

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

**ARYAVART INTERNATIONAL UNIVERSITY**

**Tilthai, Dharmanagar, North Tripura-799250**

**Syllabus for MBA**

**Semester 1**

Theory									
Course Code	Topic	L	T	P	Credit	Theory Marks	Internal Marks	Practical Marks	Total Marks
24MG106	Principles of Management	4	0	0	4	70	30	0	100
24MG107	Quantitative Methods in Business	4	0	0	4	70	30	0	100
24MG103	Organizational Behaviour	4	0	0	4	70	30	0	100
24CM101	Accounting and Financial Management	4	0	0	4	70	30	0	100
24MG201	Managerial Economics	4	0	0	4	70	30	0	100
24PA312	Indian Economy	4	0	0	4	70	30	0	100
24EN102	Business Communication	4	0	0	4	70	30	0	100
<b>Total</b>					<b>28</b>	<b>490</b>	<b>210</b>	<b>0</b>	<b>700</b>

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**Detailed Syllabus**

**PRINCIPLES OF MANAGEMENT**

**Code: 24MG106**

**Max Marks: 70**

**UNIT I**

Nature and Functions of Management - Importance and Process of Management - Historical Roots of Contemporary Management Practices: Pre-modern era-Classical Contributions - Development of Management Thoughts - Managerial Roles: Role of a Manager - Levels of Management - Managerial Skills - Social Responsibilities of Business.

**UNIT II**

Nature and Importance of Planning -Types of Plans - Steps in Planning-Making Planning Effective - Strategic Considerations in Planning - Management by Objectives - Decision Making: Rationality in Decision Making - Decision Making and MIS - Forecasting: Techniques of Forecasting

**UNIT III**

Need for Organization - Principles and Process of Organizing - Span of Management - Organization Structure - Variables affecting Structure - Departmentalization - Authority, Delegation and Decentralization - Committees.

**UNIT IV**

Staffing and Directing: Staffing as a Function of Management - Requirement of Effective Direction - Functions of Direction - Principles of Direction - Supervisor and his Qualities - Supervisor's Role and Functions - Effective Supervision.

**UNIT V**

Co-Ordination - Need for Co-Ordination - Principles and Techniques of Coordination - Control: Need for Control - Steps in Control Process - Control Techniques

**Reference Books:**

1. Joseph L. Massie, Essentials of Management, Prentice - Hall of India Private Limited, New Delhi.
2. P. C. Tripathi, P. N. Reddy, Principles of Management, Tata McGraw-Hill Publishing Company Limited, New Delhi.
3. James A. F., R. Edward, Daniel R. Stoner, Freeman, Gilbert, Management, Prentice Hall of India Private Limited, New Delhi.
4. Prasad L. M., Principles and Practice of Management, Sultan Chand & Sons, New Delhi.
5. J. S. Chandan, Management Concepts and Strategies, Vikas Publishing House Private Limited, Delhi.
6. D. Chandra Bose, Principles of Management and Administration, Prentice-Hall of India Private Limited, New Delhi.

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**QUANTITATIVE METHODS IN BUSINESS**

**Code: 24MG107**

**Max Marks: 70**

**UNIT I**

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**

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

**UNIT III**

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

**UNIT IV**

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**

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

**Reference Books:**

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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**ORGANIZATIONAL BEHAVIOUR**

**Code: 24MG103**

**Max Marks: 70**

**Unit I**

Definition and meaning of OB - Need and Importance of OB - Nature and Scope - OB Models - Historical Evolution of Organizational Behaviour.

**Unit II**

Individual Behaviour: Personality: Factors Influencing Personality - Theories of Personality - Perception: Factors Influencing Perception - Perception Process - Managing the Perception - Learning: Principles and Theories of Learning - Attitudes and Values.

**Unit III**

Nature and Types of Groups - Group Development - Determinants of Groups Behaviour - Group Dynamics - Group Norms - Group Cohesiveness - Group Decision Making Techniques - Conflict: Causes - Types - Conflict Management.

**Unit IV**

Motivation: Nature and Importance of Motivation - Theories of Motivation - Leadership: Importance - Leadership Styles and their Implications - Theories of Leadership

**Unit V**

Organizational Climate - Organization Development (OD) - Pre-requisites - Factors affecting OD - Effectiveness of OD Programming - Organization Change: Importance - Types - Resistance to Change - Managing Change.

