

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

ARYAVART INTERNATIONAL UNIVERSITY

Tilthai, Dharmanagar, North Tripura-799250

Syllabus for MBA

Semester 1

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

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ARYAVART INTERNATIONAL UNIVERSITY
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Detailed Syllabus

PRINCIPLES OF MANAGEMENT

Code: 24MG106

Max Marks: 70

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

UNIT V

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

Reference Books:

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

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QUANTITATIVE METHODS IN BUSINESS

Code: 24MG107

Max Marks: 70

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

UNIT V

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

Reference Books:

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

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ORGANIZATIONAL BEHAVIOUR

Code: 24MG103

Max Marks: 70

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Unit V

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

Reference Books:

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

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ACCOUNTING AND FINANCIAL MANAGEMENT

Code: 24CM101

Max Marks: 70

UNIT I

(15 Hrs)

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

UNIT II

(12 Hrs)

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

UNIT III

(08 Hrs)

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

UNIT IV

(12 Hrs)

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

UNIT V

(10 Hrs)

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

Text Book:

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

Reference Books:

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

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MANAGERIAL ECONOMICS

Code: 24MG201

Max Marks: 70

Unit I

Demand, Supply and Market equilibrium: individual demand, market demand, Individual supply, market supply, market equilibrium.

Elasticities of demand and supply: Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, Elasticity of supply.

Theory of consumer behaviour: cardinal utility theory, ordinal utility theory (indifference Curves, budget line, consumer choice, price effect, substitution effect, income effect for Normal, inferior and giffen goods), revealed preference theory.

Unit II

Producer and optimal production choice: optimizing behavior in short run (geometry of product curves, law of diminishing margin productivity, three stages of Production), optimizing behavior in long run (isoquants, isocost line, optimal Combination of resources).

Costs and scale: traditional theory of cost (short run and long run, geometry of cot curves, envelope curves), modern theory of cost (short run and long run), economies of scale, economies of scope.

Unit III

Theory of firm and market organization: perfect competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of Changes in demand, cost and imposition of taxes).

Monopoly (basic features, short run Equilibrium, long run equilibrium, effect of changes in demand, cost and imposition of taxes, comparison with perfect competition, welfare cost of monopoly), price discrimination, multi-plant monopoly.

Monopolistic competition (basic features, demand and cost, short run equilibrium, long run equilibrium, excess capacity).

Oligopoly (Cournot's model, kinked demand curve model, dominant price leadership model, prisoner's dilemma)

Reference Books:

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

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INDIAN ECONOMY

Code: 24PA312

Max Marks: 70

UNIT I: ECONOMIC DEVELOPMENT AND ITS DETERMINANTS

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

UNIT II: ECONOMIC REFORMS & PLANNING IN INDIA

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

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

UNIT III: DEMOGRAPHIC FEATURES, POVERTY & INEQUALITY

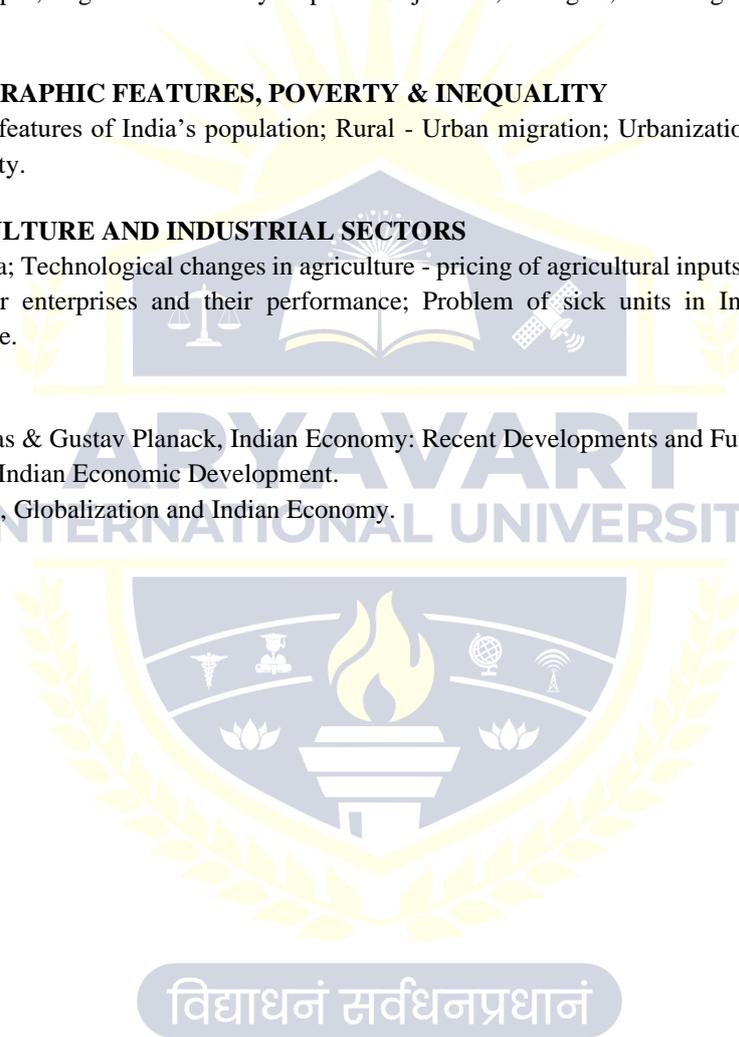
Broad demographic features of India's population; Rural - Urban migration; Urbanization and civic amenities; Poverty and Inequality.

