	4	0	0	4	70	30	0	100
26MG333	Logistics Management	4	0	0	4	70	30	0	100
<b>B. Finance</b>									
26MG531	Working Capital Management	4	0	0	4	70	30	0	100
26MG334	Security Analysis and Portfolio Management	4	0	0	4	70	30	0	100
26MG638	Financial Markets, Products & Services	4	0	0	4	70	30	0	100
26MG335	Merchant Banking and Financial Services	4	0	0	4	70	30	0	100
<b>C. HR</b>									
26MG336	Industrial and Labour Relations	4	0	0	4	70	30	0	100
26MG644	Talent Acquisition and Management	4	0	0	4	70	30	0	100
26MG842	Human Resource Metrics and Analytics	4	0	0	4	70	30	0	100
26MG337	International Human Resource Management	4	0	0	4	70	30	0	100

**Discipline Specific Elective (DSE-II) Choose any two papers from any one group**

<b>A. Marketing</b>									
26MG502	Retail Management	4	0	0	4	70	30	0	100
26MG431	Marketing of Services	4	0	0	4	70	30	0	100
26MG432	Digital and Social Media Marketing	4	0	0	4	70	30	0	100
26MG433	Marketing Analytics	4	0	0	4	70	30	0	100
<b>B. Finance</b>									
26MG631	Banking & Insurance	4	0	0	4	70	30	0	100
26MG434	Global Financial Management	4	0	0	4	70	30	0	100
26MG736	Mergers, Acquisitions and Corporate Restructuring	4	0	0	4	70	30	0	100
26MG640	Financial Modelling and Derivatives	4	0	0	4	70	30	0	100
<b>C. HR</b>									
26MG435	Project Management	4	0	0	4	70	30	0	100
26MG436	Managing Interpersonal Effectiveness	4	0	0	4	70	30	0	100
26MG437	Public Relations Management	4	0	0	4	70	30	0	100
26MG438	Managing Diversity and Inclusion	4	0	0	4	70	30	0	100

**MBA**

**1st Semester**

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**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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**QUANTITATIVE METHODS**

**Code: 26MG104**

**Max Marks: 70**

**Course Objectives:** The course objectives of Quantitative Methods are to provide students with a fundamental understanding of quantitative research principles and statistical techniques, develop practical skills to collect, analyse, and interpret data, and enable application of these methods to solve real-world business and research problems. Students will learn to formulate research problems, select appropriate quantitative methods, design empirical studies, and use statistical software for data analysis.

**UNIT I**

**(08 Hrs)**

Probability: Rules of Probability - Binomial, Poisson and Normal Distribution - Their Applications in Business and Industrial Problems - Baye's Theorem and its Business Application. Risk and Uncertainty in Decision Making - Minimax, Maxi-mini and Regret Criteria - Hurwitz and Laplace Criteria in Business Decision Making

**UNIT II**

**(08 Hrs)**

Elementary Idea of Different Sampling Techniques - Hypothesis Testing - Chi-Square Test - Correlation and Regression Analysis - Single and Two Factor Analysis of Variance

**UNIT III**

**(08 Hrs)**

Elementary Concepts of Factor Analysis, Multiple Regression Analysis, Discriminant Analysis, Cluster Analysis and Co-Joint Analysis in Marketing Problems.

**UNIT IV**

**(08 Hrs)**

Application of Differentiation and Integration Maxima, Minima, Average Cost, Total Cost, Marginal Revenue, Average Revenue and Total Revenue - Consumer Surplus and Producer Surplus.

**UNIT V**

**(08 Hrs)**

Research in Business - Conducting Investigation - Report Writing - Academic and Business Research Reports - Research Format.

**Suggested Readings:**

1. Richard I Levin and David S. Rubin, Statistics for Management, Pearson Education Asia.
2. Levin and Rubin, Statistics for Management, Prentice Hall of India.
3. Gupta S.P. and Gupta M.P., Business Statistics, Sultan Chand, New Delhi.
4. Sharma J.K., Quantitative Techniques for Managerial Decision, Macmillan India Ltd.
5. Agarwal B.M., Quantitative Methods, Sultan Chand, New Delhi.
6. Anderson, Sweeney and Williams, Statistics for Business and Economics, Thomson, Southwestern, Bangalore, India.
7. Dr. B. Joseph Anbarasu, Business Statistics, Learn Tech Press.

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**ACCOUNTING AND FINANCIAL MANAGEMENT**

**Code: 26MG203**

Max Marks: 70

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

**UNIT I (08 Hrs)**

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

**UNIT II (08 Hrs)**

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

**UNIT III (08 Hrs)**

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

**UNIT IV (08 Hrs)**

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

**UNIT V (08 Hrs)**

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

**Text Books:**

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

**Suggested Readings:**

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

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

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**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 (08 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 (12 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 (12 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 (10 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.

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

2. Manalo, E. & Fermin, V. (2007). "Technical and Report Writing". ECC Graphics. Quezon City.
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.

**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

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

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

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

**UNIT IV** **(08 Hrs)**  
Wages and Salary Administration, Economic Objectives of Wages Policy, Social Objectives, Principles of Wage and Salary Administration. Essentials of a Wage and Salary Structure. Factors Affecting wages, Methods of wage Payment. Wage Policy in India. Pay Commission. Wage Boards, Adjudication, Pay Revision in Public Sector- issue and Considerations.

**UNIT V** **(08 Hrs)**  
Other Contemporary Issues in HRM- Employee Compensation- Concept, Factors Affecting Employee Compensation Components, of Employee Pay, HR Audit, Human Resource Information System. Performance & Skill-Based Pay Systems, Voluntary Retirement Scheme (VRS).

**Suggested Readings:**

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

विद्याधनं सर्वधनप्रधानं

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

**OPERATIONS RESEARCH**

**Code: 26MG204**

**Max. Marks: 70**

**Course Objectives:** The course objectives of Operations Research are to provide students with fundamental understanding of mathematical modeling techniques and analytical methods for decision-making and optimization. Students will learn to formulate real-world problems as mathematical models, apply optimization techniques including linear programming, integer programming, transportation and assignment problems, network models, and queuing theory, and interpret results for practical implementation.

**UNIT I**

**(10 Hrs)**

The origin of OR, Definition and scope of Operations Research, Types, methodology and typical applications of OR, Phases of an O.R. study, Formulation of Linear Programming model, graphical solution, converting the linear programming problem to standard form, Simplex method. Big-M method, two-phase method, degeneracy, alternate optima, unbounded and infeasible solution, definition of the dual problem, primal-dual relationship, Dual Simplex method.

**UNIT II**

**(10 Hrs)**

Assignment problem and its mathematical formulation, solution of the assignment problem (Hungarian method), Transportation problem and its mathematical formulation. Initial basic feasible solution of the transportation problem by the North-West corner rule. Lowest-Cost Entry method and Vogel's Approximation method, Optimal solution of transportation problem (Modi method).