**Reference Books:**

1. Stephen P. Robbins, Organizational Behaviour, Prentice Hall of India Private Ltd., New Delhi.
2. Fred Luthans, Organizational Behaviour, McGraw-Hill International Edition.
3. John. W Newstorm and Keith Davis, Organizational Behaviour, Human Behaviour at Work, Tata McGraw-Hill Publishing Company Ltd., New Delhi.
4. S. S. Khanka, Organizational Behaviour, S.Chand & Company Ltd., New Delhi.
5. K. Aswathappa, Organizational Behaviour Text, Cases and Games, Himalaya Publishing House, New Delhi.
6. M. N. Mishra, Organizational Behaviour, Vikas Publishing House Pvt. Ltd., Delhi

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**ACCOUNTING AND FINANCIAL MANAGEMENT**

**Code: 24CM101**

**Max Marks: 70**

**UNIT I**

(15 Hrs)

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

**UNIT II**

(12 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 finance manager. Unit Costing: Preparation of cost sheet.

**UNIT IV**

(12 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**

(10 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 Book:**

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

**Reference Books:**

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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**MANAGERIAL ECONOMICS**

**Code: 24MG201**

**Max Marks: 70**

**Unit I**

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**

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**

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, multi-plant 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)

**Reference Books:**

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

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**INDIAN ECONOMY**

**Code: 24PA312**

**Max Marks: 70**

**UNIT I: ECONOMIC DEVELOPMENT AND ITS DETERMINANTS**

Approaches to economic development and its measurement - Sustainable development; Role of State, market and other institutions; Indicators of development - Human Development Index (HDI), Gender Development Index (GDI).

**UNIT II: ECONOMIC REFORMS & PLANNING IN INDIA**

Rationale of internal and external reforms; Globalization of Indian economy; WTO and its impact on the different sectors of the economy - Financial sector reforms - Fiscal reforms.

Planning: Meaning, types, origin - Indian five year plans: Objectives, strategies, financing - Targets, achievements and failures.

**UNIT III: DEMOGRAPHIC FEATURES, POVERTY & INEQUALITY**

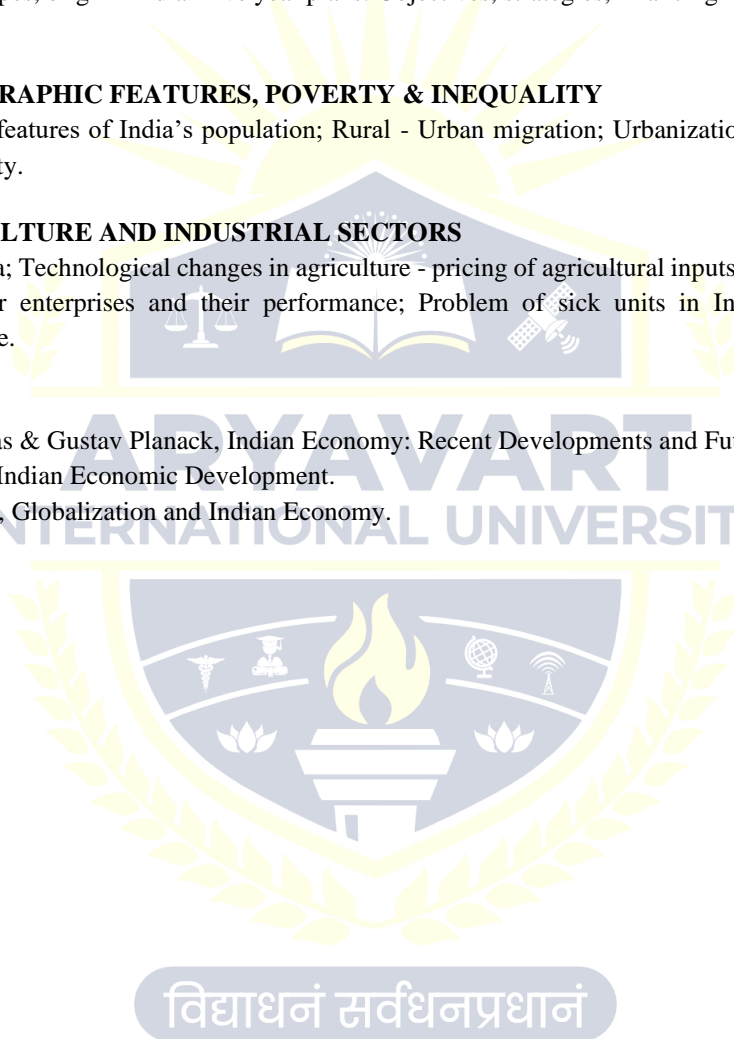
Broad demographic features of India's population; Rural - Urban migration; Urbanization and civic amenities; Poverty and Inequality.