UNIT IV: AGRICULTURE AND INDUSTRIAL SECTORS

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

Reference Books:

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



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BUSINESS COMMUNICATION

Code: 24EN102

Max Marks: 70

UNIT I

(10 Hrs)

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

UNIT II

(12 Hrs)

Oral Communication: Principles of effective oral communication, Introduction of Self and others, Greetings, Handling Telephone Calls Interviews: Meaning & Purpose, Art of interviewing, Types of interviews, Interview styles, Essential, Techniques of interviewing, Guidelines for Interviewer, Guidelines for interviewee. Meetings: Definition, Kind of meetings, Agenda, Minutes of the Meeting, Advantages and disadvantages of meetings/committees, Planning and organization of meetings. Project Presentations: Advantages & Disadvantages, Executive Summary, Charts, Distribution of time (presentation, questions & answers, summing up), Visual presentation, Guidelines for using visual aids, electronic media (power-point presentation). The technique of conducting Group Discussion and JAM session.

UNIT III

(12 Hrs)

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

UNIT IV

(10 Hrs)

Soft Skills: Business Etiquettes – Professional Personality, Workplace Protocols, Cubicle. Non-Verbal Communication: Kinesics and Proxemics, Paralanguage.
Interpersonal Skills.
Language Skills: Improving command in English, improving vocabulary, Choice of words, Common problems with verbs, Adjectives, adverbs, Pronouns, Tenses, Conjunctions, Punctuations, Prefix, Suffix, Idiomatic use of prepositions. Sentences and paragraph construction, Improve spellings, Common errors and misappropriation, Building advanced Vocabulary (Synonyms, Antonyms), Introduction to Business English.

Text Book:

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

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Reference Books:

1. Raymond Murphy, "Essential English Grammar- A self study reference and practice book for elementary students of English", Cambridge University Press, second edition.
2. Manalo, E. & Fermin, V. (2007). Technical and Report Writing. ECC Graphics. Quezon City.
3. Kavita Tyagi and Padma Misra, "Basic Technical Communication", PHI, 2011.
4. Herta A Murphy, Herbert W Hildebrandt and Jane P Thomas, "Effective Business Communication", McGraw Hill, seventh edition.

Theory Paper

Total: 100 Marks

External: 70 Marks

Internal: 30 Marks

External: 70 Marks

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

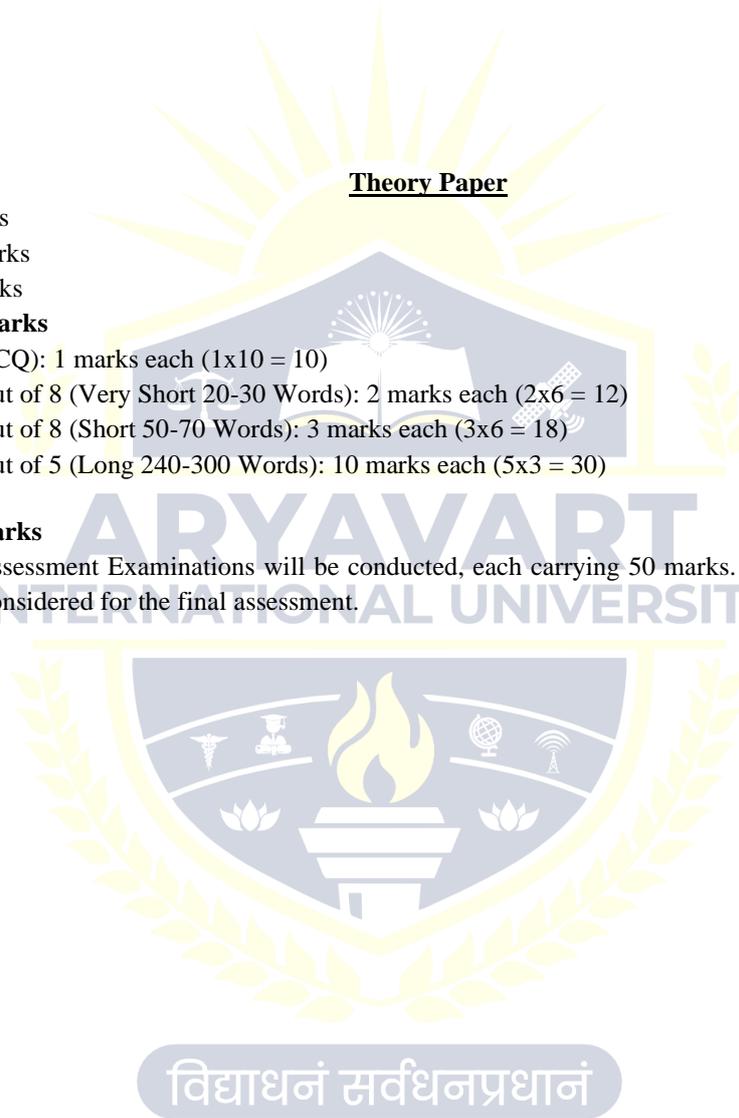
Answer any 6 out of 8 (Very Short 20-30 Words): 2 marks each (2x6 = 12)

