

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

ARYAVART INTERNATIONAL UNIVERSITY

Tilthai, Dharmanagar, North Tripura-799250

Syllabus for BBA

Semester 1

Theory										
Course Code	Topic	L	T	P	Credit	Theory Marks	Internal Marks	Practical Marks	Total Marks	
24MG101	Principles of Management & Organisational Behaviour	4	0	0	4	70	30	0	100	
24CM101	Accounting and Financial Management	4	0	0	4	70	30	0	100	
24MG104	Business Mathematics and Statistics	4	0	0	4	70	30	0	100	
24MG105	Microeconomics	4	0	0	4	70	30	0	100	
24GN101	Environmental Studies	2	0	0	2	70	30	0	100	
Generic Elective (GE-I) Choose any one										
24MG114	Ethics & Corporate Social Responsibility	2	0	0	2	70	30	0	100	
24MG115	Tax Planning	2	0	0	2	70	30	0	100	
24MG116	Econometrics	2	0	0	2	70	30	0	100	
Total					20	420	180	0	600	



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Detailed Syllabus

PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Code: 24MG101

Max Marks: 70

UNIT I (8 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 (8 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 (8 hours)

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

UNIT IV (8 hours)

Behavioural Dynamics: MARS Model of individual behaviour and performance, Types of Individual behaviour.

Personality in Organisation, Values in the work place, Types of values, Perception, Meaning, Model of Perceptual process.

Emotions in work place, 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 (8 hours)

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

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

REFERENCE BOOKS:

1. MGMT, Chuck Williams & Manas Ranjan Tripathy, 5/e, Cengage Learning, 2013.
2. Organizational Behavior, 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. Organizational Behaviour, Fred Luthans, 12/e, McGraw Hill International, 2011

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ACCOUNTING AND FINANCIAL MANAGEMENT

Code: 24CM101

Max Marks: 70

UNIT I

(8 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

(8 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

(8 Hrs)

Introduction – Meaning, Scope, Functions of finance manager. Unit Costing: Preparation of cost sheet.

UNIT IV

(8 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

(8 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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BUSINESS MATHEMATICS AND STATISTICS

Code: 24MG104

Max Marks: 70

Unit I (4 Hrs)

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

Unit II (8 Hrs)

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

Unit III (8 Hrs)

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

Unit IV (4 Hrs)

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

Unit V (6 Hrs)

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

Unit VI (5 Hrs)

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

Unit VII (5 Hrs)

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

Suggested Readings:

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

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9. N.G. Das, Statistical Methods in Commerce, Accountancy and Economics.
10. Singh J. K., *Business Mathematics*, Himalaya Publishing House.
11. Trivedi, Business Mathematics, Pearson.

MICROECONOMICS

Code: 24MG105

Max Marks: 70

UNIT I: Introduction to Economics

(4 Hrs)

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

UNIT II: Demand Analysis and Supply Analysis

(8 Hrs)

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

UNIT III: Production Analysis

(6 Hrs)

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

UNIT IV: Cost and Revenue Analysis

(7 Hrs)

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

UNIT V: Market Structures

(9 Hrs)

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

UNIT VI: International Tread

(6 Hrs)

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

Suggested Readings:

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

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ENVIRONMENTAL STUDIES

Code: 24GN101

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 programmer: Earth Summit, UNFCCC, Montreal and Kyoto protocols, Convention on Biological Diversity (CBD), Ramsar convention, UNEP, CITES, etc.

UNIT II

(5 Hrs)

Ecosystems and Natural Resources:

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

UNIT III

(5 Hrs)

Biodiversity and Conservation

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

UNIT IV

(5 Hrs)

Environmental Pollution and Control Measures:

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

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Text Book:

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.

Reference Books:

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.



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ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

Code:24MG114

Max Marks: 70

Unit I

(5 Hrs)

Business ethics: Meaning of ethics, causes of ethical issues in business; Key ethical principles: Utilitarianism, Rights and Duties, Justice and Fairness, Ethics of Care, Virtue Ethics; Moral issues in business: Employee rights & responsibilities, Profit vs. Social Responsibility

Unit II

(5 Hrs)

Corporate governance: concept and need for improved governance; Features of good governance, Role of regulators; SEBI Clause 49, Role of the Board, Independent & Executive Directors; Whistleblowing: Meaning, Types, and Relevance

Unit III

(5 Hrs)

Ethics and Management: Ethics as a normative science, Ethics vs Religion; Ethical dilemmas and managing ethics in the workplace; Indian Ethos and Values for Managing Global Change; Trans-cultural human values in management

Unit IV

(5 Hrs)

Corporate social responsibility: Meaning and evolution of CSR; Measuring and reporting CSR performance; Arguments for and against CSR; Attributes of an effective CSR program

Suggested Readings:

1. Prof. Dr Biswajit Satpathy: Indian Ethos And Values, Elite Publications.
2. Manuel G Velasquez: Business ethics- concepts and cases Pearson.
3. Luthans Hodgetts and Thompson: Social issues in business, Macmillan USA.
4. A. C. Fernando: Business Ethics Pearson Education.
5. A. C. Fernando: Corporate Governance Pearson Education.
6. Adrian Davies: Strategic approach to corporate governance Gower Pub Co.
7. N. Gopalswamy: Corporate governance a new paradigm A H Wheeler Publishing Co Ltd.
8. Marianne M Jennings: Cases in Business Ethics Indian South-Western College Publishing.

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TAX PLANNING

Code: 24MG115

Max Marks: 70

Unit I

(5 Hrs)

Income tax concepts: Concepts: Previous Year, Assessment Year, Person, Assessee, Income (including agricultural income), Residential Status; Incidence of tax, Gross Total Income, Total Income; Exempt incomes, Tax evasion vs Tax avoidance

Unit II

(5 Hrs)

Computation of Income under the heads:

- Salary
- House Property
- Profits and Gains from Business or Profession
- Capital Gains
- Income from Other Sources

Unit III

(5 Hrs)

Clubbing, Set-off & Filing: Clubbing of income, Set-off and carry forward of losses; Deductions from Gross Total Income (individual & business units); Computation of Total Income and Tax Liability (individual & business); Assessment procedure and **E-filing of return**; Introduction to **GST** and **Direct Tax Code (DTC)** (conceptual)

Unit IV

(5 Hrs)

Meaning of Tax Planning and Management: Meaning and scope of tax planning and management; Corporate tax planning: Concepts, justification; MAT (Minimum Alternative Tax); Tax planning related to **financial decisions, amalgamations, and de-mergers** (only theory)

Text Books:

1. Singhanian, V.K. Student Guide to Income Tax. Taxmann Publications Pvt. Ltd. (Latest ed.).
2. Ahuja& Gupta. Simplified Approach to Corporate Tax. Flair Publications Pvt. Ltd (Latest ed.).

References:

1. Ahuja& Gupta. Simplified Approach to Income Tax Flair, Publications Pvt. Ltd.
2. Mahesh Chandra & Shukla, D. C. Income Tax Law & Practice Pragati Publications.
3. Goyal, S.P. Tax Planning and Management. Sahitya Bhawan Publications.
4. Singhanian, V.K. .Student Guide to Income Tax. (University ed.). Taxmann Publications Pvt. Ltd.

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ECONOMETRICS

Code: 24MG116

Max Marks: 70

Unit I

(6 Hrs)

Basics of Econometrics & Simple Regression: Introduction to Econometrics; Basics of Probability; Types of data: Time Series, Cross Section, Panel Data; Classical Two-Variable Linear Regression Model (PRF & SRF); Ordinary Least Squares (OLS) estimation; Assumptions; R^2 , residuals, ANOVA, standard errors, confidence intervals; **Gauss-Markov Theorem**, model testing and normality assumption

Unit II

(5 Hrs)

Multiple Regression Analysis: Multiple Regression Model (three-variable case); Coefficient derivation and interpretation; Additional assumptions, adjusted R^2 ; **t and F tests**, confidence intervals; Structural stability and variable contribution tests

Unit III

(5 Hrs)

Functional Forms & Dummy Variables: Functional forms: log-log, log-lin, lin-log, reciprocal models; Regression through origin and in deviation form; Dummy variables: intercept, slope, interactive; Seasonal effects and dummy use in panel data (fixed/random effects)

Unit IV

(4 Hrs)

Relaxing CLRM Assumptions: Multicollinearity: Detection and solutions; Heteroscedasticity: Detection, GLS correction; Autocorrelation: Detection tests and remedies; Specification errors: Detection of omitted/included variables and errors-in-variables

Suggested Readings:

1. Christopher Dougherty (2007). Introductory Econometrics (3rd ed.), Oxford University Press.
2. Gujarati, Damodar and Sangeetha (1995). Basic Econometrics (4th ed.), McGraw Hill.
3. Jack Johnston and John DiNardo, Econometric Methods.
4. Pindyck, Robert S. and Daniel L. Rubinfeld (1997) Econometric Models and Economic Forecasts. (3rd ed.). Singapore: McGraw Hill.
5. Ramanathan, Ramu (2002). Introductory Econometrics with Applications (5th ed.). Thomson South Western.

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 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.

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Syllabus for BBA

Semester 2

Theory										
Course Code	Topic	L	T	P	Credit	Theory Marks	Internal Marks	Practical Marks	Total Marks	
24MG202	Macro Economics	4	0	0	4	70	30	0	100	
24MG204	Marketing Management	4	0	0	4	70	30	0	100	
24MG207	Production and Operations Management	4	0	0	4	70	30	0	100	
24CS101	Fundamentals of IT	4	0	0	4	70	30	0	100	
24EN102	Business Communication	4	0	0	4	70	30	0	100	
Practical										
24CS191	IT Lab	0	0	2	2	0	30	70	100	
					22	350	180	70	600	

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Detailed Syllabus

MACRO ECONOMICS

Code: 24MG202

Max Marks: 70

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

UNIT I

(10 Hrs)

Introduction to Macroeconomics & National Income:

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

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

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

UNIT II

(10 Hrs)

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

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

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

UNIT III

(10 Hrs)

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

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

UNIT IV

(10 Hrs)

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

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

Text Book:

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

Reference Books:

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

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MARKETING MANAGEMENT

Code: 24MG204

Max Marks: 70

Course Objective: The objective of Marketing Management is to equip students with the knowledge and skills to develop, implement, and evaluate marketing strategies. It focuses on understanding consumer behavior, market research, product development, branding, pricing, distribution, and promotion to achieve organizational goals and build customer relationships.