**UNIT IV: AGRICULTURE AND INDUSTRIAL SECTORS**

Land reforms in India; Technological changes in agriculture - pricing of agricultural inputs and output - Industrial policy; Public sector enterprises and their performance; Problem of sick units in India; Privatization and disinvestments debate.

**Reference Books:**

1. Robert Lucas & Gustav Planack, Indian Economy: Recent Developments and Future Prospect.
2. Ranjit Sau, Indian Economic Development.
3. C.T. Kurein, Globalization and Indian Economy.





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**BUSINESS COMMUNICATION**

**Code: 24EN102**

**Max Marks: 70**

**UNIT I**

(10 Hrs)

**Concepts and Fundamentals:** 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 development of Technical Communication, Computer Aided Technical Communication

**UNIT II**

(12 Hrs)

**Oral Communication:** 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, Kind of meetings, Agenda, Minutes of the Meeting, Advantages and disadvantages of meetings/committees, Planning and organization 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 (power-point presentation). The technique of conducting Group Discussion and JAM session.

**UNIT III**

(12 Hrs)

**Written Communication:** 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, good news and bad news letters.

Report Writing: Definition & importance; categories of reports, Elements of a formal report, style and formatting in 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 resume.

**UNIT IV**

(10 Hrs)

**Soft Skills:** Business Etiquettes – Professional Personality, Workplace Protocols, Cubicle. Non-Verbal Communication: Kinesics and Proxemics, Paralanguage.

Interpersonal Skills.

**Language Skills:** Improving command in English, improving vocabulary, Choice of words, Common problems with verbs, Adjectives, adverbs, Pronouns, Tenses, Conjunctions, Punctuations, Prefix, Suffix, Idiomatic use of prepositions. Sentences and paragraph construction, Improve spellings, Common errors and misappropriation, Building advanced Vocabulary (Synonyms, Antonyms), Introduction to Business English.

**Text Book:**

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.