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

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

Internal: 30 Marks

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



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Syllabus for MBA

Semester 2

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

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Detailed Syllabus

OPERATIONS RESEARCH

Code: 24MT304

Max. Marks: 70

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

Text Books:

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

Reference Books:

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

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HUMAN RESOURCE MANAGEMENT

Code: 24HR101

Max Marks: 70

Unit I

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

UNIT II

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

UNIT III

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

UNIT IV

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

UNIT V

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

Reference Books:

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

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MARKETING MANAGEMENT

Code: 24MG204

Max Marks: 70

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

UNIT V

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

Reference Books:

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

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PRODUCTION AND MATERIALS MANAGEMENT

Code: 24MG203

Max Marks: 70

Unit I

Introduction to Production & Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organisation. Operation Strategies-Definition, relevance, strategy formulation process, order qualifying and order winning attribute.

Maintenance Management: Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, MTTR and availability).

Lean production: Definition of lean production, lean Demand-Pull logic, waste in operations, elements that address elimination of waste, 2 card kanban Production Control system.

Unit II

Forecasting-Definition, types, qualitative (grass roots, market research and Delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, MAD.

Scheduling: Operation scheduling, goals of short-term scheduling, job sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson's rule on two machines, Gantt charts.

Unit III

Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), computer integrated manufacturing (CIM).

Layout Decision: Layout planning – Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using LOT rule.

Location Decisions & Models: Facility Location – Objective, factors that influence location decision, location evaluation methods- factor rating method.

Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon. Decision trees analysis

Unit IV

Aggregate Planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average inventory).

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

Reference Books:

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

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COMPUTER LANGUAGES FOR MANAGEMENT

Code: 24MG205

Max. Marks: 70

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

UNIT V

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

Reference Books:

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

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BUSINESS POLICY AND STRATEGIC MANAGEMENT

Code: 24MG206

Max. Marks: 70

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

UNIT V

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

Text Books:

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

Reference Books:

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

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INTRODUCTION TO HUMAN RIGHTS

Code: 24PS231

Max. Marks: 70

UNIT I

1. Understanding Human Right
2. Three Generations of Rights

UNIT II

1. Universal Declaration of Human Rights

UNIT III

1. Rights in National Constitutions: South Africa and India

UNIT IV

1. International Refugee Law
2. International Humanitarian Law

Text Books:

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

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Theory Paper

Total: 100 Marks

External: 70 Marks

Internal: 30 Marks

External: 70 Marks

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

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

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

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

Internal: 30 Marks

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

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Tilthai, Dharmanagar, North Tripura-799250

Syllabus for MBA

Semester 3

Theory										
Course Code	Topic	L	T	P	Credit	Theory Marks	Internal Marks	Practical Marks	Total Marks	
24MG301	Management Information Systems and EDP	4	0	0	4	70	30	0	100	
24GN304	Research Methodology	4	0	0	4	70	30	0	100	
Discipline Specific Elective (DSE-1) Choose any one										
24MG314	Marketing Research and Consumer Behaviour	4	0	0	4	70	30	0	100	
24MG315	Industrial and Labour Relations	4	0	0	4	70	30	0	100	
24MG316	Working Capital Management	4	0	0	4	70	30	0	100	
24MG317	Advertising Management and Sales Promotion	4	0	0	4					
Discipline Specific Elective (DSE-2) Choose any one										
24MG322	Sales and Distribution Management	4	0	0	4	70	30	0	100	
24MG323	Security Analysis and Portfolio Management	4	0	0	4	70	30	0	100	
24MG324	Logistics Management	4	0	0	4	70	30	0	100	
24MG325	New Product Strategy and Management	4	0	0	4	70	30	0	100	
Skill Enhancement Courses (SEC-1) Choose any one										
24MG331	Industrial Marketing	4	0	0	4	70	30	0	100	
24CS202	Database Management Systems	4	0	0	4	70	30	0	100	
24MG332	Services Marketing	4	0	0	4	70	30	0	100	
24MG333	Systems Analysis and Design	4	0	0	4	70	30	0	100	
Total					24	420	180	0	600	

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Detailed Syllabus

MANAGEMENT INFORMATION SYSTEMS AND EDP

Code: 24MG301

Max. Marks: 70

UNIT I

Its Manager, Structure and activities - Introduction - The environment of organizations Information flows - Information needs and sources of information - Types of management decisions and information need - Business and Technical Dimensions of information

UNIT II

System classification - System concept - System characteristics - The elements -of systems; Input. output, process, feedback control and boundary - System function and operations. Transactions processing Information System. Information system for managers. Intelligence information system - The meaning and role of MIS

UNIT III

The work of system analyst study - System design - Data Collection and Preparation - Detailed system design - Implementation - Evaluation and maintenance of MIS - Pitfalls in MIS development

UNIT IV

Production information system - Marketing information system - Accounting Infonnat System - Financial Information System - Personnel information System Interrelationship Functional Management Information Systems. General characteristics of Computer Information System - The importance of Computer - Types of Computers - Information systems - C.P.U. - I/O devices, Computer Software - Operating systems - Programming language - Application software. Manual system - Computer system

UNIT V

Information as resources - Components of Database - DBMS - Data Base Technology, Operations data base/Managerial Database - Comparison of DBMS - Design Principles of data base - Data Base administration - Advantages and disadvantages of Data base - Enterprise Resource Planning and Customer Relationship Management.