UNIT I

(8 Hrs)

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

UNIT II

(8 Hrs)

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

UNIT III

(8 Hrs)

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

UNIT IV

(8 Hrs)

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

UNIT V

(8 Hrs)

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 OPERATIONS MANAGEMENT

Code: 24MG207

Max Marks: 70

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

UNIT I

(10 Hrs)

Introduction to Production & Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organization. Operation Strategies-Definition, relevance, strategy formulation process, order qualifying and order winning attribute Maintenance Management: Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, 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 the process (common & assignable causes), Control charts: Variable measures (mean and range chart), Attribute measures (proportion of defects and no. of defects) using control tables. Elementary Queuing Theory: Poisson- Exponential Single Server Model with Infinite Population. (question-based on M/M/1.

Text Book:

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

Reference Books:

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

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

FUNDAMENTALS OF IT

Code: 24CS101

Max Marks: 70

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

UNIT I

(10 Hrs)

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

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

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

UNIT II

(10 Hrs)

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

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

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

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

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

UNIT III

(10 Hrs)

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

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

UNIT IV

(10 Hrs)

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

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

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

Text Book:

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

Reference Books:

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

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

BUSINESS COMMUNICATION

Code: 24EN102

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

(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 the development of Technical Communication, Computer Aided Technical Communication

UNIT II

(10 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 Interview, Interview styles, Essential, Techniques of interviewing, Guidelines for Interviewer, Guidelines for interviewee. Meetings: Definition, kind of meetings, agenda, meeting minutes, advantages and disadvantages of meetings/ committees, and 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

(10 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, 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 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, prefixes, Suffixes, Idiomatic use of prepositions. Sentences and paragraph construction, Improved 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.

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.

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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.

IT LAB

(BASED ON 24CS101) Fundamentals of IT:

Core Practical (Implement a minimum 10 out of 15 practicals)

1. To explore the System settings - Personalisation, System, Devices, Apps, Network & Internet.
2. To practice basic DOS commands like cd, md, dir, erase, cls, copy, date etc.
3. To explore Windows Explorer functionalities like create, rename, move, delete folders and files etc.
4. To practice the use of basic formatting features - Format Painter, Indentation, Line spacing, background colour, find, replace, and dictate commands.
5. To practice the use of Bullets, numbering, multilevel lists and use of Table Features- Insert table with rows and columns, draw tables, excel spreadsheet and quick tables etc.
6. To practice the use of Insert Features – add picture, Chart, SmartArt, WordArt, Equation, Symbols, Header and Footer, Page Numbering etc., and the use of Design Features – Watermark, Page color, Page Border, Themes implementation etc.
7. To practice the use of Layout Features – Margins, Orientation, Size, Columns, Indent, Spacing etc.
8. To practice the use of the Mail Merge Feature to generate envelopes and Labels.
9. To practice the use of Excel basic formatting features – Wrap Text, Insert and Delete (Cells, Sheet, Row or Column), Format – Cell Height, Cell Width, Hide, Un Hide Cell, Protection, Freeze and Unfreeze panes, Macros etc.
10. To practice the use of Insert Features- Pivot Table, Pivot Chart, Picture, Chart and its formatting and Design and the use of Page Layout Features- Margins, Orientation, Page Break, Background, Height and Width of Cells.
11. To practice the use of Formula Features – user defined function, pre-defined functions – Logical, Date, Time, Maths and the use of Data Manipulation Features – Sort, Filter, Advanced Filters, Whatif analysis.
12. To practice the creation of Blank presentation and Selecting Themes and the use of the basic design features – Adding New Slides, Reuse slides, Slides layout etc.
13. To practice the use of Insert Features – add pictures, screenshots, shapes, WordArt, audio, video, date-time etc. and use of Design Features- Changing the theme of presentation, format background and design ideas.
14. To practice the use of Transition features to be applied on Slides content, setting sound, duration etc. and the use of Animation Features to be applied on presentation of Slide, set animation timings and rehearse etc.
15. To practice the use of Slide Show Features – Custom Slide Show, Rehearse Timing etc.

Application Based practical (Implement a minimum 5 out of 8 practicals)

16. Create a Folder by your name in your system, and store all the work done this semester inside that folder.
17. Create your Resume using basic formatting features like: table, bullets, WordArt etc.
18. Design an Invitation to a Birthday Party using mail merge features send the invitation to 10 friends.
19. Write an Article for a Magazine with 3 columns and a hyperlink.
20. Create your own mark-sheet using basic formatting features.
21. Create a list of marks of 10 students create charts and a pivot table.
22. Prepare a Sales summary and use features like sort, filter, etc. to manipulate the data.
23. Create a PowerPoint Presentation on any topic of your choice using animation and transition features.

Note:

1. In total 15 practicals to be implemented. 2 additional practicals may be given by the course instructor.
2. This is a suggestive list of programs. However, the instructor may add programs as per the requirement of the course.

ARYAVART INTERNATIONAL UNIVERSITY
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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 6 out of 8 (Long 100-120 Words): 5 marks each ($5 \times 6 = 30$)

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 BBA

Semester 3

Theory									
Course Code	Topic	L	T	P	Credit	Theory Marks	Internal Marks	Practical Marks	Total Marks
24MG302	Management Accounting	4	0	0	4	70	30	0	100
24MG102	Management Information System	4	0	0	4	70	30	0	100
24MG303	Indian Banking System	4	0	0	4	70	30	0	100
24MG206	Business Policy and Strategic Management	4	0	0	4	70	30	0	100
Skill Enhancement Course (SEC I) Choose any one									
24GN301	Personality Development Skills	0	2	0	2	70	30	0	100
24GN305	Office Management	0	2	0	2	70	30	0	100
General Elective II									
24GN201	Human Values and Ethics	2	0	0	2	70	30	0	100
Total					20	420	180	0	600

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विद्याधनं सर्वधनप्रधानं

Detailed Syllabus

MANAGEMENT ACCOUNTING

Code: 24MG302

Max Marks: 70

Course Objectives: This course is designed to provide students with a comprehensive understanding of the principles, techniques, and applications of management accounting. The primary objectives of the course are to Understand the Role of Management Accounting in Organizations, analyze Cost Behavior and Apply Costing Techniques, to Develop Competence in Budgeting and Forecasting, Use Management Accounting Information in Decision-Making, Evaluate Business Performance Using Management Accounting Tools, Support Strategic Planning and Long-Term Decision-Making, Understand Ethical Considerations in Management Accounting and Utilize Technology and Analytical Tools in Management Accounting.

UNIT I:

(8 Hrs)

Management Accounting Meaning and Definition, Nature & Scope: Objectives of Management Accounting, Management Accounting and Financial Accounting, Management Accounting and Cost Accounting, Utility of Management Accounting, Limitations of Management Accounting, Position of Management Accountant in the Organization.

UNIT II:

(8 Hrs)

Cash Flow Analysis: Distinction of Cash from Funds, Utility of Cash Flow Statement, Construction of Cash Flow Statement

UNIT III:

(8 Hrs)

Budgets and Budgetary Control Concept of Budgets and Budgetary Control, Nature and Objectives of Budgetary Control, Advantages and Limitations of Budgetary Control, Establishing a system of Budgetary Control, Preparation of Sales Budget, Selling and Distribution Cost Budget, Production Budget, Purchase Budget, Cash Budget, Flexible Budgets and Master Budgets.

UNIT IV:

(8 Hrs)

Responsibility Accounting Concept of Responsibility Accounting, Cost Centers and Profit Centers, Contribution by Segments

UNIT V:

(8 Hrs)

Marginal Costing Meaning, assumptions, cost- volume profit analysis, Break- Even analysis, Decision making areas product mix, make/ buy, pricing decision.

Text Books:

1. Maheswari, S.N., (2009) Principles of Management Accounting.
2. Saxena, Management Accounting. Sultan Chand & Sons.

Reference Books:

1. Made Gowda, Management Accounting, S.N. Goyal and Manmohan.
2. Management Accounting, B.S. Raman.
3. Management Accounting R.S.N. Pillai and Bagavathi.
4. Management Accounting, Sharma and Gupta.
5. Management Accounting, 1st Edition, Kalyani Publisher, J. Batty.
6. Financial Statement Analysis, Pearson. PN Reddy & Appanaiah.
7. Essentials of Management Accounting Saxena, V.K. and Vashist.
8. Cost Accounting, Sultan Chand & Sons, new Delhi.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
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MANAGEMENT INFORMATION SYSTEM

Code: 24MG102

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:

(6 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.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
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INDIAN BANKING SYSTEM

Course Code: 24MG303

Max Marks: 70

Course Objectives:

Understanding of basic banking mode, Explaining the importance of banks, Defining customer relationship in banking, Explaining banking productivity, Outline banking policies

UNIT I:

(8 Hrs)

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

UNIT II:

(8 Hrs)

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

UNIT III:

(8 Hrs)

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

UNIT IV:

(8 Hrs)

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

UNIT V:

(8 Hrs)

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

Text Book:

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

Reference Book:

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

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

BUSINESS POLICY AND STRATEGIC MANAGEMENT

Code: 24MG206

Max. Marks: 70

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

Unit I: (7 Hrs)

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

Unit II: (7 Hrs)

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

Unit III: (7 Hrs)

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

Unit IV: (7 Hrs)

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

Unit V: (7 Hrs)

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

Unit VI: (7 Hrs)

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

Text Book:

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

Reference Book:

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

विद्याधन सवधनप्रधानं

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PERSONALITY DEVELOPMENT SKILLS

Code: 24GN301

Max Marks: 70

Course Objectives: The objectives of the course is to Enhance Self-Awareness, Improve Communication Skills Build Confidence and Self-Esteem, Develop Interpersonal Skills, Master Emotional Intelligence, Polish Professional Etiquette, Strengthen Goal-Setting and Motivation and Enhance Leadership and Teamwork Abilities

Unit I:

(5 hours)

Personality Development, Professional Etiquettes, Art of Social Conversation, Basic Body Language, Meeting and Greeting Skills

Unit II:

(5 hours)

Leadership and Team-Building Skills, Decision Making and Problem Solving through Effective Communication Strategies. Role plays, Team building

Unit III:

(5 hours)

Confidence Building Skills Self-Introduction, Self-Awareness, Mock Interviews, Extempore, Group Discussion

Unit IV:

(5 hours)

Stress and Time Management

Stress management - Meaning, types, Impact /Consequences (Mind, Body and Health), Tips for Busting Stress, Case Studies.