**UNIT III**

**(10 Hrs)**

Game theory: Two person zero games, Minimax and maximum principle, Game with saddle point, Rule of dominance, Algebraic and graphical method, Sequencing problem – processing through 2 machines, 3 machines' jobs and k machines.

**UNIT IV**

**(10 Hrs)**

Queuing Models: Introduction of Basic Concepts in Stochastic Processes. Markov Chain and Markov Processes. Queuing Systems. Probability Distribution of Arrival and Service Times. Markovian Queuing Systems: M/M/1, M/M/C, M/M/1/N, M/M/C/N

**Text Books:**

1. Sharma, S.D., Operation Research, Kedar Nath Ram Nath Publications.
2. Sharma, J.K., Mathematical Model in Operation Research, Tata McGraw Hill.

**Suggested Readings:**

1. Taha, H.A., Operation Research-An introduction, Tata McGraw Hill, New Delhi.
2. Gupta, P.K. and Hira, D.S., Operations Research, S. Chand & Co.

विद्याधनं सर्वधनप्रधानं

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

**MARKETING MANAGEMENT**

**Code: 26MG205**

**Max Marks: 70**

**Course Objectives:** The course objectives of Marketing Management are to provide students with a comprehensive understanding of fundamental marketing concepts, principles, and strategies essential for effective business decision-making. The course aims to develop students' ability to analyse market environments, identify customer needs, and segment target markets strategically. Students will learn to develop and implement marketing mix strategies (product, price, place, and promotion) that create customer value and competitive advantage.

**UNIT I**

**(08 Hrs)**

Marketing management - marketing management process - assessing market opportunities - selecting target consumers - marketing mix - market segmentation - targeting and positioning - E marketing.

**UNIT II**

**(08 Hrs)**

Buyer Behaviour - influencing factors on Consumer Behaviour - buying decision process - industrial buyer behaviour - theories of buyer behaviour.

**UNIT III**

**(08 Hrs)**

Product policies - consumer and industrial product decisions - branding - packaging and labeling - new product development and product life cycle strategies.

**UNIT IV**

**(08 Hrs)**

Pricing - pricing strategies and approaches - Distribution - direct and indirect channel - retailing and wholesaling - channel decision.

**UNIT V**

**(08 Hrs)**

Promotion - advertising - designing copy - media selection - sales promotion strategies - Marketing research - marketing research process - sales forecasting techniques.

**Suggested Readings:**

1. Berkoviz Kerin Hontley Rudelivs, **MARKETING**, 6th ed New York, Mcgraw Hill, 2002.
2. Gary Armstrong and Philip Kotler, **Marketing - An Introduction** 11th ed, Pearson Education Asia.
3. Philip Kotler, **Marketing Management (Millennium ed.)** New Delhi, Prentice Hall of India (P) Ltd, 2001.
4. Rajan Saxena, **Marketing Management**, 2nd edition, New Delhi, Tata Mcgraw Hill Publishing Co Ltd. 2001.
5. V.S. Ramasamy and S.Namakumari, **Marketing Management, Planning, Implementation & Control**, New Delhi, Macmillan, 2002.

विद्याधनं सर्वधनप्रधानं

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

**PRODUCTION AND MATERIALS MANAGEMENT**

**Code: 26MG211**

**Max Marks: 70**

**Course Objectives:** The course objectives of Production and Materials Management are to provide students with a comprehensive understanding of production systems, operations planning, and materials control in manufacturing and service organisations. The course aims to develop practical skills in production planning and scheduling, inventory management, purchasing, and supply chain coordination to optimise resource utilisation and minimise costs. Students will learn to analyse production processes, apply quality control techniques, implement lean manufacturing principles, and manage material requirements planning effectively.

**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 organisation. 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, MTTR 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**

**(10 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**

**(10 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 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).

**Suggested Readings:**

1. Mahadevan B, Operations Management Theory & Practice, Pearson Education.
2. Heizer Jay and Render Barry, Production & Operations Management, Pearson Education.
3. Chase R B, Aquilano N J, Jacobs F R and Agarwal N, Production & Operations Management Manufacturing and Services, Tata McGraw Hill.

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

4. S.P. Gupta, Statistical methods, Sultan Chand & Sons.
5. Adam, E.E and Ebert, Production & operations Management, Prentice Hall of India, New Delhi.
6. S.N. Chary, Production & operations management– Tata McGraw Hill, New Delhi.
7. Buffa E S, & Sarin R K, Modern Production / Operations Management (8th edition) John Wiley, 1994.
8. Gaither and Frazier, Operations Management, Thomson South-Western.
9. Operations Research, P. K. Gupta, Man Mohan, KantiSwarup, Sultan Chand.
10. Operations Research, V. K. Kapoor. Sultan Chand & Sons.

**COMPUTER LANGUAGES FOR MANAGEMENT**

**Code: 26MG221**

**Max. Marks: 70**

**Course Objectives:** The course objectives of Computer Languages for Management are to provide students with foundational knowledge of programming concepts and computer languages essential for managerial decision-making and business applications. Students will learn to apply computational thinking to solve management problems, develop basic algorithms for business applications, and utilize software tools for information systems management.

**UNIT I**

**(04 Hrs)**

Introduction to Programming Language - Generations of Computers and Computer Language Program development life cycle - Flow Charting - Disk Operating System and Window.

**UNIT II**

**(04 Hrs)**

PC - SOFTWARE package - Text Processing Software - Text Manipulations - Usages of spell check Text Formatting - Picture Insertion and alignment - Creation of documents using templates - Mail Merge Concepts.

**UNIT III**

**(04 Hrs)**

MS-EXCEL - Worksheet Preparation - Constructing Excel - Creating and Modifying charts. Formulae - Using Excel's Built-in Functions - creating and modifying charts.

**UNIT IV**

**(04 Hrs)**

Introduction to C - Data types, constants, variables and arrays, Declarations - Expression's operators and statements. Data input and output, preliminaries - the getch() - putchar() - scanf() - printf() - gets() - puts() functions, control statements, functions and arrays.

**UNIT V**

**(04 Hrs)**

Pointers Fundamentals - pointer declarations - Passing pointers to Functions - Structures and union - data files - Opening and Closing a Data file - Creating a Data file - Processing a Data file - Unformatted Data files.

**Suggested Readings:**

1. Sanjay Saxena - A first course in computers 2000 edition - Vikas Publishing.
2. House Pvt. Ltd. - First edition, 2000.
3. R. K. Taxali - "PC SOFTWARE" Tata McGraw Hill Publications.
4. USING MICROSOFT EXCEL 2000 QUE'S APPLICATION TOOLS Prentice Hall of India, New Delhi.
5. Byron Gottfried - "Programming with C" Edn.2, 1998.
6. V. R Rajaraman "COMPUTER PROGRAMMING IN 'C'" Prentice Hall of India New Delhi.
7. Programming in 'C' Schaum's Outline Series.