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**Reference Books:**

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

**Theory Paper**

Total: 100 Marks

External: 70 Marks

Internal: 30 Marks

**External: 70 Marks**

10 Question (MCQ): 1 marks each (1x10 = 10)

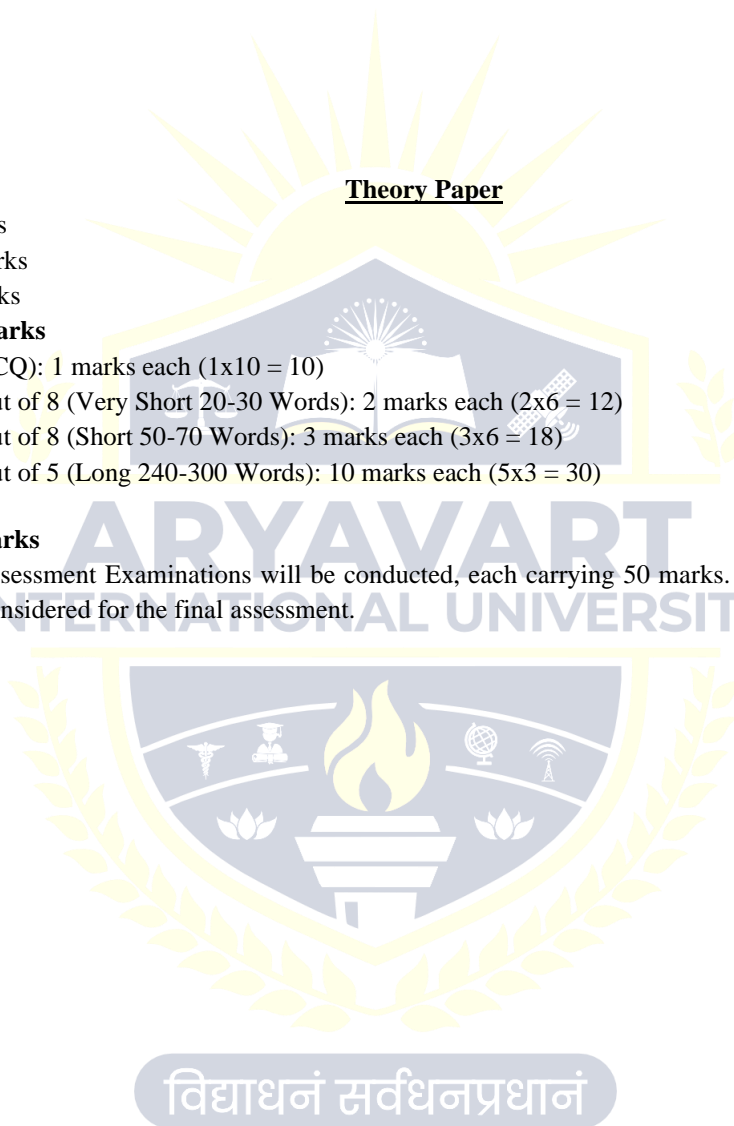
Answer any 6 out of 8 (Very Short 20-30 Words): 2 marks each (2x6 = 12)

Answer any 6 out of 8 (Short 50-70 Words): 3 marks each (3x6 = 18)

Answer any 3 out of 5 (Long 240-300 Words): 10 marks each (5x3 = 30)

**Internal: 30 Marks**

Two Internal Assessment Examinations will be conducted, each carrying 50 marks. The higher of the two scores will be considered for the final assessment.



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**Syllabus for MBA**

**Semester 2**

Theory									
Course Code	Topic	L	T	P	Credit	Theory Marks	Internal Marks	Practical Marks	Total Marks
24MT304	Operations Research	4	0	0	4	70	30	0	100
24HR101	Human Resource Management	4	0	0	4	70	30	0	100
24MG204	Marketing Management	4	0	0	4	70	30	0	100
24MG203	Production and Materials Management	4	0	0	4	70	30	0	100
24MG205	Computer Languages for Management	4	0	0	4	70	30	0	100
24MG206	Business Policy and Strategic Management	4	0	0	4	70	30	0	100
24PS231	Introduction to Human Rights	4	0	0	4	70	30	0	100
<b>Total</b>					<b>28</b>	<b>490</b>	<b>210</b>	<b>0</b>	<b>700</b>

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**Detailed Syllabus**

**OPERATIONS RESEARCH**

**Code: 24MT304**

**Max. Marks: 70**

**UNIT I**

The origin of OR, Definition and scope of Operation 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, prima-dual relationship, Dual Simplex method.

**UNIT II**

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

**UNIT III**

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 machine – s jobs and k machines.

**UNIT IV**

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.

**Reference Books:**

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.

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**HUMAN RESOURCE MANAGEMENT**

**Code: 24HR101**

**Max Marks: 70**

**Unit I**

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

**UNIT II**

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

**UNIT III**

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

**UNIT IV**

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

**UNIT V**

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

**Reference Books:**

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 Issue In Management Development.
4. Rudrabasavraj M. N., Executive Development In The Public Sector.
5. B. D. Singh, Compensation and Reward and management.

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**MARKETING MANAGEMENT**

**Code: 24MG204**

**Max Marks: 70**

**UNIT I**

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

**UNIT II**

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

**UNIT III**

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

**UNIT IV**

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

**UNIT V**

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

**Reference Books:**

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.

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**PRODUCTION AND MATERIALS MANAGEMENT**

**Code: 24MG203**

**Max Marks: 70**

**Unit I**

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**

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**

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**

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).

**Reference Books:**

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.
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.

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**COMPUTER LANGUAGES FOR MANAGEMENT**

**Code: 24MG205**

**Max. Marks: 70**

**UNIT I**

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

**UNIT II**

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**

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

**UNIT IV**

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**

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.