Time management- Importance, Techniques. Case Studies.

Text Book:

1. "Business Communication" by Asha Kaul- PHI.
2. "Personality Development and Communication Skills-I" by Urmila Rai and S. M. Rai, Himalaya Publishing House.
3. "Communication Skills" by Sanjay Kumar and Pushp Lata, Oxford University Press.
4. "Business Communication" by Meenakshi Raman and Prakash Singh, Oxford University Press.

Reference Books:

1. "Life Management and Stress Management" by Shawn Chhabra.
2. "Personality Development and Communication Skills-II" by C. B. Gupta
3. "Self-Awareness: The Hidden Driver of Success and Satisfaction" by Travis Bradberry.
4. "Business Communication" by Hory Sankar Mukherjee, Oxford University Press.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
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OFFICE MANAGEMENT

Code: 24GN305

Max Marks: 70

Course Objectives:

The objective of studying Office Management is to equip students with essential skills in organizing office operations, managing resources, enhancing communication, and supervising teams. It prepares them for administrative and managerial roles by focusing on office efficiency, technological tools, decision-making, and professional ethics in business environments.

Unit I:

(7 Hrs)

Definition the office, function of office, activities of office, emergency of modern office an overview, office layout, objectives & principles of office layout and types of office layout.

Unit II:

(7 Hrs)

Office Management – Concept, need and importance, office manager – position manager, function and responsibility of office manager, administrative office management, communication – Oral and written, Internal and External communication network.

Unit III:

(7 Hrs)

Office Organization – Meaning, principles of organization, types of organization, process of delegation and decentralization of authority and responsibility relationship. Record Management – Purpose, Principle, Filing - characteristics of good filing, advantages and classification of files, methods of filing.

Text Books:

1. "Office Management" by R. K. Chopra.
2. "Office Organization and Management" by R. K. Chopra.

Reference Books:

1. "Principles of Office Management" by R. K. Sharma.
2. "Office Management and Secretarial Practice" by R. C. Bhatia.
3. "Office Management" by P. K. Gupta.
4. "Office Organization and Management" by C. B. Gupta.
5. "Business and Office Management" by L. C. Jain.
6. "Administrative Management" by K. K. Ahuja.
7. "Modern Office Management" by R. S. Sharma.
8. "Office Management and Administration" by J. C. Denyer.
9. "The Office Professional" by W. W. Pape.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
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HUMAN VALUES AND ETHICS

Code: 24GN201

Max Marks: 70

Course Objectives: The objective of the course is to understand the importance of ethics and human values in life and profession, develop moral reasoning and ethical decision-making and promote responsibility, respect, and integrity.

UNIT I

(5 Hrs)

Introduction to human values:

- 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

(5 Hrs)

Harmony and role of values in family, society and human relations

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

UNIT III

(5 Hrs)

Coexistence and role of Indian Ethos:

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

UNIT IV

(5 Hrs)

Professional ethics

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

Text Book:

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.

Reference Books:

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

विद्याधनं सर्वधनप्रधानं

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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 6 out of 8 (Long 100-120 Words): 5 marks each ($5 \times 6 = 30$)

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.

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Syllabus for BBA

Semester 4

Theory									
Course Code	Topic	L	T	P	Credit	Theory Marks	Internal Marks	Practical Marks	Total Marks
24MG404	Business Law	4	0	0	4	70	30	0	100
24MG405	Business Analytics	4	0	0	4	70	30	0	100
24PA312	Indian Economy	4	0	0	4	70	30	0	100
Skill Enhancement Course (SEC II) Choose any one									
24MG415	Design Thinking	0	2	0	2	70	30	0	100
24MG416	Data Analytics	0	2	0	2	70	30	0	100
24MG417	AI & ML in Business	0	2	0	2	70	30	0	100
General Elective III									
24GN401	Indian Constitution	2	0	0	2	70	30	0	100
Project									
24PR401	Minor Project	4	0	0	4	70	30	0	100
Total					20	420	180	0	600

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Detailed Syllabus

BUSINESS LAW

Code: 24MG404

Max Marks: 70

Course Objective:

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

Unit I:

(15 Hrs)

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

Unit II:

(15 Hrs)

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

Unit III:

(15 Hrs)

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

Text Books:

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

Reference Books:

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

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BUSINESS ANALYTICS

Code: 24MG405

Max Marks: 70

Course Objective:

To develop skills in analyzing and interpreting data to make informed business decisions. It enables individuals to identify trends, predict outcomes, optimize operations, and drive strategic initiatives using statistical methods, data visualization, and predictive modeling, ultimately enhancing business performance and competitiveness

Unit I:

(6 Hrs)

Introduction to Business Analytics: Definition of Business Analytics, Categories of Business Analytical methods and models, Business Analytics in practice, Big Data - Overview of using Data, Types of Data- Business decision modelling.

Unit II:

(8 Hrs)

Descriptive Analytics: Overview of Descriptive Statistics (Central Tendency, Variability), Data Visualization - Definition, Visualization Techniques – Tables, Cross Tabulations, charts, Data Dashboards using Advanced Ms-Excel or SPSS.

Unit III:

(6 Hrs)

Predictive Analytics: Trend Lines, Regression Analysis – Linear & Multiple, Predictive modeling, forecasting Techniques, Data Mining - Definition, Approaches in Data Mining - Data Exploration & Reduction, Data mining and business intelligence, Data mining for business, Classification, Association, Cause Effect Modeling.

Unit IV:

(6 Hrs)

Prescriptive Analytics: Overview of Linear Optimization, Non Linear Programming, Integer Optimization, Cutting Plane algorithm and other methods, Decision Analysis – Risk and uncertainty methods - Text analytics, Web analytics.

Unit V:

(6 Hrs)

Data Analysis: Data Analysis and Frequency Distribution (DAFD), Scales of Measurement. Measures of Central Tendency, Pythagorean, Means, Dispersion, Skewness, and Kurtosis.

Unit VI:

(6 Hrs)

Probability Distribution: Random variables, discrete probability distributions (Binomial & Poisson Distributions). Continuous probability distributions (Probability Density functions & normal distribution). Data Mining Motivation for Data Mining - Data Mining-Definition and Functionalities – Classification of DM Systems - DM task primitives - Integration of a Data Mining system with a Database or a Data Warehouse - Issues in DM – KDD Process.

Unit VII:

(4 Hrs)

FACTOR ANALYSIS: Introduction to Dimension reduction using Factor Analysis Statistics. Principal Component Analysis, Exploratory and Confirmatory Factor Analysis.

Unit VIII:

(6 Hrs)

HYPOTHESIS TESTING: Hypothesis Testing, Errors in Hypothesis Testing. Hypothesis testing for single Population Means, Hypothesis testing for the difference between two population means. Errors in Hypothesis Testing. Hypothesis Testing based on F Distribution, Chi-square, and ANOVA.

Unit IX:

(4 Hrs)

CLUSTER ANALYSIS: Classification (K – Nearest Neighbour Algorithm) and Cluster Analysis (Hierarchical and K Means Clustering).

Unit X:

(4 Hrs)

TIME SERIES: Forecasting & Time Series: Qualitative and Quantitative forecasting methods, Time series analysis, time series decomposition models, Measurement of Seasonal effects.

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Unit XI:

(4 Hrs)

CORRELATION & REGRESSION: Correlation and Regression: Types of Correlation, Methods of Correlation Analysis, Advantages of Regression Analysis, Simple Linear Regression, Logistic Regression.

Text Books :

1. "Business Analytics", Pearson. James Evans,
2. "Business Analytics - Data Analysis - Data Analysis and Decision Making", Cengage Learning, Reprint. Albright Winston,
3. "Business Analytics", Cengage Learning. Sahil Raj,

Reference Books:

1. "Essentials of Business Analytics", Cengage Learning. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams.
2. "Essentials of R for Data Analytics", Wiley. Ratnoo & Ratnoo.
3. "Statistics for Management and Economics" by Gerald Kellar, Cengage Learning.
4. "Elementary Statistics" by Mario F. Triola, Pearson Publication.
5. "Fundamentals of Business Statistics" by J. K. Sharma, Pearson Publications.
6. "Levin R. I., Rubin S. David, "Statistics for Management", Pearson, Prentice-Hall India.
7. "Business Statistics: For Contemporary Decision-Making", Sanjeet Singh, 10th Edition, An Indian Adaptation, Wiley.
8. "Data Mining and Predictive Analytics", by Daniel T. Larose, Chantal D. Larose, Wiley.
9. "Fundamentals of Business Statistics" by J K Sharma, Pearson Publications.
10. "Statistics for Management", Levin R.I., Rubin S. David, Pearson, Prentice-Hall India.

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INDIAN ECONOMY

Code: 24PA312

Max Marks: 70

Course Objectives:

To acquaint students of the Indian Economy, present and future of Indian Economics, different segments of Indian Economy like, Agriculture, SSIs and various Indian Industries.