**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.

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**Tilthai, Dharmanagar, North Tripura**

**Text Books:**

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

**Suggested Readings:**

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

**Code: 26GN203**

**Max. Marks: 70**

**Course Objectives:** The course objectives of Human Rights are to provide students with a comprehensive understanding of the fundamental concepts, principles, and historical development of human rights as universal standards for protecting individual dignity and freedom.

<b>UNIT I</b>	<b>(05 Hrs)</b>
1. Understanding Human Right	
2. Three Generations of Rights	
<b>UNIT II</b>	<b>(05 Hrs)</b>
1. Universal Declaration of Human Rights	
<b>UNIT III</b>	<b>(05 Hrs)</b>
1. Rights in National Constitutions: South Africa and India	
<b>UNIT IV</b>	<b>(05 Hrs)</b>
1. International Refugee Law	
2. International Humanitarian Law	

**Text Books:**

1. Alston Philip (1995), 'The United Nations and Human Rights-A Critical Appraisal', Oxford, Clarendon.
2. Baxi, Upendra (1995) (ed.), 'The Right to be Human', Delhi, Lancer,
3. Beetham, David (1987) (ed.), 'Politics and Human Rights', Oxford, Blackwell.
4. Desai, A R. (1986)(ed), 'Violations of Democratic Rights in India', Bombay, Popular Prakashan.
5. Evans, Tony (2001), 'The Politics of Human Rights: A Global Perspective', London, Pluto Press.
6. Hargopal. G.(1999) 'Political Economy of Human Rights', Hyderabad, Himalaya.
7. J. Hoffman and P. Graham, (2006) 'Introduction to Political Theory', Delhi, Pearson.

**MBA**

**3rd Semester**

**DETAILED SYLLABUS**

**MANAGEMENT INFORMATION SYSTEM**

**Code: 26MG103**

**Max Marks: 70**

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

**UNIT I** **(06 Hrs)**  
Basic Concepts of Information System Role of data and information, Organization structures, Business Process, Systems Approach and introduction to Information Systems.

**UNIT II** **(08 Hrs)**  
Types of IS Resources and components of Information System, integration and automation of business functions and developing business models. Role and advantages of Transaction Processing System, Management Information System, Expert Systems and Artificial Intelligence, Executive Support Systems and Strategic Information Systems.

**UNIT III** **(08 Hrs)**  
Architecture & Design of IS Architecture, development and maintenance of Information Systems, Centralized and Decentralized Information Systems, Factors of success and failure, value and risk of IS.

**UNIT IV** **(06 Hrs)**  
Decision Making Process Programmed and Non- Programmed decisions, Decision Support Systems, Models and approaches to DSS

**UNIT V** **(08 Hrs)**  
Introduction to Enterprise Management technologies Business Process Reengineering, Total Quality Management and Enterprise Management System viz. ERP, SCM, CRM and Ecommerce.

**UNIT VI** **(04 Hrs)**  
Introduction to SAD System Analysis and Design. Models and Approaches of Systems Development.

**Text Books:**

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

**Suggested Readings:**

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

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

**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 behavior in workplace- Professionalism; Formulating & implementing professional ethics code and Professional ethos.

**UNIT IV (08 Hrs)**

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

**UNIT V (08 Hrs)**

Corporate Governance & CSR: Impact of globalization 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 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 Brusseu, 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 organizations. 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 organizational 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 – Bench Marking, Business Process Reengineering, Six Sigma, JIT, QFD, Taguchi's quality engineering, Failure mode and Effect 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 Publish 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](http://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.

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

**MARKETING RESEARCH & CONSUMER BEHAVIOUR**

**Code: 26MG331**

**Max. Marks: 70**

**Course Objectives:** The course on **Marketing Research and Consumer Behavior** is designed to provide students with a comprehensive understanding of how to collect, analyze, and interpret data to make informed marketing decisions. Students will learn about both qualitative and quantitative research methods, how to analyze consumer data, and how to present research findings to support decision-making in marketing.

**UNIT I** **(06 Hrs)**  
Marketing research - nature and scope - objectives - exploratory research - descriptive research - research design

**UNIT II** **(08 Hrs)**  
Research process - data collection - primary and secondary data - questionnaire construction technique - sampling - data processing and analysis - report presentation.

**UNIT III** **(12 Hrs)**  
Consumer behaviour - models of consumer behaviour - market segmentation - consumer buying decision process - need recognition - search and evaluation - purchasing - post-purchase behaviour - product adoption

**UNIT IV** **(08 Hrs)**  
Environmental factors influencing consumer behaviour - cultural factors - social factors - social groups - economic factors - technological factors - personal influence - opinion leadership.

**UNIT V** **(06 Hrs)**  
Individual determinants of consumer behaviour - Motivation and involvement - information processing - learning personality and self-concept - attitude theories and change.

**Suggested Readings:**

1. Joseph Hair, Robert Bush & David Ortinau, "Marketing Research", Tata McGraw Hill Publishing Company, New Delhi.
2. Paul Green, Donald Tull and Gerald Albaum, "Research for Marketing Decision", Prentice Hall of India.
3. Nargundkar, "Marketing Research", Tata McGraw Hill Publishing Company, New Delhi, 2002.
4. David J. Loudon and Albert J Della Bitta, "Consumer Behaviour", Tata McGraw Hill Publishing Company, New Delhi, 2002.
5. John C Mower and Michael Monor, "Consumer Behaviour", Prentice Hall of India (P) Ltd, New Delhi, 1988.

विद्याधनं सर्वधनप्रधानं

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

**SALES & 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**

**ADVERTISING MANAGEMENT AND SALES PROMOTION**

**Code: 26MG332**

**Max. Marks: 70**

**Course Objectives:** The course on **Advertising Management and Sales Promotion** is designed to provide students with a thorough understanding of the strategic and operational aspects of advertising and sales promotion in modern marketing. The primary objective of the course is to equip students with the knowledge and skills needed to plan, implement, and evaluate effective advertising campaigns and sales promotion strategies. Students will learn how advertising plays a crucial role in building brand awareness, influencing consumer behavior, and driving sales, while also understanding the various types of media and advertising platforms available.

**UNIT I (08 Hrs)**

Advertising - advertising objectives - task and process - market segmentation and target audience - message and copy development.

**UNIT II (08 Hrs)**

Mass Media - selection - planning and scheduling - web advertising - integrated program and budget planning - program implementation - coordination and control - advertising agencies - organization and operation.

**UNIT III (08 Hrs)**

Sales Promotion - sales promotion activities - consumer and sales channel-oriented planning - budgeting - implementation and controlling sales promotion campaigns.

**UNIT IV (08 Hrs)**

Sales promotion strategies - advertising strategies - strategies applicable to other sales promotion activities.