**Reference Books:**

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.

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**BUSINESS POLICY AND STRATEGIC MANAGEMENT**

**Code: 24MG206**

**Max. Marks: 70**

**UNIT I**

Business policies - Definition - Meaning - Types of Policies - Types of Plan - Difference between Policy and Strategy- Corporate Planning: Operational and Strategic planning - Steps in Strategic planning - Application in functional areas of management - Strategy Implementation.

**UNIT II**

Marketing orientation to development policy - Corporate strategy - Distinction between Strategy and Strategic plan - Defensive strategy - Offensive strategy - Classifications of strategies - Competitive Analysis - Industry Analysis - Self Analysis of Organizations.

**UNIT III**

Strategic use of marketing variables - Business Portfolio Analysis - Environment analysis & Internal Analysis Tools and Techniques of Strategic Analysis - Framework for analyzing competition - Competitive Advantages of a firm - Merger - Acquisition - Joint Venture.

**UNIT IV**

Concepts of Product Diversification - Classification - Market penetration - Market development - Product development - Diversification in selected Indian Industries - Case study of some Indian Industries - Corporate image - Corporate Image versus Brand Image - Dimensions of Corporate Image - Survey methods to determine the Corporate Image - Corporate Governance - Areas of Involvement - The Government's role in business - Rationalisation - Automation and Nationalisation - Strategies for International operations - Globalization of Business - Strategic Control Process.

**UNIT V**

Social Audit - Social Marketing - Social Auditors - Basic procedures - Benefits of Social audit - Organizational environment - Meaning - Types - Matching system to the environment - Matching system - Organic system differentiation - Integration - Organizational Life Cycle - Management Environment - Impact of technology - An organization structure - impact of cultural values on managerial effectiveness - people and structure - Managers and employees structure - Social responsibilities of business

**Text Books:**

1. Kazmi, Business Policy & Strategic Management, New Delhi, TATA McGraw Hill.
2. Thomas L. Wheeler, David Hunger J., Strategic Management & Business Policy, New Delhi, Pearson Education Pvt. Ltd., 2004.
3. Azhar Kazmi: Business Policy, New Delhi, Tata McGraw Hill Publishing Co., Ltd., 1996.
4. Francis Cherullinum: Business Environment and Policy, Mumbai, Himalaya Publishing House, 2nd ed. 2000.
5. John A. Pearce II and Richard B. Robinson Jr.: Strategic Management, Strategic formulation and Implementation New Delhi, All India Traveling Book Sellers, Publishers and Distributors, 3rd ed., 1996.

**Reference Books:**

1. David Hunger J. & Thomas L. Wheeler: Strategy Mgt., Singapore, Addison Wesley Longman Inc., 6th ed., 1999.
2. Hamel G & Prahalad C.K.: Competing for the Future, Boston, Harvard Business School Press, 1994.
3. Ramaswamy V.S. and Nama Kumari S.: Strategic Planning, Engle wood cliffs, Prentice Hall Inc., 1994.

**ARYAVART INTERNATIONAL UNIVERSITY**  
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**INTRODUCTION TO HUMAN RIGHTS**

**Code: 24PS231**

**Max. Marks: 70**

**UNIT I**

1. Understanding Human Right
2. Three Generations of Rights

**UNIT II**

1. Universal Declaration of Human Rights

**UNIT III**

1. Rights in National Constitutions: South Africa and India

**UNIT IV**

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.

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**Theory Paper**

Total: 100 Marks

External: 70 Marks

Internal: 30 Marks

**External: 70 Marks**

10 Question (MCQ): 1 marks each (1x10 = 10)

Answer any 6 out of 8 (Very Short 20-30 Words): 2 marks each (2x6 = 12)

Answer any 6 out of 8 (Short 50-70 Words): 3 marks each (3x6 = 18)

Answer any 3 out of 5 (Long 240-300 Words): 10 marks each (5x3 = 30)

**Internal: 30 Marks**

Two Internal Assessment Examinations will be conducted, each carrying 50 marks. The higher of the two scores will be considered for the final assessment.