Unit I:

(8 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:

(8 Hrs)

Planning and Economic Development, Problems in 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:

(8 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:

(8 Hrs)

Indian Economy, Emerging Issues, World Trade Organization 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:

(8 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

Unit VI:

(8 Hrs)

Indian Industries: Industrial Patterns and the Plans, Small- and Large-Scale Industries, Unorganized 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.

Reference Book

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

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DESIGN THINKING

Code: 24MG415
Max Marks: 70

Course Objectives:

How to transform creative thinking into design thinking in every stage of problem and how to apply design thinking to your real life problems / situations in order to evolve an innovative and workable solutions

Unit I

(10 Hrs)

Innovation & Creativity: Meaning of Innovation and creativity. Difference between innovation and creativity, and its role in Industry and organizations, dynamics of creative thinking, Process of Design Thinking , implementing the process in driving innovation, Case Study

Unit II

(10 Hrs)

An exercise in design thinking & implementing design thinking through a workshop & exercise case studies in design thinking, design thinking process. Case Study

Unit III

(10 Hrs)

Design Thinking in Various Sectors (Health sector, Finance, Education, Infrastructure) Design thinking case studies in retail, design thinking case studies in banking, design thinking case studies in management decisions

Text Book:

1. "Design Thinking" by Michael G Luchs, K Scott Swan, Abbie Griffin (WILEY).
2. "The Design Thinking" by Patrick, Michael Lewrick, Larry Leifer (WILEY).
3. "The Art of Creative Thinking" by Rod Judkins.
4. "Design Thinking - Strategic innovations" by IRIS.

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DATA ANALYTICS

Code: 24MG416
Max Marks: 70

Course Objective: This course has been designed with an objective to familiarize students with MS Excel and SPSS for carrying out data analysis for research and business decision making.

Unit I: (12 Hrs)
Basics of MS Excel Understanding Basics of Spreadsheet; Sorting Data; Filtering Data; Conditional Formatting; Inserting and Copying Formulas; Freeze Panes; Range Names, Paste Special Command, Text Functions, Count Functions, Text Functions

Unit II: (12 Hrs)
Data Presentations: Graphs & Charts Bar Chart, Line Chart, Column Chart, Pie Chart, Area Chart, Stock Chart, Surface Chart, Doughnut Chart, Scatter Diagram, Bubble Diagram, Radar diagram,

Unit III: (12 Hrs)
Data Analysis using MS Excel Basic Pivot Tables, Pivot Charts, What if Analysis: Goal Seek, Data Table, Scenario Manager; Using Data Analysis Tool for Statistical Analysis; Using Solver, NPV, IRR,

Unit IV: (12 Hrs)
Data Analysis Using SPSS Basics of SPSS, Building Variable View; Summarizing Non Parametric Data; Descriptive Statistics, Cross Tabulation, Inferential Statistics: Chi Square Test, t-test, One Way ANOVA, Correlation & Regression Analysis

Text & Reference Books :

1. "Data Analysis & Business Modeling", Winston, W. L., (2014). Microsoft Excel 2013.
2. "A Handbook of Statistical Analysis Using SPSS", Chapman & Hall/CRC, Landau, S., & Everitt, B.S., (2004).

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AI & ML IN BUSINESS

Code: 24MG417

Max Marks: 70

Course Objective: AI for Business course is designed to equip students with a thorough understanding of how artificial intelligence (AI) can be strategically applied in various business contexts. The primary objective is for students to learn how to deploy AI technologies effectively while managing the ethical considerations inherent in such implementations. Methodology The teaching methodology employs lectures and real-time, case-based AI applications cross different business sectors.

Unit I: Converging Technologies:

(12 Hrs)

Big Data Overview, V's of Big Data, Big Data Analysis, IoT, Cloud Computing, Data Management Infrastructure, Data Analysis: Extracting Intelligence from Big Data, Changing organization Culture/Strategy/ Role of Practicing Managers, People Component of BigData& AI

Unit II: Introduction to AI:

(12 Hrs)

History & Evolution of AI , AI-Driven Business Transformation, Overview of AI technologies namely Machine Learning, Deep Learning, Natural Language Processing, Computer Vision, Robotics, Generative AI, Case study analysis of AI's impact on different industries.

Unit III: AI Applications in Business:

(12 Hrs)

AI in Finance – AI in algorithmic trading, Credit scoring models using machine learning, Fraud detection, AI in Customer Relationship Management - Personalization and recommendation systems, Chatbots and virtual assistants, Predictive customer analytics, AI in Human Resource Management – AI-driven recruitment and selection processes, Employee performance analytics, AI in workforce planning and talent management. Model curriculum for UG Degree in BBA

Unit IV: Ethics in AI:

(12 Hrs)

Bias, fairness, and transparency, Responsible AI practices for leaders, Mitigating ethical risks in AI/ML deployment, Societal and legal aspects of AI.

Text Books :

1. "Artificial Intelligence for Managers" by Malay A. Upadhyay.

Reference Book:

1. "Artificial Intelligence" by Munish Trivedi.
2. "AI Rising: India's Artificial Intelligence Growth Story", Leslie D'Monte, Jayanth N. Kolla.
3. "Artificial Intelligence in Practice: How 50 Successful Companies Used AI and Machine Learning" by Bernard Marr.
4. "HBR Guide to AI Basics for Managers" Paperback by Harvard Business Review.
5. "Machine Learning for Algorithmic Trading: Predictive models to extract signals from market and alternative data for systematic trading strategies" by Stefan Jansen.
6. "Digital HR: A Guide to Technology-Enabled Human Resources" by Deborah Waddill.
7. "AI for Marketing and Product Innovation: Powerful New Tools for Predicting Trends, Connecting with Customers, and Closing Sales" by A.K. Pradeep, Andrew Appel, and Stan Sthanunathan.

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INDIAN CONSTITUTION

Code: 24GN401

Max Marks: 70

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

Unit I:

(07 Hours)

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

Unit II:

(06 Hours)

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

Unit III:

(07 Hours)

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

Unit IV:

(06 Hours)

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

Text Book:

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

Reference Books:

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

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MINOR PROJECT

Code: 24PR401

Max Marks: 70

PROJECT REPORT

All Students must carry out an independent research project in an area of their interest: Business Administration.

A proposal should be submitted immediately after completing the research methods unit in 2nd year, semester four. The guidelines mention details.

Consequently, students are expected to produce quality research projects that:

- a. Addresses current problems of interest in the real world
- b. Demonstrate a mastery of skills learnt during their study in the Institute.
- c. Demonstrates writing skills

Course Objective: The objective of this course is to enable the students:

- Identify and discuss the role and importance of research in the social sciences.
- Identify and discuss the issues and concepts salient to the research process.
- Identify and discuss the complex issues inherent in selecting a research problem, choosing an appropriate research design, and implementing a research project.
- Identify and discuss the concepts and procedures of sampling, data collection, analysis and reporting.

1. General Regulations

1. The Project report should be submitted before the student sits for the final university examinations in semester IV.
2. The student shall work under the guidance of a project supervisor (s) appointed by the Institute's director.
3. Once the students have completed the proposal and the supervisor has approved it, the proposal shall be defended in panels formed by the project coordinator on a day set aside by the Institute.
4. The students should submit at least two copies of the proposal to the Project Coordinator at least two weeks before the final examination in semester IV.
5. The students shall present a proposal at the panels and be awarded marks.
6. They will also be given corrections, which they will work on and present to their supervisors for approval to continue with the project work.
7. Once the student has completed the project and the supervisor has approved it, the project shall be submitted to the project coordinator, who will arrange for the final defence and VIVA VOCE.
8. The marks obtained will be added to the proposal defence marks and compiled.
9. The students should then submit two copies of the project report to the Institute 2 weeks before the final examination in semester IV.
10. If the student is unsuccessful, the resubmission regulations will apply as stipulated in the academic policy.

2. Choosing a Project Title

1. The project's title should be clear and specific to a real problem.
2. Similar topics between students should be avoided.
3. The project should be new and original, not replicating another person's work.
4. At the proposal level, the appointed supervisor **MUST** approve the project title.
5. The research committee must ratify all the topics.

3. Formatting Guidelines

1. Font Size-12 in the body text, except for the topics and titles, which should be font size 14
2. Font Type- Times New Roman
3. Spacing- The project should be 1.5 lines spacing
4. Highlighting- Topics and subtopics should be bolded and NOT be underlined
5. Print Quality- The final document should be of good print quality
6. Margins- Margins of the report should be 1 inch on the top, bottom and right-hand side. The left-hand-side margin should be 1.25 inches to allow for binding.

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7. Tables- Larger tables may be typed in smaller font sizes (10-11) to maintain standard margins
8. Numbers and Percentages-must do not begin with a sentence.
9. Tables and Figures - When presenting the table or figure, there must be a finding and analysis section. Avoid using 'table above, or table below.' Instead, indicate as 'Table 4.1 shows that'
10. Final Binding - Presented as Hard Copy (Blue Color), preferably Xerox hardcover book binding.
11. Pagination: Bottom of page and centred.

Evaluation will be done based on the project completed, presentation of the proposal and Viva Voce.

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

The Project Report should include:

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

FORMAT OF THE STUDENT PROJECT REPORT ON COMPLETION OF THE PROJECT

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

Formats of various certificates and formatting styles are as:

1. Certificate from the Guide

CERTIFICATE

This is to certify that this project entitled "XXXXXXXXXXXXXXXXXXXXXXX xxx" submitted in partial fulfillment of the degree of Bachelor of Computer Applications to the "XXXXXXXXXXXXXXXXXXXXXXX" through XXXXXXXXXXXX done by Mr./Ms. _____ Enrollment No. _____ is an authentic work carried out by him/her at _____

under my guidance. The matter embodied in this project work has not been submitted earlier for award of any degree to the best of my knowledge and belief.