**UNIT V (08 Hrs)**

Control - objectives - advertising budget - techniques used for measuring the effectiveness of advertising - advertising ethics - social relevance

**Suggested Readings:**

1. Batra, Myers and Aaker. "Advertising Management", Prentice Hall of India, 2002.
2. Wells, Bunett and Moriarty. "Advertising - Principles and Practice", Prentice Hall of India, 2002.
3. Belch. "Advertising and Promotion", Tata McGraw Hill, New Delhi.
4. Roderick White. "Advertising", Tata McGraw Hill, New Delhi.
5. Kueglar Jr. "Web Advertising and Marketing", Prentice Hall of India (P) Ltd, New Delhi.

विद्याधनं सर्वधनप्रधानं

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

**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 fulfillment, 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 Organizational 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.
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.

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

**WORKING CAPITAL MANAGEMENT**

**Code: 26MG531**

Max. Marks: 70

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

**UNIT I**

**(8 Hrs)**

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

**UNIT II**

**(6 Hrs)**

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

**UNIT III**

**(6 Hrs)**

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

**UNIT IV**

**(10 Hrs)**

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

**UNIT V**

**(10 Hrs)**

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

**Textbooks:**

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.

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

**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**Code: 26MG334**

**Max. Marks: 70**

**Course Objectives:** The course on **Security Analysis and Portfolio Management** is designed to provide students with a thorough understanding of the tools, techniques, and strategies used in analyzing securities and managing investment portfolios. Students will learn the core principles of security analysis, including both fundamental and technical analysis, to evaluate the performance and potential risks of different securities.

**UNIT I**

**(8 Hrs)**

Introduction to securities - Investment Objective and risks involved - Stock market - Meeting and Functions - Stock exchange in India - Functional specialization of members - Types of transactions - Dealings in shares statutory regulations.

The legal framework: Companies and capital structure - Share capital - Right shares - Bonus shares - Transfer of shares - Listing requirements of shares - Dividends.

Sources of investment information - Financial newspaper - Finance page of the newspapers - Equity share indices - Periodicals containing write - UPS and Other directories - Investment Publications - Role of SEBI.

**UNIT II**

**(8 Hrs)**

Fundamental Analysis - Economic Analysis - Fundamental Analysis - Stock market and the economy - Business cycle and the stock market.

Industry Analysis: Classification of industries - Industry life cycle - methods of analysis - Key characteristics in an industry analysis.

Company Analysis: Introduction - Internal information - External information - General aspects.

Financial Analysis: Introductions - Structure of a balance sheet - Financial Ratios and their significance - The chemistry of Earnings - Analysis of prospectus - Valuation of shares.

**UNIT III**

**(8 Hrs)**

Growth shares: Introduction - Meaning of Growth important characteristics of growth shares - Suggestions.

Speculation in shares: Introduction - Meaning of speculation - Timing - Active shares - Reasons for fluctuations in prices - Speculative methods of the market - Short selling and Long buying

Bargain Hunting: Meaning of bargain hunting - Determining the value - Strategies of the bargain hunter - Advantages.

Defensive shares: Introduction - Meaning - Important characteristics of defensive shares - Defensive shares vs. Fixed income securities - Suggestions.

**UNIT IV**

**(8 Hrs)**

Technical Analysis: Introduction - Tools for technical analysis - The Dow Theory - Advantages and limitations of technical analysis.

Charting Techniques: Introduction - Meaning of Charts - Methods of preparing charts - Uses and limitations "P" and "F" (charts points and figures) - Pattern of charts and their uses.

Dollar-cost averaging: Introduction - Meaning of DCA - Guidelines for using DCA - Modified DCA plans

Formula plans: Introduction - Need and Logic Assumptions of formula plan - Types of formula plan - Advantages and Disadvantages.

**UNIT V**

**(8 Hrs)**

Introduction - Meaning Objective of portfolio - Traditional portfolio analysis - Diversification of portfolio - Portfolio selection - Portfolio revision Techniques - Advantages and Limitations. Warrants: Definition - Considerations for shares issued through warrants - gearing effect - valuing warrants - lapse of warrants - futures markets - hedging using index futures - futures versus options - synthetic futures - futures versus forward markets - strategies for futures markets.

**Text Books:**

1. Donald E. Fischer and Ronald J Jordon. "Security Analysis and Portfolio Management", New Delhi, Prentice Hall of India, 1990.
2. Robert A. Hanger. "Modern Investment Theory", New Delhi, Prentice Hall of India (P) Ltd., 2002.
3. Sharpe, William Fetch. "Investment", New Delhi, Prentice Hall of India, 1997.

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

**Suggested Readings:**

1. Bhalla V. K. "Investment Management; Security Analysis and Portfolio Management", New Delhi, Prentice Hall of India, 6th Ed., 1995.
2. Bhalla V. K. "Financial Derivatives", New Delhi, S. Chand & Company Ltd., 1st ed., 2001.
3. Gordon J. Alexander, William F. Sharpe, Jeffery V. Bailey. "Fundamentals of Investments", New Delhi, Prentice Hall of India (P) Ltd., 2002.
4. William F. Sharpe, Gordon J. Alexander, Jeffery V. Bailey. "Investments", New Delhi, Prentice Hall of India (P) Ltd., 2002.

**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.

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**Tilthai, Dharmanagar, North Tripura**

**MERCHANT BANKING AND 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 of 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, Asst 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:**

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**

**INDUSTRIAL RELATIONS 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 labor laws. Students will gain insights into the nature of industrial relations, the role of trade unions, and the importance of labor 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 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 Relation", 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.
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.

**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. Huronomics 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.

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**Tilthai, Dharmanagar, North Tripura**

**HUMAN RESOURCE METRICS AND ANALYTICS**

**Code: 26MG842**

**Max. Marks: 70**

**Course Objectives:** The course aims to equip students with the knowledge and skills to use HR data, metrics, and analytics for effective decision-making. It focuses on measuring HR performance, workforce productivity, and aligning HR strategies with organizational goals. Students will learn how to apply analytical tools to improve talent acquisition, retention, and employee engagement.

**UNIT I**

**(08 Hrs)**

**HR Metrics Overview** – Concepts, Objectives, Historical Evolution of HR metrics, Explain How and Why Metrics are Used in an Organization, Deciding What Metrics are Important to Your Business, HR Metrics Design Principles, Approaches for Designing HR Metrics, The Inside-Out Approach, The Outside-In Approach, Align HR Metrics with Business Strategy, Goals and Objectives, Link HR to the Strategy Map.

**UNIT II**

**(08 Hrs)**

**Creating Levels of Metrics Measures** – HR Efficiency Measures, HR Effectiveness Measures, HR Value / Impact Measures, Building HR Functions Metrics, Workforce Planning Metrics, Recruitment Metrics, Training & Development Metrics, Compensation & Benefits Metrics, Employee Relations & Retention Metrics.