Reference Books:

1. Steven Alter, Information Systlims - A Management Perspective Addison Wesley 1991.
2. James A O'Brein Management Information System Tata McGraw Hill New Delhi, 1991.
3. Kenneth C. Laudon and Jane Price Laudon Management Information system - Managing the digital firm, Pearson Education, Asia 2002 PHI.
4. Gordon B. Davis Management Information System Conceptual Foundations. Structure and Development, McGraw Hill 1974.
5. Turban Mc Lean and Wetherbe, Information technology for Management making connections for strategic advantage, John Wiley 1999.
6. Ralph M. Stair and George W. Reynolds, Principles of Information Systems - A Managerial Approach. Thomson Learning 2001.
7. Kendall & Kendall Systems Analysis and Design. Prentice Hall of India, New Delhi.

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RESEARCH METHODOLOGY

Code: 24GN304

Max Marks: 70

Unit I

Research - Meaning - Types - Nature and scope of research - Problem formulation - Statement of research Objective - Value and cost of information - Decision theory - Organizational structure of research. Research process - Research designs - exploratory - Descriptive - Experimented Research.

UNIT II

Introduction to Statistics - Estimation of Population parameters - Point of Internal estimates of means and proportions - Analysis - Hypothesis testing - Chi-square test - T test - F test.

UNIT III

Methods of data collection - Observational and Survey methods - Fieldwork plan - Administration of surveys - Training field investigators - Sampling methods - Sample size.

UNIT IV

Source of Data - Primary - Secondary data - Questionnaire Design; Attitude measurement techniques - Motivational Research Techniques - Selection appropriate - Statistical techniques - Correlation - Regression - Research Applications - Report preparations - Format - Languages - Scales - Tables - Pictures & Graphs - Comments

UNIT V

Use of SPSS and Other statistical software - Tabulation of data - Analysis of data - Advanced techniques - ANOVA - Discriminant Analysis - Factor analysis - Conjoint analysis - Multidimensional Scaling - Cluster icy method

Text Books:

1. Donald R. Cooper, Pamela S. Schindler, New Delhi, TATA McGraw Hill, 9th Edition.
2. Beri, G.C. Business Statistics, New Delhi, TATA McGraw Hill, 2nd Edition.
3. Kothari. C.R. Research Methodology, New Age International (p) Ltd, New Delhi, 2004.
4. Krisnasamy. O. R. and M. Ranganathan. Methodology of research in social science, Himalaya Publishing house, Mumbai, 2005.
5. Bhandarkar Wilkinson laldas. Methodology and techniques of social research, Himalaya Publishing house, Mumbai, 2004.

Reference Books:

1. David M. Boje: Narrative Methods for Organizational and Communication Research, New Delhi, Sage Publication, 2001.
2. Dwiedi R.: Research Methods in Behavior Science, New Delhi, Macmillan India Ltd., 2001.
3. Levin & Rubin: Statistics for Management, New Delhi, Prentice Hall of India, 2002.

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MARKETING RESEARCH AND CONSUMER BEHAVIOUR

Code: 24MG314

Max Marks: 70

UNIT I

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

UNIT II

Research process - data collection - primary and secondary data - questionnaire construction technique - sampling - data processing and analysis - report presentation.

UNIT III

Consumer behaviour - models of consumer behaviour - market segmentation - consumer buying decision process - need recognition - search and evaluation - purchasing - post-purchase behaviour - product adoption

UNIT IV

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

UNIT V

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

Reference Books:

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

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INDUSTRIAL RELATIONS AND LABOUR RELATIONS

Code: 24MG315

Max. Marks: 70

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

UNIT V

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

Text Books:

1. Dheodar, Puneekar & Sankaran: Labour Welfare, Trade Unionism and Industrial Relation, Mumbai, Himalaya Publication, 1994.
2. Mamoria C. B. & Mamoria S.; Dynamics of Industrial Relations in India; Mumbai, Himalaya Publication, 1994.
3. Pramed Verma: Management of Industrial Relations, Oxford & IBH Publishing Co., New Delhi, 1990.
4. Singh, R.C.P: Labour Welfare Administration in India, New Delhi, Deep & Deep Pub. (P) Ltd., 2000.
5. Tripathi P.C.: Personnel Management & Industrial Relations, Sultan Chand & Sons, New Delhi, 2001.
6. Venkatapathy R.: Labour Welfare & Industrial Relations, Mumbai, Himalaya Publication, 2003.