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Signature of the student

Signature of the Guide

2. Project Report Cover Page Format:

Title of the Project/report
(Times New Roman, Italic, Fontsize=24)

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

Submitted to: Submitted by:
(Guide Name)

(Student's name)
Enrolment No.:

3. Self-Certificate by the students

SELF CERTIFICATE

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

Signature of the student

Name of the Student

Enrollment No.

4. ACKNOWLEDGEMENTS

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

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Theory Paper

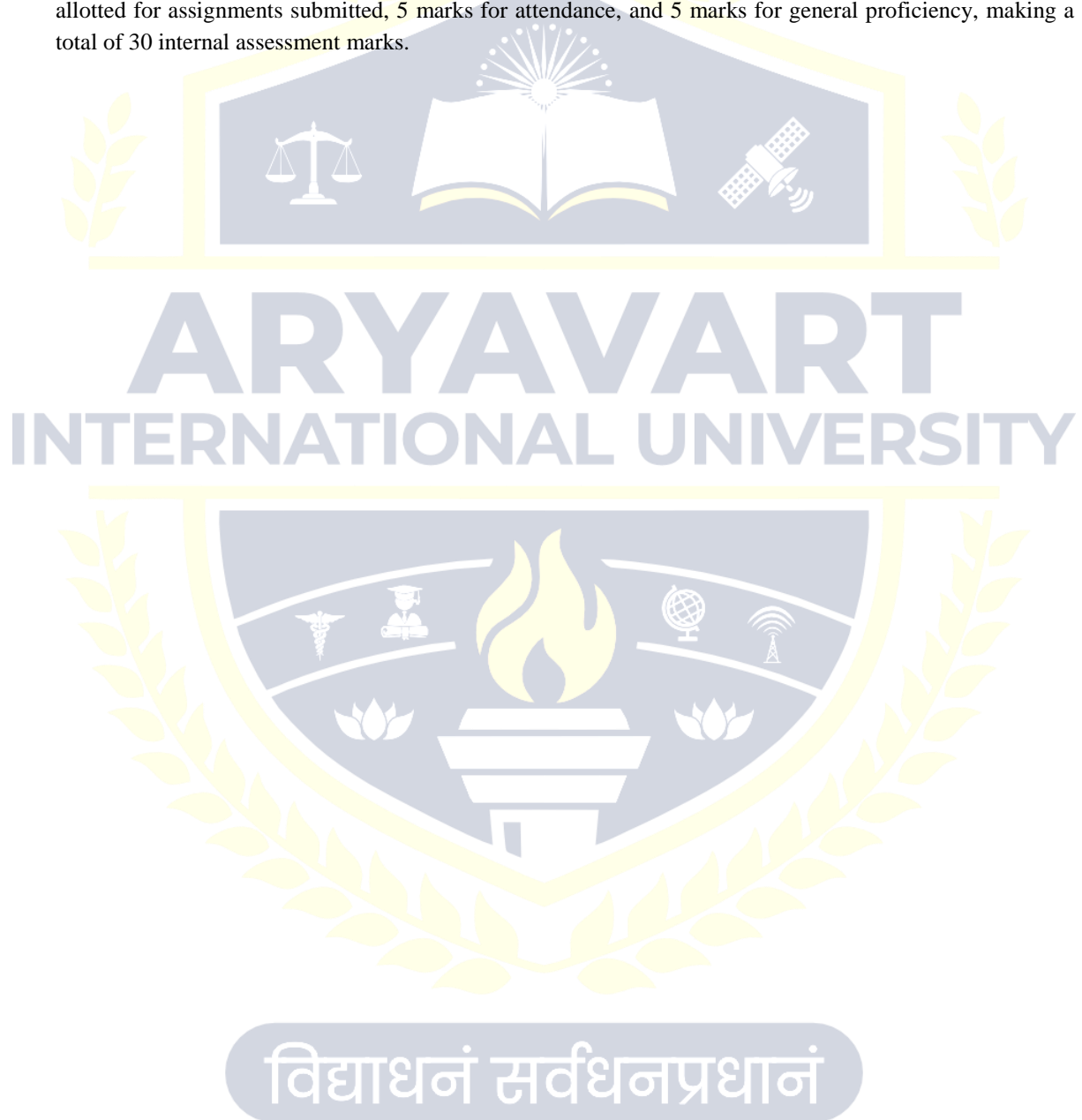
Total: 100 Marks
External: 70 Marks
Internal: 30 Marks

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 6 out of 8 (Long 100-120 Words): 5 marks each ($5 \times 6 = 30$)

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.



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Syllabus for BBA

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Syllabus for BBA

Semester 5

Theory									
Course Code	Topic	L	T	P	Credit	Theory Marks	Internal Marks	Practical Marks	Total Marks
24HR101	Human Resource Management	4	0	0	4	70	30	0	100
24CS602	E-Commerce	4	0	0	4	70	30	0	100
Discipline Specific Elective (DSE- I) Choose any one									
A. Banking and Insurance									
24MG511	Banking Operations	4	0	0	4	70	30	0	100
24MG512	Banking Law & Practice	4	0	0	4	70	30	0	100
24MG513	Insurance & Mutual Funds	4	0	0	4	70	30	0	100
24MG514	Investment Banking	4	0	0	4	70	30	0	100
B. Financial Management									
24MG521	Investment Analysis & Portfolio Management	4	0	0	4	70	30	0	100
24MG522	International Financial Management	4	0	0	4	70	30	0	100
24MG316	Working Capital Management	4	0	0	4	70	30	0	100
24MG523	Business Analysis & Valuation	4	0	0	4	70	30	0	100
C. Marketing Management									
24MG531	Consumer Behaviour	4	0	0	4	70	30	0	100
24MG411	Retail Management	4	0	0	4	70	30	0	100
24MG322	Sales & Distribution Management	4	0	0	4	70	30	0	100
25MG532	International Marketing	4	0	0	4	70	30	0	100
D. Human Resource Management									
24MG541	Human Resource Development Management	4	0	0	4	70	30	0	100
24MG542	Human Resource Analytics	4	0	0	4	70	30	0	100
24MG543	Change Management & Organizational Development	4	0	0	4	70	30	0	100
24MG544	Training & Development	4	0	0	4	70	30	0	100
E. Entrepreneurship Development Management									
24MG551	Creativity, Innovation & Scanning Business Opportunity	4	0	0	4	70	30	0	100
24MG552	Managing Family Business	4	0	0	4	70	30	0	100
24MG553	Project Preparation & Appraisal	4	0	0	4	70	30	0	100
24MG554	Social & Rural Entrepreneurship	4	0	0	4	70	30	0	100
24IN401	Internship	4	0	0	4	70	30	0	100
Total					28	490	210	0	700

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Detailed Syllabus

HUMAN RESOURCE MANAGEMENT

Code: 24HR101

Max Marks: 70

Course Objectives: The primary objectives of Human resource management are to ensure a seamless experience for the staff and other people associated with management and accomplish organizational 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 organization for enhancing the productivity and profitability of a business. HRM objectives are basically influenced by organizational goals and verticals. The objective of HRM is to ensure a stable work environment with organized data management and efficient operations.

Unit I:

Meaning, Scope and Significance of Human Resource Management, Evolution of HRM, Function of HRM. Challenges before HRM in 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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E-COMMERCE

Code: 24CS602

Max Marks: 70

Course Objectives: The objectives of the course is to Understand e-commerce concepts, models, and technologies, Analyze online consumer behaviour and digital business trends, Design and manage e-commerce websites and platforms, Apply security, legal, and ethical practices in e-commerce and Develop strategies for online marketing and customer engagement.

Unit I:

(10 Hrs)

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

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

Unit II:

(11 Hrs)

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

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

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

Unit III:

(11 Hrs)

Electronic Payment Systems-

Overview of Electronics payments, electronic Fund Transfer, Digital Token based Electronics payment System, Smart Cards, Credit Cards, Debit Cards, Emerging financial Instruments Smartphone wallet, Social / Mobile Peer to Peer Payment systems, Digital Cash and Virtual Currencies, Online Banking, Payment Gateway, Electronic Billing Presentment and Payment.

Unit IV:

(11 Hrs)

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

Technology Solutions: Encryption: Secret Key Encryption, Public Key Encryption, Digital Certificates and public key infrastructure

Securing channels: Secured Socket Layer (SSL), Transport Layer Security (TLS), Virtual Private Network (VPN), Protecting Networks: Firewalls, Proxy Servers, Intrusion detection and protection systems, Anti-Virus software

Text Book:

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

Reference Books:

1. "The Complete Reference: Internet", Margaret Levine Young, Tata McGraw Hill.
2. "E-Commerce: Concepts, Models, Strategies", CSV Murthy, Himalayas Publishing House.

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3. "Frontiers of Electronic Commerce", Ravi Kalakota & Andrew B. Wilson, Addison-Wesley (An Imprint of Pearson Education).
4. "Network Security Essentials: Applications & Standards", William Stallings, Pearson Education.

BANKING OPERATIONS

Code: 24MG511

Max Marks: 70

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

Unit I: (9 Hrs)

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

Unit II: (9 Hrs)

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

Unit III: (9 Hrs)

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

Unit IV: (9 Hrs)

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

Unit V: (9 Hrs)

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

Text Books:

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

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BANKING LAW & PRACTICE

Code: 24MG512

Max Marks: 70

Course Objectives:

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

Unit I:

(6 Hrs)

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

Unit II:

(6 Hrs)

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

Unit III:

(6 Hrs)

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

Unit IV:

(6 Hrs)

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

Unit V:

(6 Hrs)

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

Unit VI:

(6 Hrs)

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

Unit VII:

(6 Hrs)

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

Text Books:

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

Reference Books:

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

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INSURANCE AND MUTUAL FUNDS

Code: 24MG513

Max Marks: 70

Course Objectives:

To understand legal principles governing business operations, contracts, corporate governance, banking laws, and dispute resolution, ensuring compliance and fostering ethical decision-making in business environments.