**UNIT III**

**(08 Hrs)**

**HR Analytics Overview** – What is HR Analytics, Importance of HR Analytics, Translating HR Metrics Results into Actionable Business Decisions for Upper Management (Using Excel Application Exercises, HR Dashboards), HR Information Systems and Data Sources, HR Metrics and HR Analytics, Intuition Versus Analytical Thinking, HRMS/HRIS and Data Sources, Analytics Frameworks like LAMP, HCM:21® Model.

**UNIT IV**

**(08 Hrs)**

**Diversity Analysis** – Equality, Diversity and Inclusion, Measuring Diversity and Inclusion, Testing the Impact of Diversity, Workforce Segmentation, and Search for Critical Job Roles.

**Recruitment and Selection Analytics** – Evaluating Reliability and Validity of Selection Models, Finding Out Selection Bias, Predicting Performance and Turnover.

**Performance Analysis** – Predicting Employee Performance, Identifying Training Requirements, Evaluating Training and Development.

**UNIT V**

**(08 Hrs)**

Optimizing Selection and Promotion Decisions, Monitoring the Impact of Interventions, Tracking Intervention Outcomes, Evaluating Stress Levels and Value Change, Formulating Evidence-Based Practices and Responsible Investment, Evaluating the Mediation Process, Moderation and Interaction Analysis.

**Text Books:**

1. HR Analytics: Understanding Theories and Applications; Dipak Kumar Bhattacharyya; Sage Publications
2. Predictive HR Analytics: Mastering the HR Metric; Martin Edwards & Kirsten Edwards; Kogan Page
3. Human Resource Analytics: Leveraging Data to Drive HR Strategy and Performance; Gene Pease, Boyce Byerly & Jac Fitz-enz; Wiley

**Suggested Readings:**

1. The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments; Jac Fitz-enz; AMACOM
2. Competing on Analytics: The New Science of Winning; Thomas H. Davenport & Jeanne G. Harris; Harvard Business Review Press

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**Tilthai, Dharmanagar, North Tripura**

3. Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset; Gene Pease; Wiley
4. Measuring Human Resource Management; Jac Fitz-enz; McGraw Hill

**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 labor 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**

**(10 Hrs)**

Introduction and Overview: 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**

**(07 Hrs)**

The Key role of International HRM in Successful MNC Strategy: 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 Organization Structure, Paradigm Shift of International Human Resource Management from Contingency Model to Process Development.

**UNIT III**

**(06 Hrs)**

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

**UNIT IV**

**(07 Hrs)**

Global Workforce Training and Development: Strategic Role of Training and Development in the Global Market Place, Fundamental Concepts and Principles for Guiding Global Training and Development, Training Imperative for the Global Workforce. Managing International Assignments: Expatriate Preparation, Foreign Assignment and Repatriation, International Assignments Considerations for Special Expatriates, New and Flexible International Assignments.

**UNIT V**

**(10 Hrs)**

Global Workforce Performance Management: Performing Management Process, Important Consideration 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

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**Tilthai, Dharmanagar, North Tripura**

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 Work force, 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.

**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.

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

- 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



**MBA**

**4th Semester**

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

**DETAILED SYLLABUS**

**INTERNATIONAL BUSINESS ENVIRONMENT**

**Code: 26MG404**

**Max. Marks: 70**

**Course Objectives:** The course on **International Business Environment** is designed to provide students with a comprehensive understanding of the various factors that shape and influence global business operations. The primary objective of the course is to equip students with the knowledge and skills necessary to navigate the complexities of the international business landscape, including political, economic, social, technological, legal, and environmental factors.

**UNIT I**

**(08 Hrs)**

International Business: An overview – Modes of International Business; The External Environment- Economic, Political Environment, technological and Cultural Environment; Its Influence on Trade Investment Patterns; Recent World Trade and Foreign Investment Trends.

**UNIT II**

**(08 Hrs)**

Foreign Direct Investment (FDI)- Types of FDI, Rationale for FDI, Benefits of FDI to Home countries, Benefits of FDI to MNCs, Threats and Restrictions on MNCs, Adverse effects of FDI on Host countries. Reasons for India seeking FDI, Hurdles for FDI in India.

**UNIT III**

**(08 Hrs)**

World Financial Environment; Cross-national Co-operation and Agreements; Tariff and Non-Tariff Barriers, WTO, Regional Blocks.

Cross-Border Mergers & Acquisitions- Reasons for mergers & acquisitions, Why do M & A fail?-Stages involved in M & A-Regulations of M & As.

**UNIT IV**

**(08 Hrs)**

Foreign Exchange Market Mechanism: Determinants of Exchange Rates; Euro-currency Market; Offshore Financial Centres: International Banks; Non-Banking Financial Service Firms; Stock Markets.

**UNIT V**

**(08 Hrs)**

Global Competitiveness; Export Management; Licensing; Joint Ventures; Technology and Global Competition; Globalisation and Human Resource Development; Globalisation with Social Responsibility; Negotiating an International Business, Issues in Asset Protection; Multilateral Settlements.

**Suggested Readings:**

1. "International Business: Text and Cases" by Francis Cherunilam / PHI learning India PVT Ltd., New Delhi.
2. For Unit I, "International Business" by Rakesh Mohan Joshi, Oxford University Press, Chennai.
3. "International Business Management" by S. C. Gupta (Ane Books Pvt Ltd 2010) – II & III Unit.
4. For Unit IV, "International Business" by Justin Paul, PHI learning India PVT, Ltd., New Delhi.
5. "International Business" by S. Shajahan, published by Macmillan India Ltd., Chennai.
6. "International Business" by Sumati Varma, ANE books PVT Ltd., Chennai.
7. "International Business", India Edition by Mike W-Peng, Cengage learning.
8. "International Business" by Charles WL Hill and Arun K. Jain, Tata McGraw Hill Co.
9. "International Business Strategy" by Allain Verbeke, Cambridge University Press, Chennai.

**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.
2. "Principles of retail management" by Rosemary Varley and Mohamed Rafiq – Palgrave Macmillan – London – distributed by ANE Books PVT Ltd.
3. "Retail management" by Dunne Lusch, Cengage Learning, Chennai.
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.

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

**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 – customization 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 of 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, organization – and implementation of Marketing effort – inter-functional Conflict between marketing and operation – Evaluation of marketing effort.

**Text Books:**

1. For Unit 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.

**Suggested Readings:**

1. “Services marketing and management” by Audrey Gilmore, Response Book, Sage Publication.
2. “Services marketing text and cases” by Steve Baron and others, published by Palgrave Macmillan London, Distributed by ANE book PVT Ltd., Chennai.
3. “Textbook of marketing of services” by Nimit Chowdhary, Macmillan India Ltd.