Reference Books:

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

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WORKING CAPITAL MANAGEMENT

Code: 24MG316

Max. Marks: 70

UNIT I

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

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

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

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

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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ADVERTISING MANAGEMENT AND SALES PROMOTION

Code: 24MG317

Max. Marks: 70

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

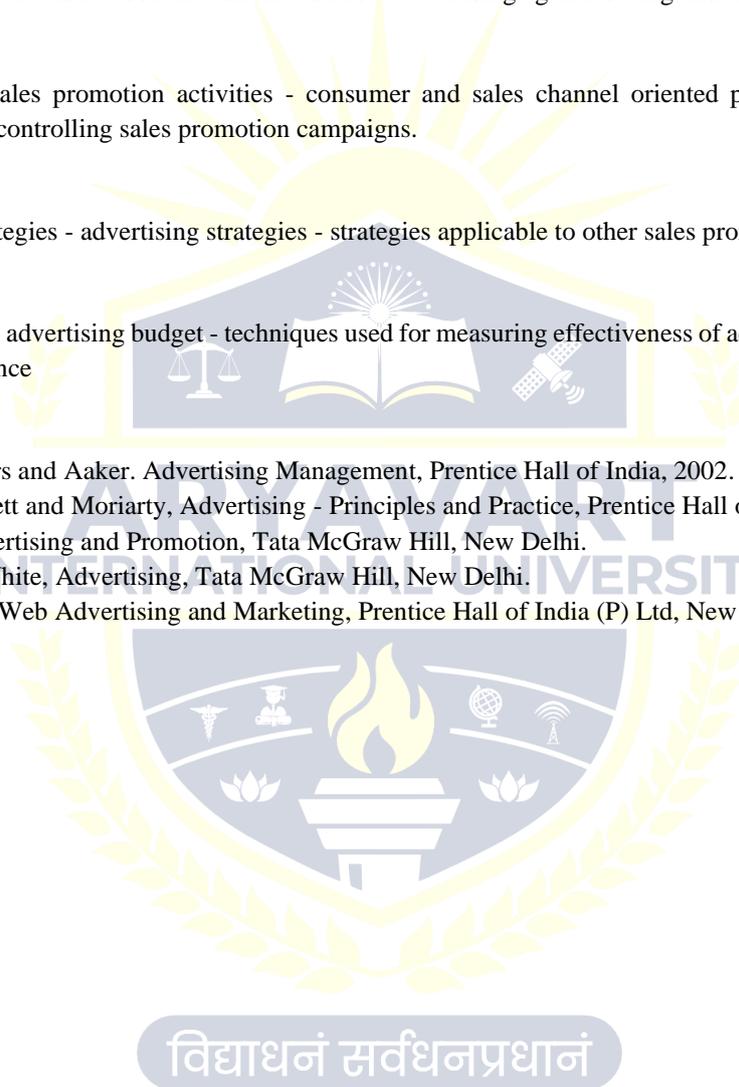
Sales promotion strategies - advertising strategies - strategies applicable to other sales promotion activities.

UNIT V

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

Reference Books:

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



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SALES AND DISTRIBUTION MANAGEMENT

Code: 24MG322

Max. Marks: 70

UNIT I

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

UNIT II

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

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

UNIT IV

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

UNIT V

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

Reference Books:

1. Still RR 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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SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Code: 24MG323

Max. Marks: 70

UNIT I

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

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

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

UNIT II

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

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

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

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

UNIT III

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

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

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

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

UNIT IV

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

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

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

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

UNIT V

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

Text Books:

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

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Reference Books:

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

LOGISTICS MANAGEMENT

Code: 24MT324

Max. Marks: 70

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

UNIT V

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

Text Books:

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

Reference Books:

1. Benjamin S. Blanchard: Logistics Engineering and Management, New Jersey, Prentice - Hall Inc., 3rd ed. 1996.
2. Ron Moore: Making Common Sense Common Practice Models for Manufacturing Excellence, The Indian Print, New Delhi, Prentice Hall of India Pvt. Ltd., 2000.
3. David J. Bloomberg, Stephen Lemay and Joe B. Hanna: Logistics New Delhi, Prentice Hall of India Pvt. Ltd., 2002.

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NEW PRODUCT STRATEGY AND MANAGEMENT

Code: 24MG325

Max. Marks: 70

UNIT I

New Product Development - concept and nature - objectives - new product process - strategic planning for the new products.

UNIT II

New Product Development concept generation - need - approaches - process - product attributes analysis - problem and solution route in introducing new product.

UNIT III

New Product Development Concep Evaluation - evaluation system - charts and prescreening - screening - protocol and prototype testing - product use testing - market testing - financial analysis

UNIT IV

New Product Development Commercialisation - control and launch cycle - marketing plan, strategy and promotion - product price and distribution - post-launch tracking and control - Brand Management.

UNIT V

New Product Development Organising and Control of the new product function - managing the product and product line - managing innovation and new product development - future of new product management

Reference Books:

1. Oswald Al Mascrenhas / S.J. New Product Development - Oxford and IBH Publishing Company (P) Ltd, New Delhi.
2. Ramanuj Mazimdar, Product Management in India, Prentice Hall of India (P) Ltd, 2 nd edition, 2000.
3. Donald R Lehnann, Russell S. Winer, Product Management, Tata McGraw Hill Company, New Delhi, Third Edition, 2002.
4. William L Moore and Edgar A Pessemier, Product Planning and Management, McGraw Hill Inc, New York.
5. Phlip Kotler, Marketing Management (Millennium ed.) New Delhi, Prentice Hall of India (P) Ltd. 2001

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INDUSTRIAL MARKETING

Code: 24MG331

Max. Marks: 70

UNIT I

Industrial Marketing - concept - nature and scope - industrial marketing process - marketing mix - functions of industrial marketing - strategies of industrial marketing - market segmentation - innovation in industrial marketing.