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**Syllabus for MBA**

**Semester 3**

Theory										
Course Code	Topic	L	T	P	Credit	Theory Marks	Internal Marks	Practical Marks	Total Marks	
24MG102	Management Information Systems	4	0	0	4	70	30	0	100	
24MG304	Business Ethics and Corporate Governance	4	0	0	4	70	30	0	100	
24GN102	Research Methodology	4	0	0	4	70	30	0	100	
24MG403	Total Quality Management	4	0	0	4	70	30	0	100	
Discipline Specific Elective (DSE-1) Choose any two										
Electives of Marketing										
24MG314	Marketing Research and Consumer Behaviour	4	0	0	4	70	30	0	100	
24MG322	Sales and Distribution Management	4	0	0	4	70	30	0	100	
24MG317	Advertising Management and Sales Promotion	4	0	0	4	70	30	0	100	
24MG324	Logistics Management	4	0	0	4	70	30	0	100	
Electives of Finance										
24MG316	Working Capital Management	4	0	0	4	70	30	0	100	
24MG323	Security Analysis and Portfolio Management	4	0	0	4	70	30	0	100	
24MG334	Financial Markets, Products & Services	4	0	0	4	70	30	0	100	
24MG326	Merchant Banking and Financial Services	4	0	0	4	70	30	0	100	
Electives of HR										
24MG315	Industrial and Labour Relations	4	0	0	4	70	30	0	100	
24MG641	Talent Acquisition and Management	4	0	0	4	70	30	0	100	
24MG318	Human Resource Metrics and Analytics	4	0	0	4	70	30	0	100	
24MG319	International Human Resource Management	4	0	0	4	70	30	0	100	
Total					24	420	180	0	600	

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**Detailed Syllabus**

**MANAGEMENT INFORMATION SYSTEM**

**Code: 24MG102**

**Max Marks: 70**

**Course Objective:** 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**

**(4 Hrs)**

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

**UNIT II**

**(8 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**

**(8 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**

**(6 Hrs)**

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

**UNIT V**

**(8 Hrs)**

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

**UNIT VI**

**(6 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

**REFERENCE BOOKS:**

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

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**BUSINESS ETHICS AND CORPORATE GOVERNANCE**

**Code: 24MG304**

**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**

**(8 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**

**(5 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**

**(8 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**

**(8 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**

**(8 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**

**(3 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.

**REFERENCE BOOKS:**

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).

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**RESEARCH METHODOLOGY**

**Code: 24GN102**

**Max Marks: 70**

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

**UNIT I**

**(8 Hrs)**

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

**UNIT II**

**(8 Hrs)**

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

**UNIT III**

**(12 Hrs)**

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

**UNIT IV**

**(12 Hrs)**

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

**Selected Readings:**

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

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**ARYAVART INTERNATIONAL UNIVERSITY**  
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**TOTAL QUALITY MANAGEMENT**

**Code: 24MG403**

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 (8 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 (8 Hrs)**

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

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

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

**UNIT V (8 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.

**Reference Books:**

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.

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**ARYAVART INTERNATIONAL UNIVERSITY**  
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**MARKETING RESEARCH AND CONSUMER BEHAVIOUR**

**Code: 24MG314**

**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**

**(6 Hrs)**

Marketing research - nature and scope - objectives - exploratory research - descriptive research - research design

**UNIT II**

**(8 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**

**(8 Hrs)**

Environmental factors influencing consumer behaviour - cultural factors - social factors - social groups - economic factors - technological factors - personal influence - opinion leadership.

**UNIT V**

**(6 Hrs)**

Individual determinants of consumer behaviour - Motivation and involvement - information processing - learning personality and self-concept - attitude theories and change.

**Reference Books:**

1. Joseph Hair, Robert Bush & David Ortinau, "Marketing Research", Tata McGraw Hill Publishing Company, New Delhi.
2. Paul Green, Donald Tull and Gerald Alba, "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.

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**SALES AND DISTRIBUTION MANAGEMENT**

**Code: 24MG322**

**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 organizations. 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**

**(8 Hrs)**

Sales Management - organization 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**

**(8 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**

**(8 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**

**(8 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**

**(8 Hrs)**

Transport and handling - economic of transportation - modes of transport - organizing transport facilities - transport procedure and documentation.