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

**DIGITAL & SOCIAL MEDIA MARKETING**

**Code: 26MG432**

Max Marks: 70

**Course Objectives:** The **Digital and Social Media Marketing** course provides students with a comprehensive understanding of the digital landscape and the strategic use of online platforms to achieve marketing goals. It covers key concepts such as SEO, SEM, email, and content marketing, as well as social media strategies across platforms like Facebook, Instagram, LinkedIn, and YouTube. Students will gain practical skills in creating and measuring effective digital campaigns, analyzing consumer behavior, and making data-driven decisions, while also understanding the ethical considerations in digital marketing.

**UNIT I**

**(07 Hrs)**

**Introduction to Digital Marketing:** Online marketplace analysis: microenvironment, the Internet macro-environment.

**E-Marketing Plan:** Overview of the E-Marketing Planning Process – Creating an E-Marketing Plan – A Seven-Step E-Marketing Plan.

**E-Marketing Environment:** Overview of Global E-Marketing Issues – Country and Market Opportunity Analysis – Technological Readiness Influences Marketing – Wireless Internet Access – The Digital Divide.

**Ethical and Legal Issues:** Privacy – Digital Property – Online Expression – Cyber Security – Cyber Crime.

**UNIT II**

**(07 Hrs)**

**E-Marketing Research:** Data-Driven Strategy – Marketing Knowledge Management – Monitoring Social Media – Technology-Enabled Approaches – Real-Space Approaches – Marketing Databases and Data Warehouses – Data Analysis and Distribution – Knowledge Management Metrics.

**Consumer Behaviour Online:** Segmentation – Targeting – Differentiation – Positioning Strategies.

**Data Analytics:** Introduction, key terms and concepts – Working with data – Setting objectives, goals and KPIs – Tracking and collecting data – Analysing data – Advantages and challenges.

**UNIT III**

**(06 Hrs)**

**E-Marketing Management:**

**Product:** Products on the Internet – Creating Customer Value Online – Product Benefits – E-Marketing Enhanced Product Development.

**Price:** Change in Pricing Strategies – Buyer and Seller Perspectives – Payment Options – Pricing Strategies.

**Distribution:** Online Channel Intermediaries – Distribution Channel Length and Functions – Channel Management and Power – Distribution Channel Metrics.

**UNIT IV**

**(08 Hrs)**

**Search Engine Optimization (SEO):** Introduction – Understanding SEO – Search engine-friendly website structure – SEO and key phrases – Link popularity – User insights – Benefits and challenges.

**Content Marketing:** Introduction – Key terms and concepts – Strategic building blocks – Content creation – Advantages and challenges.

**Search Advertising:** Introduction – Key terms and concepts – Elements of a search ad – Targeting options – Bidding and ranking – Tracking – Advantages and challenges.

**Online Advertising:** Types of display ads – Payment models – Getting your ads online – Targeting and optimizing – Step-by-step guide – Advantages and challenges.

**Affiliate Marketing:** Building blocks – Setting up a campaign – Advantages and challenges.

**UNIT V**

**(06 Hrs)**

**Customer Acquisition and Retention:** Profile of Consumers – Browsing Behaviour Model – Elements of Social Media – Social Media Strategies – Social Media Performance Metrics.

**Building Customer Relationships:** Relationship Marketing – Stakeholders – Three Pillars of Relationship Marketing.

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**Tilthai, Dharmanagar, North Tripura**

**Customer Relationship Management (CRM):** CRM Building Blocks – Ten Rules for CRM Success.

**UNIT VI**

**(06 Hrs)**

**Social Media Channels:** Traditional vs Social Media – Social networking – Content creation – Bookmarking & aggregating – Location & social media – Tracking social media campaigns – Rules of engagement – Advantages and challenges.

**Social Media Strategy:** Using social media to solve business challenges – Step-by-step strategy guide – Key documents and processes – Dealing with opportunities and threats – Guide for recovering from an online brand attack – Social media risks and challenges.

**Suggested Readings:**

1. Digital Marketing: Strategy, Implementation and Practice, Chaffey D., Ellis-Chadwick, 5th Edition, F., Pearson, 2012.
2. [https://www.redandyellow.co.za/content/uploads/woocommerce\\_uploads/2017/10/emarketing\\_textbook\\_download.pdf](https://www.redandyellow.co.za/content/uploads/woocommerce_uploads/2017/10/emarketing_textbook_download.pdf).
3. E-Marketing, Judy Strauss and Raymond Frost, Prentice Hall, 6th Edition, 2013
4. Internet Marketing: Integrating Online and Offline Strategies. M. L. Roberts and Debra Zahay, 3rd edition, Cengage Publishing, 2013
5. The Essential Guide to Online Marketing, Rob Strokes, Quirk, ISBN: 9781936126323
6. E-Commerce: An Indian Perspective, P. T. Joseph, Prentice Hall, 4th Edition, 2013
7. Electronic Commerce: A Simplified Approach, Munesh Chandra Trivedi, Jaico Publishing House, 2011.

**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, analyze, 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, optimize 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**

**(07 Hrs)**

**Introduction to Marketing Analytics:** 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 Organize and Summarize Marketing Data: Creation of PivotTables and Organizing Data.

**UNIT II**

**(07 Hrs)**

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

**UNIT III**

**(09 Hrs)**

**Customer Analytics:** Customer Journey Mapping and the Process of Mapping (How to). Metrics for Tracking Customer Experience: Customer Feedback Metrics & Behavior Derived Customer Metrics. Customer Persona, Building a Customer Persona and its Benefits, Parts of Buyer Persona. What Customer Wants: Using Conjoint

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**Tilthai, Dharmanagar, North Tripura**

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 if Customer is still Active.

**UNIT IV**

**(09 Hrs)**

**Pricing Analytics:** Pricing, Goals of Pricing, Price Elasticity, Estimating Linear and Power Demand Curves, Using Excel Solver to Optimize 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**

**(08 Hrs)**

**Segmentation & Promotion Analytics:** 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.

**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.

**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.

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**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.

**GLOBAL FINANCIAL MANAGEMENT**

**Code: 26MG434**

**Max. Marks: 70**

**Course Objectives:** The course on **Global Financial Management** is designed to provide students with an in-depth understanding of the financial strategies and practices used by organisations to manage financial operations in a global business environment. Students will learn about the key concepts of global financial management, including the structure of international financial markets, the impact of exchange rates, and the mechanisms of global trade and investment.

**UNIT I**

**(08 Hrs)**

Globalisation - Implications of Globalisation – Goals of International Financial Management - scope of International Finance – International Monetary System – Bimetallism – Gold Standard – Bretton Woods System – Floating Exchange Rate Regime – European Monetary System – IMF – WTO – GATT.