UNIT II

Buying Process in industrial marketing - buying behaviour of industrial buyers - factors influencing buying behaviour - buying decision process - models of buying behaviour of industrial buyers.

UNIT III

Assessing Marketing Opportunities - business marketing intelligence in industrial marketing - assessing market opportunities in various segments of industrial market - industrial demand analysis - measuring market potential and sales forecasting.

UNIT IV

Industrial Marketing Strategy - Strategies for managing the industrial product line - managing marketing channels - pricing function - advertising, sales promotion and personal selling function - monitoring industrial marketing strategy.

UNIT V

Customer Relationship Management - objectives - managing customer service/sales profile - choosing CRM strategy - strategies used for customer satisfaction - managing relationship through conflict.

Reference Books:

1. Anderson, Customer Relationship Management, Tata McGraw Hill Publishing Company, New Delhi.
2. Daragh O. Reilly and Julian J Gibas, Building Buyer Relationships, Macmillan India Ltd.
3. Michael D Hutt and Speech T.V. Industrial Marketing Management, The Dryden Press.
4. Robert Dwyer F. Business Marketing, Tata McGraw Hill Publishing Company, New Delhi.
5. Robert and Reeder, Edward G. Brierty and Betty H. Reeder, industrial marketing Analysis, Planning and Control, Prentice Hall of India Ltd.

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DATABASE MANAGEMENT SYSTEM

Code: 24CS202

Max Marks: 70

UNIT I

(10 Hrs)

Introduction: An overview of database management system, Characteristics of database approach, DBMS architecture, client/server, data Models, Introduction to Distributed Data processing, schema and instances, data independence.

Data Modelling using Entity Relationship Model: Basic introduction about the terminologies like Entity, Entity types, Entity set, Notation for ER diagram, Attributes and keys, Types of attributes (composite, derived and multivalued attributes) and keys (Super Key, candidate key, primary key), Relationships, Relation types, Weak entities, Enhanced E-R, Specialization and Generalization.

UNIT II

(13 Hrs)

Introduction to SQL: Overview, Characteristics of SQL. Advantage of SQL, SQL data types and literals.

Types of SQL commands: DDL, DML, DCL. Basic SQL Queries.

Logical operators: BETWEEN, IN, AND, OR and NOT.

Null Values: Disallowing Null Values, Comparisons Using Null Values.

Integrity constraints: Primary Key, Not NULL, Unique, Check, Referential key.

Introduction to Nested Queries, Correlated Nested Queries, Set-Comparison Operators, Aggregate Operators: The GROUP BY and HAVING Clauses.

Joins: Inner joins, Outer Joins, Left outer, Right outer, full outer joins.

Overview of other SQL Objects: Views, Sequences, Indexes, Triggers and stored procedure.

UNIT III

(12 Hrs)

Relational Data Models: Relational model terminology domains, Attributes, Tuples, Relations, Characteristics of relations, Relational constraints Domain constraints, Key constraints and Constraints on null, Relational DB schema. Codd's Rules.

Relational Algebra: Basic operations selection and projection.

Set Theoretic Operations: Union, Intersection, Set difference and division (Order, Relational calculus: Domain, Tuple, Well Formed Formula, Specification, Quantifiers).

Join operations: Inner, Outer, Left outer, Right outer, and Full outer join.

ER to relational mapping: Steps to map ER diagram to relational schema.

Data Normalization: Functional dependencies, Armstrong's inference rule, & Normalization (Upto BCNF)

UNIT IV

(9 Hrs)

Transaction Processing: Definition of Transaction, Desirable ACID properties.

Database recovery and Database Security: System failure, Backup & recovery Techniques, Authentication, Authorization.

Overview of Query by Language, NoSql databases.

Text Book:

1. R. Elmasri and SB Navathe, "Fundamentals of Database Systems", Pearson, 5th Ed.
2. Singh S.K., "Database System Concepts, design and application", Pearson Education [TB3] TB3.
3. Ramakrishnan and Gherke, "Database Management Systems", TMH.
4. Bipin Desai, "An Introduction to Database Systems", Galgotia Publications, 1991.

Reference Books:

1. Abraham Silberschatz, Henry Korth, S. Sudarshan, "Database Systems Concepts", 6th Edition, McGraw Hill, 2010.
2. Jim Melton, Alan Simon, "Understanding the new SQL: A complete Guide", Morgan Kaufmann Publishers, 1993.
3. A. K. Majumdar, P. Battacharya, "Database Management Systems", TMH, 2017.

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SERVICES MARKETING

Code: 24MG332

Max. Marks: 70

UNIT I

Marketing Services - concept of service - characteristics of service - classification of service - causes of growth of the services sector - need for services marketing.