Unit I:

(6 Hrs)

Risk and Uncertainty - Definition - Classification of risk - Sources of Risk - External and Internal Insurance - Meaning - Nature - Significance - Essential Requirements and Principles of Risk Insurance - Insurance Regulatory Development Authority - Recent Developments in the Insurance Sector.

Unit II:

(6 Hrs)

Life Insurance - Law Relating to Life Insurance - General Principles of Life Insurance Contract - Proposal and Policy - Assignment and Nomination - Title and claims - Concept of trust in life policy - LIC - Role and Functions.

Unit III:

(6 Hrs)

General Insurance - Law relating to general insurance - General Insurance Vs Life Insurance - Different types of general insurance - Fire Insurance, Double Insurance, Accident and Motor Insurance - Nature, Disclosure, Terms and Conditions Claims And Recovery - Third Party Insurance - Compulsory Motor Vehicle Insurance - Accident Insurance.

Unit IV:

(6 Hrs)

Concept and Role of a Mutual Fund, the basics concepts of mutual funds such as their role, structure, different mutual fund schemes feature, Fund Structure and Constituents.

Unit V:

(6 Hrs)

Mutual Fund Products, classification of mutual fund schemes, Evaluation of mutual fund schemes, recommendation of suitable products and services to both existing investors and prospective investors in the market, Distribution of mutual funds, Performance of Mutual Funds.

Unit VI:

(6 Hrs)

Mutual Funds Taxation, the legal, accounting and taxation aspects of underlying mutual funds and their distribution, Offer Documents, the key components of an offer document, Fund Distribution and Sales Practices,

Unit VII:

(6 Hrs)

Distribution channels for mutual funds and the regulations and code of conduct for selling mutual fund schemes Investor Transactions, the compliance requirements for mutual fund investors and different transaction medium,

Text Books:

1. Mishra, M.N. (2012). "Insurance Principles and Practices". New Delhi: S. Chand and Co.
2. Naik, M. B. & Hirekodi, M. L. (2021). "Mutual Funds Practices In India". Lulu Publication.

Reference Books:

1. Kapoor, N. D. (2010). "Elements of Business Law". New Delhi: Sultan Chand & Sons.
2. Murthy. (2012). "Principles and Practices of Insurance". Mumbai: Margham Publications.
3. Senth Jyotsna, & Bhatia Nishwa. (2008). "Elements of Banking and Insurance". New Delhi: PHI India Pvt., Ltd.
4. Periyasamy, P. (2010). "Principles and Practices of Insurance". New Delhi: Himalaya Publishing House.
5. David Sutton. (2018). "Cyber security: A practitioner's guide". BCS Learning.
6. Rodney Jones and Christoph Hafner. (2017). "Understanding digital literacies: A practical".
7. Routledge. (2021). "Introduction to Mutual Fund". 2nd edition.

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INVESTMENT BANKING

Code: 24MG514

Max Marks: 70

Course Objectives:

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

Unit I: Introduction to investment banking:

(9 Hrs)

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

Unit II: The business of investment banking:

(9 Hrs)

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

Unit III: Investment banking and business valuation:

(9 Hrs)

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

Unit IV: Core investment banking services:

(9 Hrs)

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

Unit V: Overview of corporate restructuring:

(9 Hrs)

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

Text Books:

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

Reference Books:

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

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INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Code: 24MG521

Max Marks: 70

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

Unit I: (6 Hrs)

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

Unit II: (10 Hrs)

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

Unit III: (10 Hrs)

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

Unit IV: (10 Hrs)

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

Unit V: (10 Hrs)

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

Text Books:

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

Reference Books:

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

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INTERNATIONAL FINANCIAL MANAGEMENT

Course Code: 24MG522

Max Marks: 70

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

Unit I:

(12 Hrs)

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

Unit II:

(12 Hrs)

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

Unit III:

(12 Hrs)

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

Unit IV:

(12 Hrs)

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

Text Books:

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

Reference Books:

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

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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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BUSINESS ANALYSIS AND VALUATION

Course Code: 24MG523

Max Marks: 70

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

Unit I: (12 Hrs)
Financial Statement of Analysis and Statement of Cash Flows.

Unit II: (12 Hrs)
Approaches to Valuation & Identifying Value Drivers. Approaches to Valuation & Identifying Value Drivers

Unit III: (12 Hrs)
Estimating the Discount Rates, Growth Rates, Cash Flows and Dividend Discount Models. FCFE Models, FCFE Models and Valuation Using Multiples.

Unit IV: (12 Hrs)
Strategy-Finance-Valuation Trilogy, Real Options & Brand Valuation, which is the appropriate method to use.

Text Books:

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

Reference Books:

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

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CONSUMER BEHAVIOUR

Course Code: 24MG531

Max Marks: 70

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

Unit I: (6 Hrs)

Introduction Consumer Behaviour: Definition and significance. Understanding consumer and market. Difference in individual buyer behaviour and organizational buyer behaviour. Market segmentation: lifestyle and demographic segmentation, usage segmentation, benefit segmentation. Product positioning.

Unit II: (9 Hrs)

Environmental influences Culture: Meaning and Characteristics. Cross Cultural understanding of Consumer Behaviour. Subculture. Social Groups: Meaning and formation of a group. Reference groups. Influence of reference groups on consumer behaviour. Family: Lifecycle and it's significance on consumer behaviour. Family purchase decision process.

Unit III: (9 Hrs)

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

Unit IV: (9 Hrs)

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

Unit V: (6 Hrs)

Consumer Decision process Consumer decision process model. Problem Recognition, Search and Evaluation, Purchasing Process. Post-purchase Behaviour: Post Purchase evaluation and Product disposition.

Unit VI: (6 Hrs)

Organizational buyer behaviour Nature of Organizational Buying. Factors influencing organizational buyer behaviour. Types of decision situations. Organizational buyer's decision process

Text Books:

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

Reference Books:

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

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RETAIL MANAGEMENT

Code: 24MG411

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

(8 Hrs)

Retailing – meaning, definitions, functions performed by retailers, Importance of retailing. Requisites for 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

(8 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

(8 Hrs)

Retail Location strategies: Issue to be considered in site selection. Decisions on 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

(8 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 pattern – Creative display. Supply Chain Management – Warehousing – Role of IT in supply chain management.

Unit: V

(8 Hrs)

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

Text Books:

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

Reference Books:

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

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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ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

INTERNATIONAL MARKETING

Course Code: 24MG532

Max Marks: 70

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

Unit I: (6 Hrs)

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

Unit II: (6 Hrs)

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

Unit III: (9 Hrs)

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

Unit IV: (9 Hrs)

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

Unit V: (9 Hrs)

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

Unit VI: (6Hrs)

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

Text Books:

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

Reference Books:

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

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ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

HUMAN RESOURCE DEVELOPMENT MANAGEMENT

Course Code: 24MG541

Max Marks: 70

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

Unit I: Introduction to Human Behaviour and Organization

(6 Hrs)

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

Unit II: Individual Behaviour

(18 Hrs)

Foundations of Individual Behaviour; Personality- Determinants of personality, Type A and B, Big Five personality types, stages of personality development; Attitude - components, job-related attitudes; Learning-concept, theories, and reinforcement; Perception - concept, perceptual process, factors influencing perception;

Values - concept and types: terminal values and instrumental values; Motivation – Concept, importance, and theories of motivation- Early Theories of motivation (Need Hierarchy, Theory X and Theory Y, Two Factors Theory); Contemporary Theories of motivation (Self-Determination Theory, Goal-setting Theory, Reinforcement Theory, Self-efficacy Theory); Swami Vivekanand's principles and approach to citizenship behaviour ; Swami Vivekanand's approach to personality development; Pandit Deendayal Upadhyaya approach to Integral humanism.

Unit III: Group and Team Behaviour Groups and Work Teams:

(9 Hrs)

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

Unit IV: Leadership & Power Leadership:

(9 Hrs)

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

Text books:

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

Reference Book:

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

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

HUMAN RESOURCE ANALYTICS

Course Code: 24MG542

Max Marks: 70

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

Unit I: (9 Hrs)

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

Unit II: (9 Hrs)

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

Unit III: (9 Hrs)

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

Unit IV: (9 Hrs)

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

Unit V: (9 Hrs)

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

Text Books:

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

Reference Books:

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

ARYAVART INTERNATIONAL UNIVERSITY
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CHANGE MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT

Course Code: 24MG543

Max Marks: 70

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

Unit I: (9 Hrs)

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

Organizational renewal: The challenge of change Change and its impact: operational effect, psychological effect, social effect; people reactions to change. Changing the organizational culture

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

Unit II: (9 Hrs)

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

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

Unit III: (12 Hrs)

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

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

Unit IV: (12 Hrs)

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

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

OD for Future: Organizations for the future, monitoring an stabilizing action programs, emerging issues and values, future trends in OD

Text Books:

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

Reference Book:

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

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TRAINING AND DEVELOPMENT

Course Code: 24MG544

Max Marks: 70

Course Objective:

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

Unit I: Training Introduction

(9 Hrs)

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

Unit II: Training and Learning -two-way process

(9 Hrs)

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

Unit III: The Needs Analysis Process

(9 Hrs)

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

Unit IV: Training Process and Evaluating Training and follow up support

(9 Hrs)

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

Unit V: Technology Based Training Methods

(9 Hrs)

Developing Online training methods; Massive Open Online Courses; Blended Learning, Adaptive Learning, Flexible learning, Learning Management systems, Choosing New Technology methods

Text Books:

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

Reference Books:

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

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CREATIVITY, INNOVATION & SCANNING BUSINESS OPPORTUNITY

Course Code: 24MG551

Max Marks: 70

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

Unit I: Introduction

(9 Hrs)

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

Unit II: Creativity

(9 Hrs)

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

Unit III: Innovation

(9 Hrs)

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

Unit IV: Identifying the Opportunity

(9 Hrs)

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

Unit V: Analysing Business Opportunities

(9 Hrs)

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

Textbook:

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

References:

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

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ARYAVART INTERNATIONAL UNIVERSITY
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MANAGING FAMILY BUSINESS

Course Code: 24MG552

Max Marks: 70

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

Unit I: Understanding Family Business (9 Hrs)

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

Unit II: Family business dynamics (9 Hrs)

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

Unit III: The next generation (9 Hrs)

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

Unit IV: Making the most of outside resources (9 Hrs)

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

Textbook:

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

References:

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

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PROJECT PREPARATION & APPRAISAL

Course Code: 24MG553

Max Marks: 70

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

Unit I: (9 Hrs)

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

Unit II: (9 Hrs)

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

Unit III: (9 Hrs)

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

Textbook:

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

References:

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

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SOCIAL AND RURAL ENTREPRENEURSHIP

Course Code: 24MG554

Max Marks: 70

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

Unit I: Introduction to Social Entrepreneurship

(9 Hrs)

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

Unit II: Social Entrepreneurship Models:

(9 Hrs)

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

Unit III: Recognizing Social Opportunities

(9 Hrs)

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

Unit IV: Measuring Social Value

(9 Hrs)

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

Unit V: Rural India:

(9 Hrs)

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

Textbooks:

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

References:

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

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INTERNSHIP

Course Code: 24IN401

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 organisation with rigorous academic research. Students will develop and apply theoretical knowledge to practical challenges through an action research project, enhancing their problem-solving, critical thinking, and communication skills. This course aims to bridge the gap between academic study and professional practice, preparing students for successful careers in their chosen fields.

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

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

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

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

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

Step 5. Submission of Report:

Front Page: Student Name, Course, Internship Company, Duration, Mentor
Internship Agreement Form
Internship Certificate
Introduction & background of the Company
Roles & responsibilities as an Intern
Weekly work allotment & completion report
Challenges & Solutions
Learning from the internship
Conclusion etc

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

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Theory Paper

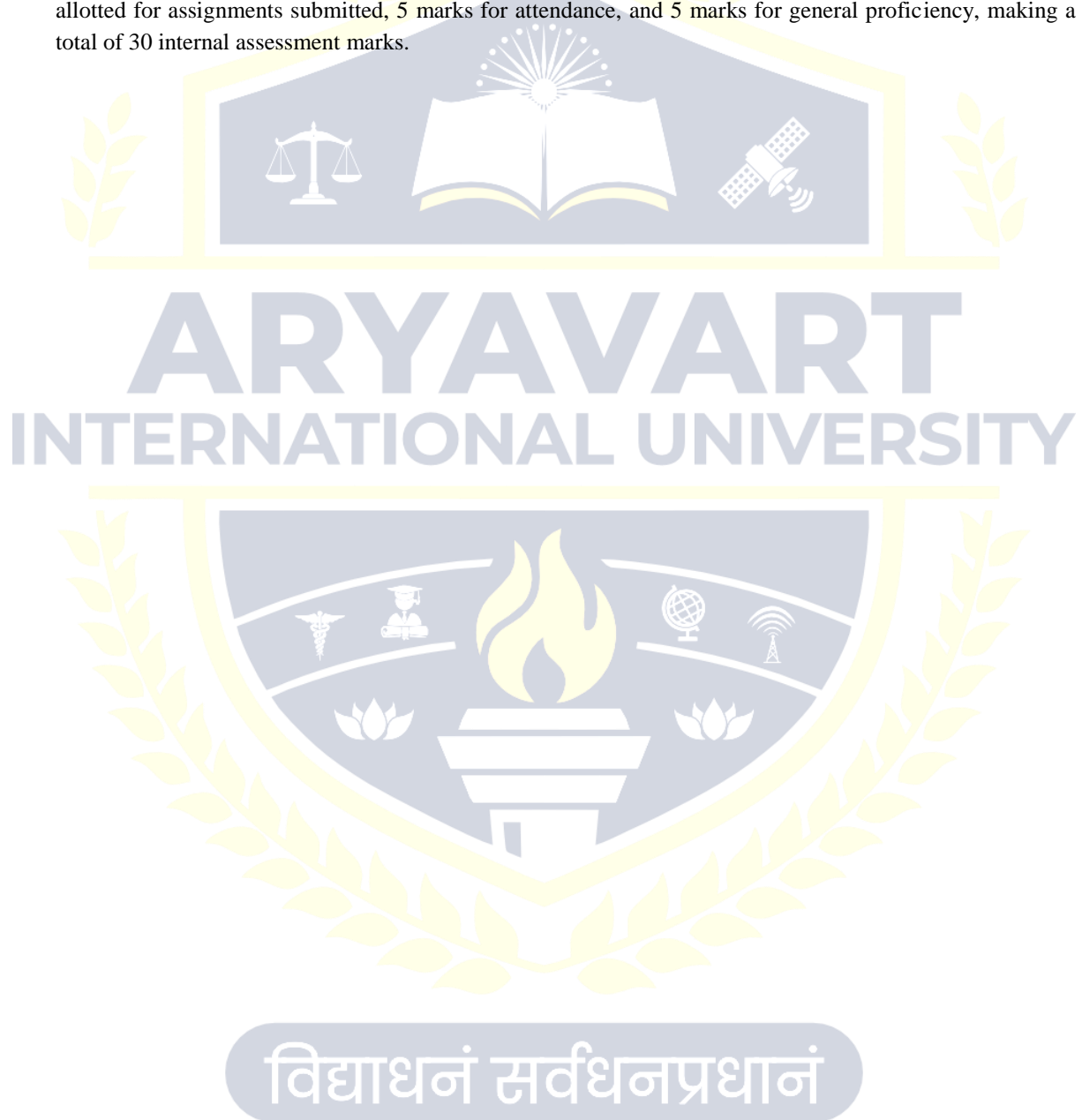
Total: 100 Marks
External: 70 Marks
Internal: 30 Marks

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 6 out of 8 (Long 100-120 Words): 5 marks each ($5 \times 6 = 30$)

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.



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Syllabus for BBA

Semester 6

Theory									
Course Code	Topic	L	T	P	Credit	Theory Marks	Internal Marks	Practical Marks	Total Marks
24MG601	Franchising and Purchasing an Existing Business	4	0	0	4	70	30	0	100
24MG402	Entrepreneurship Development	4	0	0	4	70	30	0	100
Discipline Specific Elective (DSE- II) Choose any one									
A. Banking and Insurance									
24MG611	Management of Commercial Banks	4	0	0	4	70	30	0	100
24MG612	Practice of Life Insurance	4	0	0	4	70	30	0	100
24MG613	Retail Banking	4	0	0	4	70	30	0	100
24MG614	Practice of General Insurance	4	0	0	4	70	30	0	100
B. Financial Management									
24MG414	Banking & Insurance	4	0	0	4	70	30	0	100
24MG334	Financial Markets, Products & Services	4	0	0	4	70	30	0	100
24MG621	Strategic Corporate Finance	4	0	0	4	70	30	0	100
24MG622	Financial Modelling & Derivatives	4	0	0	4	70	30	0	100
C. Marketing Management									
24MG631	Advertising & Brand Management	4	0	0	4	70	30	0	100
24MG112	Digital Marketing	4	0	0	4	70	30	0	100
24MG632	Service Marketing	4	0	0	4	70	30	0	100
24MG633	Rural Marketing	4	0	0	4	70	30	0	100
D. Human Resource Management									
24MG641	Talent Acquisition and Management	4	0	0	4	70	30	0	100
24MG642	Strategic Human Resource Management	4	0	0	4	70	30	0	100
24MG643	Performance and Compensation Management	4	0	0	4	70	30	0	100
24MG644	Behavioral Testing and Training for Employee Retention	4	0	0	4	70	30	0	100
E. Entrepreneurship Development Management									
24MG651	SME Entrepreneurship	4	0	0	4	70	30	0	100
24MG652	Business Performance Improvement Programme	4	0	0	4	70	30	0	100
24MG653	Enterprise Resource Planning	4	0	0	4	70	30	0	100
24MG654	Agri and Bio-tech Entrepreneurship	4	0	0	4	70	30	0	100
Total					24	420	180	0	600

Detailed Syllabus

FRANCHISING AND PURCHASING AN EXISTING BUSINESS

Course Code: 24MG601

Max Marks: 70

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

Unit I: An Overview of Franchising

(9 Hrs)

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

Unit II: Selection of Modes of Franchising

(12 Hrs)

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

Unit III: Logistics of Business and Psychology of Purchase Decision

(12 Hrs)

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

Unit IV: Leadership

(9 Hrs)

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

Text Books:

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

Reference Books:

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

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ENTREPRENEURIAL DEVELOPMENT

Code: 24MG402

Max Marks: 70

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

Unit I: (8 Hrs)

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

Unit II: (8 Hrs)

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

Unit III: (8 Hrs)

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

Unit IV: (8 Hrs)

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

UNIT V: (8 Hrs)

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

Reference Books:

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

ARYAVART INTERNATIONAL UNIVERSITY
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MANAGEMENT OF COMMERCIAL BANKS

Course Code: 24MG611

Max Marks: 70

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

Unit I: Introduction to Commercial Banking (9 Hrs)

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

Unit II: Commercial Banking Products and Services (9 Hrs)

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

Unit III: Legal and Regulatory Framework and Risks (9 Hrs)

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

Unit IV: Bank Performance Analysis (9 Hrs)

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

Unit V: Technological Innovations (9 Hrs)

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

Textbooks:

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

Reference Books:

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

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PRACTICE OF LIFE INSURANCE

Course Code: 24MG612

Max Marks: 70

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

Unit I: (9 Hrs)

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

Unit II: (9 Hrs)

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

Unit III: (9 Hrs)

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

Unit IV: (9 Hrs)

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

Unit V: (9 Hrs)

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

Text Books:

1. Insurance Institute of India- IC 23- Application of Life Assurance, IC 30 – Practice of Life Assurance, IC 33 – Life Assurance.
2. Kanika Mishra, FUNDAMENTALS OF LIFE INSURANCE, THEORIES AND APPLICATIONS, PHI: Delhi.
3. Kutty, S.K., MANAGING LIFE INSURANCE, Prentice Hall of India: New Delhi.
4. K.C. Mishra and C.S. Kumar, LIFE INSURANCE: PRINCIPLES AND PRACTICE, Cengage Learning, Delhi.
5. H. Sadhak, LIFE INSURANCE IN INDIA, Respose Books, New Delhi.