**UNIT II**

**(08 Hrs)**

Balance of Payments – The Current Account – The Capital Account – Significance - Balance of Payments in the World – Balance of Payments Account of India

**UNIT III**

**(08 Hrs)**

International Financial Markets – Sources of International Funds – Multilateral Development Banks – Governments/ Governmental Agencies – International Banks – Security Markets Instruments of International Financial Markets– International Equities – GDRs – ADRs - International Money Market and Bond Market Instruments – Euro Bonds – Repos – Euro Commercial Paper – Medium Term Notes – Floating Rate Notes – Loan Syndicates – Euro Deposits – Euro Issues in India.

**UNIT IV**

**(08 Hrs)**

Currency Risk and Exposure – Types of Currency Risk – Management of Currency Risk – Concept and Measurement of Transaction Exposure - Techniques of Transaction Exposure Management – Translation Exposure – Methods – Transaction Exposure Vs. Translation Exposure – Exchange Risk Management – Operating Exposure – measuring and managing Operating Exposure.

**UNIT V**

**(08 Hrs)**

Foreign Direct Investment (FDI) – Forms of FDIs – FDI in the World – purpose of overseas investment – Benefits to the Host Countries – Effects of FDI – Political Risk.

**Text Books:**

1. Joseph Anbarasu, "Global Financial Management", Ane, Delhi, 2010.

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

2. Kevin S. "Fundamentals of International Financial Management", PHI, Delhi, 2010.
3. Jeff Madura. "International Financial Management", Cengage Learning, Delhi, 2008.

**Suggested Readings:**

1. "International Finance" By Thomas J. Obrien, Oxford University Press, Chennai.
2. "International Financial Management" By PG. APTE, Tata McGraw Hill Co.
3. "Global Financial Reporting and Analysis", By Alexander Britton and Jorissen, Cengage learning.
4. "International Financial Management" by Ephraim Clark, Cengage Learning.

**MERGERS & 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.

**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. 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**

**PROJECT MANAGEMENT**

**Code: 26MG435**

Max. Marks: 70

**Course Objectives:** The course on **Project Management** is designed to provide students with a comprehensive understanding of the key principles, methodologies, and tools used to successfully plan, execute, and close projects across various industries. The primary objective of the course is to equip students with the knowledge and skills necessary to effectively manage projects, ensuring they are completed on time, within scope, and on budget.

**UNIT I**

**(16 Hrs)**

**Overview of Project Management:** Varieties of projects, Project Features, Project Life Cycle – S-Curve, J-C.

**Project Selection:** Project Identification and Screening – New ideas, Vision, Long-term objectives, SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats).

Project Appraisal – Market Appraisal, Technical Appraisal, Economic Appraisal, Ecological Appraisal, and Financial Appraisal – Payback, Net Present Value (NPV), Internal Rate of Return (IRR).

Project Selection – Decision Matrix, Technique for Order Preference using Similarity to Ideal Solution (TOPSIS), Simple Additive Weighting (SAW).

**UNIT II**

**(12 Hrs)**

**Project Presentation:** WBS, Project Network – Activity on Arrow (A-O-A), Activity on Node (A-O-N).

**Project Scheduling:** Gantt Chart, Critical Path Method (CPM), Project Evaluation & Review Technique (PERT). Linear time cost trade-offs in a project – Direct cost, indirect cost, Project crashing, Resource Consideration – Profiling, Allocation, Levelling.

**Introduction to project management software:** Primavera/ Microsoft Project

**UNIT III**

**(12 Hrs)**

**Project Execution:** Monitoring control cycle, Earned Value Analysis (EVA), Project Control– Physical control, Human control, and financial control.

**Organizational and Behavioural Issues:** Organizational Structure, Selection-Project Manager, Leadership Motivation, Communication, Risk Management.

**Project Termination:** Extinction, Addition, Integration, and Starvation.

**Text Books:**

1. Jack R. Meredith and Samuel J. Mantel, Jr. "Project Management- A Managerial Approach" Eighth Edition, John Wiley & Sons, Inc. 2012.
2. Arun Kanda. "Project Management- A Life Cycle Approach". PHI Learning Private Limited, 2011.

**Suggested Readings:**

1. "A Guide to Project Management Body of Knowledge" PMBOK GUIDE, Sixth edition, Project Management Institute, 2017.
2. Ted Klastorin. "Project Management: Tools and Trade-Offs". John Wiley, 2011.

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

**MANAGING INTERPERSONAL EFFECTIVENESS**

**Code: 26MG436**

Max. Marks: 70

**Course Objectives:** The course on **Managing Interpersonal Effectiveness** is designed to provide students with a comprehensive understanding of the skills and strategies required to build and maintain effective interpersonal relationships in personal and professional environments. The primary objective of the course is to equip students with the knowledge and practical tools to improve communication, collaboration, conflict resolution, and emotional intelligence, thereby enhancing their ability to work effectively with others.

**UNIT I: SELF-PERCEPTION AND SELF-PRESENTATION (08 Hrs)**

Defining & perceiving self, gaining self-knowledge, self-effectiveness, self-presentation, self-presentation motives and strategies, impression management, self-monitoring.

**UNIT II: COMMUNICATION (08 Hrs)**

Communication & Language, Non-verbal communication, proxemics (interpersonal space), paralanguage, kinesics, deception, detection of deception, non-verbal leakage.

**UNIT III: ATTITUDE AND ATTITUDE CHANGE (08 Hrs)**

The nature of attitude, changing attitudes – theoretical perspectives, changing attitudes through persuasion, avoiding measurement pitfalls, conditions promoting and reducing consistency.

**UNIT IV: ENVIRONMENTAL INFLUENCE (08 Hrs)**

Territoriality, crowding, environmental quality and social behaviour, the impact of our surroundings.

**UNIT V: QUALITY OF WORK LIFE (QWL) (08 Hrs)**

Quality of Work Life: Working and well-being, the working woman and the stress on working women, Advertising and consumer Behaviour, public health, aging and life quality, using social psychology to improve quality of work life.

**Text Books:**

1. For Unit I and II, “Behaviour in Organisations” By Jerald Greenberg and Robert. A. Baron. PHI learning India PVT Chennai
2. “Culture and Organisational Behaviour” by Jai B. P. Sinha. Sage, Chennai.
3. “Organisational behaviour” by S. Fayyaz Ahamed and others. Atlantic publishers, Chennai.
4. For unit II, “Fundamentals of Organizational behaviour” by Slocum and Hellriegel, India Edition by Cengage Learning, Chennai.
5. For Unit III, “Organisational Behaviour” by Steven L, MC Shane and others, Tata McGraw-Hill Co., Chennai.
6. For Unit IV, “Essential Social Psychology” By (RISO. R.J) and Turner R.N. Thousand Oaks, CA; International Edition, Sage publication, Chennai.
7. For Unit V, “Quality of Work Life Organisational Behaviour” by John. W. Newstrom, Tata McGraw Hill, Special Indian Edition.
8. For Unit V, “Working Woman and the stress organizational behaviour” by Steeven L., M. C. Shane, Tata McGraw Hill. Chennai.