**Reference Books:**

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

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**ADVERTISING MANAGEMENT AND SALES PROMOTION**

**Code: 24MG317**

**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**

**(8 Hrs)**

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

**UNIT II**

**(8 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**

**(8 Hrs)**

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

**UNIT IV**

**(8 Hrs)**

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

**UNIT V**

**(8 Hrs)**

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

**Reference Books:**

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.

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**LOGISTICS MANAGEMENT**

**Code: 24MT324**

**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 (8 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 (8 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 (8 Hrs)**

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

**UNIT IV (8 Hrs)**

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

**UNIT V (8 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, Pitsman, 1992

**Reference Books:**

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**  
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**WORKING CAPITAL MANAGEMENT**

**Code: 24MG316**

**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 maximize 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 the bank credit.

**Text Books:**

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

**Reference Books:**

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

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**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**Code: 24MG323**

**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.



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**Reference Books:**

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**

**Course Code:**

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**

**(8 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**

**(8 Hrs)**

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

**UNIT III**

**(8 Hrs)**

**Financial Institutions:** Commercial banking introduction, its role in project finance and working capital finance; Development Financial Institutions (DFIs) - An overview and role in 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**

**(8 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**

**(8 Hrs)**

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

**Textbooks:**

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

**Reference Books:**

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 enrich & Duk Fanelli.
6. "Marketing Financial Services" – Elsevier.



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**MERCHANT BANKING AND FINANCIAL SERVICES**

**Code: 24MG326**

**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**

**(6 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**

**(8 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**

**(8 Hrs)**

Mutual Funds - Origin, Types of Mutual Funds, Importance, Mutual Funds Industry in India; SEBI's directives for Mutual Funds, Private Mutual Funds, Asset 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**

**(8 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.

**Reference Books:**

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.

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**INDUSTRIAL RELATIONS AND LABOUR RELATIONS**

**Code: 24MG315**

**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**

**(8 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**

**(8 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**

**(8 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**

**(6 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.

**Reference Books:**

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.

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**TALENT ACQUISITION AND MANAGEMENT**

**Course Code: 24MG641**

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 for retention and understanding future trends of managing talent will be well explained in the course.

**UNIT I**

**(10 Hrs)**

**Introduction to Talent Management and Talent Acquisition strategies**

Overview of Talent Management and Factors affecting Talent Management context globally; Need and Type 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 socializing challenges.

**UNIT II**

**(12 Hrs)**

**Talent acquisition and role of Assessment centres**

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 centre; 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**

**(9 Hrs)**

**Career Management and Succession Planning, Managing Potential of Key talent**

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

**UNIT IV**

**(9 Hrs)**

**Mentoring Talent, Rewarding talent and Future trends in Talent Acquisition and Management**

Mentoring High Potential talent; Process of effective Mentoring; Gender Differences in Mentoring Process; Managing the Reward and Benefits for Talent, building in customized 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.

**Reference Books:**

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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**HUMAN RESOURCE METRICS AND ANALYTICS**

**Code: 24MG318**

**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**

**(8 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**

**(8 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**

**(8 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**

**(8 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**

**(8 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

**Reference Books:**

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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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: 24MG319**

**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**

**(7 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**

**(6 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**

**(7 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 International Compensation Package. Approaches to International Compensation Management Expatriation and Repatriation.



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**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.

**Theory Paper**

Total: 100 Marks  
External: 70 Marks  
Internal: 30 Marks

**External: 70 Marks**

10 Question (MCQ): 1 mark each ( $1 \times 10 = 10$ )  
Answer any 6 out of 8 (Very Short 20-30 Words): 2 marks each ( $2 \times 6 = 12$ )  
Answer any 6 out of 8 (Short 50-70 Words): 3 marks each ( $3 \times 6 = 18$ )  
Answer any 3 out of 5 (Long 240-300 Words): 10 marks each ( $5 \times 3 = 30$ )

**Internal: 30 Marks**

Two Internal Assessment Examinations will be conducted, each carrying 50 marks. The average of the two scores will be considered and scaled to 15 marks for the final assessment. Additionally, 5 marks will be allotted for assignments submitted, 5 marks for attendance, and 5 marks for general proficiency, making a total of 30 internal assessment marks.