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RETAIL BANKING

Course Code: 24MG613

Max Marks: 70

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

Unit I: (9 Hrs)

Introduction & concept of retail banking

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

Unit II: (9 Hrs)

Loans and advances

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

Unit III: (9 Hrs)

E-commerce and banking

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

Unit IV: (9 Hrs)

Role of technology

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

Text Books:

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

Reference Books:

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

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PRACTICE OF GENERAL INSURANCE

Course Code: 24MG614

Max Marks: 70

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

Unit I: (9 Hrs)

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

Unit II: (9 Hrs)

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

Unit III: (9 Hrs)

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

Unit IV: (9 Hrs)

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

Unit V: (9 Hrs)

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

References:

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

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ARYAVART INTERNATIONAL UNIVERSITY
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BANKING AND INSURANCE

Course Code: 24MG414

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 the banking, insurance, and finance sectors.

Unit I: (8 Hrs)

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

Unit II: (8 Hrs)

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

Unit III: (8 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: (8 Hrs)

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

Unit V: (8 Hrs)

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

Text Books:

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

Reference Books:

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

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FINANCIAL MARKETS, PRODUCTS AND SERVICES

Course Code: 24MG334

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 enrichth & Duk Fanelli.
6. "Marketing Financial Services" – Elsevier.
7. "Marketing of financial services" - Gordon and Natrajan.

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STRATEGIC CORPORATE FINANCE

Course Code: 24MG621

Max Marks: 70

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

Unit I: (9 Hrs)

Introduction-Financial Policy-Strategic Planning-Strategic Planning Process-- Financial Models-Tools And Techniques Of Financial Modeling-Uses And Limitations-Types Of Financial Models-Management Of Corporate Debt- Case Study

Unit II: (9 Hrs)

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

Unit III: (9 Hrs)

Capital Rationing-Investment Appraisal Under Inflationary Condition-Meaning Merits And Demerits Of Capital Rationing-Problems. Case Study

Unit IV: (9 Hrs)

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

Unit V: (9 Hrs)

Financial Strategy For Corporate Turnaround-Causes For Corporate Failure And Turnaround Strategies-Measures To Meet The Financial Crisis-Financial Rehabilitation Framework Of Industrial Sickness In India-Case Study

Text Books:

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

Reference Books:

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

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FINANCIAL MODELLING & DERIVATIVES

Course Code: 24MG622

Max Marks: 70

Course Objectives: To equip students 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 skill.

Unit I: Introduction to Financial Modelling

(12 Hrs)

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

Unit II: Valuation Models

(12 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

(12 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

(12 Hrs)

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

Text Books:

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

Reference Books:

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.

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ADVERTISING & BRAND MANAGEMENT

Course Code: 24MG631

Max Marks: 70

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

Unit I: Introduction to Advertising (9 Hrs)

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

Unit II: Crafting Effective Advertising Messages (9 Hrs)

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

Unit III: Media and Effectiveness in Advertising (9 Hrs)

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

Unit IV: Introduction to Branding (9 Hrs)

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

Unit V: Advanced Concepts in Brand Management (9 Hrs)

Brand positioning; brand-building. Brand extension; advantages and disadvantages of brand extension. Brand rejuvenation; globalizing a domestic brand - standardization versus customization.

Textbooks:

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

Reference Books:

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

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DIGITAL MARKETING

Code: 24MG112

Max Marks: 70

Course Objectives: The objectives of the course is to Understand core concepts and tools of digital marketing, Develop strategies for SEO, SEM, content, and social media marketing, Utilize data analytics to measure and optimize campaign performance, Apply email, mobile, and influencer marketing techniques effectively and Create and manage integrated digital marketing campaigns.

Unit I:

(11 hours)

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

Unit II:

(11 hours)

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

Unit III:

(11 hours)

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

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

Unit IV:

(11 hours)

Tools for SMM and Marketing communication: Overview of Buffer, Hootsuite, Canva, Trello and Hot jar.

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

Text Books:

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

Reference Books:

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

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SERVICE MARKETING

Course Code: 24MG632

Max Marks: 70

Course Objective:

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

Unit I:

(6 Hrs)

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

Unit II:

(9 Hrs)

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

Unit III:

(6 Hrs)

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

Unit IV:

(6 Hrs)

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

Unit V:

(9 Hrs)

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

Unit VI:

(9 Hrs)

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

Textbooks:

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

Reference Books:

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

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RURAL MARKETING

Course Code: 24MG633

Max Marks: 70

Course Objectives:

This course has been designed to provide conceptual understanding on the Rural Marketing with special reference to Indian context and develop skills required to planning for rural product. This course would develop among budding manager's sensitivity for rural marketing scenario and help them conceptualize appropriate marketing strategies and action plans and adapt learning of marketing concepts to rural Marketing context.

Unit I:

(6 Hrs)

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

Unit II:

(9 Hrs)

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

Unit III:

(6 Hrs)

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

Unit IV:

(6 Hrs)

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

Unit V:

(9 Hrs)

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

Unit VI:

(9 Hrs)

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

Textbooks:

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

Reference Books:

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

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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:

(12 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 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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STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Code: 24MG642

Max Marks: 70

Course Objective:

To equip strategic human resource management, to think strategically and integrate the activities of HR with the organizations goals.

Unit I: (6 Hrs)

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

Unit II: (6 Hrs)

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

Unit III: (6 Hrs)

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

Unit IV: (6 Hrs)

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

Unit V: (6 Hrs)

Human Resource Planning & Design Objectives of Human resource planning, Types of planning: Aggregate planning, Succession Planning.
Design of work systems, Job rotation, Redesign of work systems, Strategic work redesign in Action, Mergers and Acquisitions, Understanding change, Managing Change.

Unit VI: (6 Hrs)

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

Unit VII: (6 Hrs)

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

Unit VIII: (6 Hrs)

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

Text Book:

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

Reference Books:

1. Strategic Human Resource Management by S. K. Bhatia, published by Macmillan India Ltd.
2. Strategic Human Resource Management: An International Perspective by Peter Boxall, published by Oxford University Press.
3. Human Resource Management: Strategies and Practices by P. L. Rao, published by McGraw-Hill Education.

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4. Human Resource Management in the Global Perspective by M. K. Sinha, published by Sage Publications India.
5. Strategic Human Resource Management: A Global Perspective by P. N. Rastogi, published by Pearson Education India.

PERFORMANCE AND COMPENSATION MANAGEMENT

Course Code: 24MG643

Max Marks: 70

Course Objectives:

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

Unit I:

(9 Hrs)

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

Unit II:

(12 Hrs)

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

Unit III:

(9 Hrs)

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

Unit IV:

(12 Hrs)

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

Text Books:

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

Reference Books:

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

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7. Rao, T. V. (2004). Performance Management and Appraisal Systems: HR tools for global competitiveness. SAGE Publications India.
8. Silzer, R., & Dowell, B. E. (2009). Strategy-Driven Talent Management. John Wiley & Sons.

BEHAVIORAL TESTING AND TRAINING FOR EMPLOYEE RETENTION

Course Code: 24MG644

Max Marks: 70

Course Objectives:

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

Unit I: Individual Behaviour

(9 Hrs)

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

Unit II: Behavioural Assessment

(9 Hrs)

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

Unit III: Psychological testing

(12 Hrs)

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

Unit IV: Efficient Learning and Development

(12 Hrs)

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

Text Books:

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

Reference Books:

1. "Behavioural and Cognitive Psychology" by R. S. Feldman, published by Pearson Education India.
2. "Training and Development in Organizations" by Steven R. Beitler, published by Pearson Education India.

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3. "Psychology of Employee Retention" by H. J. McDonald, published by Sage Publications India.
4. "Managing Human Resources: Productivity, Quality of Life, Profits" by Robert L. Mathis & John H. Jackson, published by Cengage Learning India.
5. "Effective Training and Development in Organizations" by S. K. Bhatia, published by Macmillan India Ltd.

SME ENTREPRENEURSHIP

Course Code: 24MG651

Max Marks: 70

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

Unit I: Setting up a Small Business

(9 Hrs)

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

Unit II: Government support

(9 Hrs)

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

Unit III: Institutional Support Schemes

(9 Hrs)

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

Unit IV: Policy Support Mechanism

(9 Hrs)

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

Textbook:

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

References:

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

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BUSINESS PERFORMANCE IMPROVEMENT PROGRAMME (BPIP)

Course Code: 24MG652

Max Marks: 70

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

Unit I: (9 Hrs)

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

Unit II: (9 Hrs)

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

Unit III: (9 Hrs)

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

Unit IV: (9 Hrs)

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

Textbook:

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

References:

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

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ENTERPRISE RESOURCE PLANNING

Course Code: 24MG653

Max Marks: 70

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

Unit I: (9 Hrs)

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

Unit II: (9 Hrs)

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

Unit III: (9 Hrs)

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

Unit IV: (9 Hrs)

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

Textbook:

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

References:

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

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

AGRI AND BIO-TECH ENTREPRENEURSHIP

Course Code: 24MG654

Max Marks: 70

Course Objectives: To develop understanding of Agriculture and Bio-tech entrepreneurship and its importance for providing new avenues.

Unit I: (9 Hrs)

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

Unit II: (9 Hrs)

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

Unit III: (9 Hrs)

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

Unit IV: (9 Hrs)

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

Textbook:

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

References:

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

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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 6 out of 8 (Long 100-120 Words): 5 marks each ($5 \times 6 = 30$)

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.



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