UNIT II

Marketing mix in services marketing - the seven Ps product decision - Pricing strategies and tactics - Promotion of service and placing - distribution methods for services - additional dimensions in services marketing - people, physical evidence and process.

UNIT III

Management of services marketing - marketing demand and supply through capacity planning and segmentation - internal marketing of services - external versus internal orientation of service strategy.

UNIT IV

Delivering quality service - process of delivering quality service - TQM in services marketing - Six sigma technique in delivering quality service - quality gaps - customer expectation versus perceived service gap - factors and techniques to resolve this gap - Quality standards - process and technological requirements to implement quality standards in services marketing.

UNIT V

Marketing of services with special reference to financial services, health services, hospitality services including travel, hotels and tourism, professional services, public utility services and educational services.

Reference Books:

1. Adrhian Payne, The Essence of Marketing, Prentice Hall of india (P) Ltd, New Delhi, 2001.
2. Chistopher Lovelock, Services Marketing, Pearson Education Asia, 4th edition, 2001.
3. Helen Woodroffe, Services Marketing, Mcmillan India Ltd, 1997.
4. S. M. Jha, Services Marketing, Himalaya Publishing House, Bombay.
5. Valare A Zeithmial & Mary joBitner, Services Marketing, Tata McGraw Hill Publishing Company, New Delhi, 2000.

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SYSTEMS ANALYSIS AND DESIGN

Code: 24MG333

Max. Marks: 70

UNIT I

Systems Definition - Systems classification-open, closed: Deterministic and probabilistic system: Stable system - Business organization as system - organization structure - organization Objective, process and information needs.

UNIT II

Information system life cycle - System development stages - User role in systems development process - Establishing a portfolio of information system application - Importance of Auditability, Maintainability and Recoverability in information systems.

UNIT III

Systems Planning - Approaches to systems development - feasibility as event - Technological, Economic and Social. System investigation: Objective of investigation, Management decision making; Procedure and data - Method of investigation - Recording of Investigation.

UNIT IV

Systems analysis - Objective of analysis, Tools of analysis - Steps in analysis - Analysis of Organization structure and procedures - Logical System design - Design Objective - Design Alternatives, Outline design of input and output - Data analysis processing requirements - Clerical and Computer, Selection of alternative.

UNIT V

Output and input design - Input and Output specifications - Computer Procedure design - Design tools design considerations - CASE tools; Design of forms, Codes, terminal dialogues and user procedures - Object oriented systems Analysis & design.

Systems implementation - Planning and Control - Unit testing and combined module testing - Testing manual procedures - File conversion and set up - Cut over and parallel testing - Training of users and Operating personnel - Documentation of the system - Maintenance and Review of system.

Text Books:

1. Hawry I. T. Szkiewy. Cz, An Introduction to System Analysis and Design, New Delhi, Prentice Hall of India, 1999.
2. Jeffrey A. Hetter, Joey F. George: Modern Systems Analysis & Design, New Delhi, Addison Wesley, 2000.
3. Thames A.D' Brien: Management Information Systems, Managing Information system for Internet worked enterprise, New Delhi, Tata McGraw Hill, 1999.
4. Zwars, foundation of Information Systems, New Jersey, McGraw Hill, International ed., 2000.

Reference Books:

1. Awaqd E: Systems Analysis and Design, New Delhi, Prentice Hall of India, 1997.
2. Kenneth C. Landon, Jane P. Landon: MIS, Managing digital firm, New Delhi, Prentice Hall of India, 2001.
3. Kendal & Kendal: Systems Analysis & Design, New Delhi, Prentice Hall of India, 1999.

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

Theory Paper

Total: 100 Marks

External: 70 Marks

Internal: 30 Marks

External: 70 Marks

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

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

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

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

Internal: 30 Marks

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



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Syllabus for MBA

Semester 4

Theory									
Course Code	Topic	L	T	P	Credit	Theory Marks	Internal Marks	Practical Marks	Total Marks
24MG401	International Business Environment	4	0	0	4	70	30	0	100
24MG402	Entrepreneurial Development	4	0	0	4	70	30	0	100
24MG403	Total Quality Management	4	0	0	4	70	30	0	100
Discipline Specific Elective (DSE-3) Choose any one									
24MG411	Retail Management	4	0	0	4	70	30	0	100
24MG113	Project Management	4	0	0	4	70	30	0	100
24MG412	Public Relations Management	4	0	0	4	70	30	0	100
24CS615	Software Project Management	4	0	0	4	70	30	0	100
24MG413	Material Management	4	0	0	4	70	30	0	100
Discipline Specific Elective (DSE-4) Choose any one									
24MG421	Marketing of Services	4	0	0	4	70	30	0	100
24MG422	Global Financial Management	4	0	0	4	70	30	0	100
24MG423	Managing Interpersonal Effectiveness	4	0	0	4	70	30	0	100
24CS403	Relational Database Management System	4	0	0	4	70	30	0	100
24MG424	Lean Manufacturing	4	0	0	4	70	30	0	100
24PR501	Major Project	0	0	0	6	0	30	70	100
24PR502	Seminar/Conference Presentation	0	0	0	2	0	100	0	100
Total					28	350	280	70	700

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ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

Detailed Syllabus

INTERNATIONAL BUSINESS ENVIRONMENT

Code: 24MG401

Max. Marks: 70

UNIT I

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

UNIT II

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

UNIT III

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

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

UNIT IV

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

UNIT-V

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

Reference Books:

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

ARYAVART INTERNATIONAL UNIVERSITY
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ENTREPRENEURIAL DEVELOPMENT

Code: 24MG402

Max Marks: 70

Unit I

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

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

UNIT III

Project management: Sources of 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

Project finance: Sources of finance - Institutional finance - Role of IFC, IDBI, ICICI, LIC,SFC, SIPCOT, Commercial Bank - Appraisal of 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

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 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 – Robert D Hisrich and others, Tata McGraw Hill Co.