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

**PUBLIC RELATIONS MANAGEMENT**

**Code: 26MG437**

Max. Marks:

**Course Objectives:** The course on **Public Relations Management** is designed to provide students with a comprehensive understanding of the principles, strategies, and practices involved in managing public relations (PR) for organizations. The primary objective of the course is to equip students with the knowledge and skills necessary to effectively manage an organization's reputation, build strong relationships with various stakeholders, and communicate effectively in both crisis and routine situations.

**UNIT I**

**(08 Hrs)**

Introduction to P. R. – Definition, Nature, History and Development, Role of PR, PR associations. Objectives of Public Relations, Emergence Of Public Relations.

**UNIT II**

**(08 Hrs)**

Public Relations Process, PR Problems, Elements of Public Relations, The Psychological factors that affect the perception of the public, decision-making process.

**UNIT III**

**(08 Hrs)**

Public Opinion Research, Functions of Public Relations Department, PR Professional Code. Relations with the Government, Community Relations, Shareholders Relations, Promotion Programmes, Donations, Employee Publications, Guest Relations, Establishment of Relations with the Public.

**UNIT IV**

**(08 Hrs)**

Media & Tools: Press, Radio, Television, Documentaries, Films. Company Literature: Annual reports, manuals, Brochures, Information bulletins, House Journals, newsletters, Direct mailing.

**UNIT V**

**(08 Hrs)**

Advertising and Promotional Techniques: Promoting and positioning your organization through Advertising, Exhibitions, open houses, Tournaments, etc., Lobbying, and Managing Rumours & Leaks.

**Text Books:**

1. “Effective public relations and media strategy” by C. V. Narasimha Reddy. PHI Learning India PVT Ltd.
2. For Unit V, “Public Relations principles and practices with solution manual” by Iqbal S. Sach deva Oxford University Press, Chennai.
3. “Public Relations Practices” by Allen H. Center and Patrick Jackson, case studies and problems, Indian Edition, PHI learning India PVT. Ltd.
4. “Public management – maximize efficiency and effectiveness” by Sukumar Chatterjee, Global India Publications, New Delhi.

विद्याधनं सर्वधनप्रधानं

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**Tilthai, Dharmanagar, North Tripura**

**MANAGING DIVERSITY & INCLUSION**

**Code: 26MG438**

Max. Marks:

**Course Objectives:** The **Managing Diversity and Inclusion** course aims to equip students with the knowledge, skills, and sensitivity required to effectively manage a diverse workforce in today's globalized and multicultural environment. The course explores the dimensions of diversity, including race, gender, age, ethnicity, religion, sexual orientation, and disability, along with the challenges and opportunities they present in organizational settings. It emphasizes the importance of inclusive leadership, equitable workplace practices, and the creation of an organizational culture that values and leverages diversity. Through case studies, discussions, and practical tools, students will learn to develop strategies that foster inclusion, reduce bias, enhance employee engagement, and drive innovation and performance in diverse teams.

**UNIT I** **(08 Hrs)**

Introduction, Dynamics of Inclusion at the Workplace

**UNIT II** **(08 Hrs)**

Issues and concerns faced in a diverse culture; Diversity challenges in the organization; Prejudice, stereotype, and the biases we hold

**UNIT III** **(08 Hrs)**

Different Dimensions of Diversity – Gender, Age, Sexual Orientation & Gender Identity, Ability, Appearance, Caste, Class, Ethnicity  
Intersectionality in DEI 3. Statutory dimensions of DEI – the legal landscape

**UNIT IV** **(08 Hrs)**

Social context and its impact on Prejudice and Stereotyping

**UNIT V** **(08 Hrs)**

Organizational practices in DEI: Building an Inclusive Organization; Sensitivity Training Courses of DEI

**Text Books:**

1. Marion Devine, Diversity in Organizations, The Economist, 2019.
2. Diversity in Organizations (2 nd Edition) Concepts and Practices Heike Mensi-Klarbach, Annette Risberg
3. Diversity in Organizations- Myrtle P Bell

**Suggested Readings:**

1. Maria Triana, Managing Diversity in Organizations: A Global Perspective, Routledge, 1st Edition, 2017, ISBN 978-1138917026.
2. HBR's 10 Must Reads on Diversity, HBS Publications, 2019
3. M. Williams, 2017. "Numbers take us only so far" HBR Reading
4. D. Thomas & R. Ely, 1996 "Making differences matter: A new paradigm for managing diversity
5. D. Thomas, 2004. "IBM's diversity strategy: Bridging the workplace and the marketplace."
6. S.J. Sucher & E Corsi. 2012. "Global diversity and inclusion at Royal Dutch Shell case Study

**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.

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

**SEMINAR/CONFERENCE**

**Code: 26PR102**

Max Marks: 70

**OBJECTIVE:**

Seminars, conferences, and presentations provide a valuable platform for MBA students to learn from experts, academicians, and industry professionals. They expose students to emerging business trends, innovative management practices, entrepreneurial opportunities, and developments in areas such as marketing, finance, human resource management, digital business, and corporate strategy. To foster innovation, critical thinking, and entrepreneurial skills, institutes should provide ample opportunities for students to participate in such academic and professional events. Students are expected to stay updated with the latest developments in the business world, prepare an article or research paper on a relevant topic, and present their findings before a panel. This process enhances their analytical, communication, and presentation skills while preparing them for the corporate environment.

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

- The seminars must be conducted after every 15 days/ or a month. A minimum of 3-4 seminar sessions can be organized during the semester.
- A minimum of 7-8 slides must be there which would include the title slide. The first slide should be the Introduction slide and the last one reference slide wherein all the links/books references/paper reference to paper must be quoted. The rest of the slides should focus on the technology, application areas etc.
- The title of the seminar must be related to the field of Information technology and must talk about the latest innovation/technology like IOT, Machine learning, Deep learning, AI Cloud computing, Mobility, Hand held devices, Social Computing, NOSQL Database, CRM, Social CRM, Open Source Application Development Frameworks, Zero Trust Security Framework/ Architecture, Big Data/ Data Lake, Emerging and Innovative Technologies, Conversational AI, Sentiments Analysis, DevOps, Real time Analytics, Fraud Detection. Proper approval must be taken before starting the work.
- Student's feedback must be taken after taking the seminar as to what learning they have gathered after studying the topics. For this, a feedback form may be designed using Google form utility.

**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 PG Degree in MBA

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

**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 PG Degree in MBA influenced their career goals. Feedback from supervisors and industry insights are also shared. Examiners ask questions to delve deeper into the intern's understanding and experiences. This evaluation assesses the intern's ability to articulate their growth and readiness for professional work. The review of the work done by students will be carried out after two weeks of report submission. The internal examiner will evaluate the student's submission.