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TOTAL QUALITY MANAGEMENT

Code: 24MG403

Max Marks: 70

UNIT I

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

UNIT II

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

UNIT III

Strategic tools for TQM – Bench Marking, Business Process Reengineering, Six sigma, JIT, QFD, Tagichi's quality engineering, Failure mode and Effect analysis. Poka yoke.

UNIT IV

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

UNIT V

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

Text Books:

1. Total Quality Management, PN. Mukherjee. PHI learning PVT Ltd.
2. Total Quality Management, Text and cases by B. Janakiraman and RK. Gopal, PHI learning PVT Ltd.,
3. Total Quality Management, SK. Mandal Vikas Publish House PVT Ltd.
4. Total Quality Management, James. R. Evans, India Edition, Cengage learning.
5. Principle of Total Quality, Vincent .K Omachonu Joel E. Ross, CRC Press distributed by Ane books PVT Ltd., www.anebooks.com
6. Production and operations Management – PANEERSELVEM R.

Reference Books:

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

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ARYAVART INTERNATIONAL UNIVERSITY
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RETAIL MANAGEMENT

Code: 24MG411

Max. Marks: 70

Unit I

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

Unit II

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

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 area. Factors involved in the location decision. Catchment area analysis.

Unit IV

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

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 Raffiq – Palgrave Macmillan – London – distributed by ANE books PVT Ltd., Email: anebooks_tn@airtelmail.com
3. Retail management – 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, Michael Barton and others – Tata McGraw Hill co.
2. Managing Retailing – Piyush Kumar Suiha and others. Oxford University press. Chennai.
3. Retailing environment & operations Andrew J. Newman and other, Cengage learning Chennai.
4. International Retailing, Nicholas Alexander – Oxford University press Chennai.
5. Fundamentals of Retailing – KVS madaan, Tata McGraw Hill Co.
6. Retail Management – 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 GVR Preet Randhawa – Atlantic publishers – Chennai.

ARYAVART INTERNATIONAL UNIVERSITY
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PROJECT MANAGEMENT

Code: 24MG113

Max Marks: 70

Unit I

Overview of Project Management: Verities of project, Project Features, Project Life Cycle – S-Curve, J-C.

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

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

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

Unit II

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

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

Introduction to project management software: Primavera/ Microsoft project

Unit III

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

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

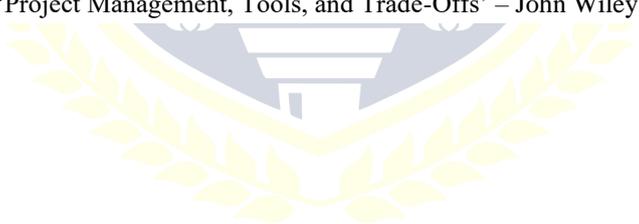
Project Termination: Extinction, Addition, Integration, Starvation.

Textbooks:

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

Reference Books:

1. ‘A Guide to Project Management Body of Knowledge’ PMBOK GUIDE, Sixth edition, Project management Institute – 2017.
2. Ted Klasterorin – ‘Project Management, Tools, and Trade-Offs’ – John Wiley – 2011.



विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

PUBLIC RELATIONS MANAGEMENT

Code: 24MG412

Max. Marks: 70

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Unit V

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

Text books:

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

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

SOFTWARE PROJECT MANAGEMENT

Code: 24CS615

Max. Marks: 70

Unit I: SYSTEM ANALYSIS & DESIGN

Overview of system analysis & Design : Introduction to different methodologies & Structured system analysis – Details of SDLC approach – mini cases – E.R. diagrams – DFD concepts – Data dictionary concepts. Structure charts – modular programming – I/O & file design consideration – Entity Life histories (ELH).

Unit II: SYSTEM IMPLEMENTATION

System implementation & maintenance : Implementation Strategies – SW / HW selection & procurement – Control & security – issues of designing & implementing on-line systems – data communication requirements – system conservation approaches & selection issues.

Unit III: PROJECT DEVELOPMENT & DATABASE DESIGN

Introduction to Database technologies & CASE tools with specific packages – overview of relational model – Database creation – SQL command – Normalization – designing forms & reports – using CASE tools for system analysis & design-case studies – Cost / benefit analysis – project & resource planning – design & development testing & documentation.

Unit IV: SOFTWARE PROJECT MANAGEMENT

Software project management: challenges & opportunities – changing technologies & approaches – choice development of methodologies & technical platforms, project management techniques – monitoring & measurement of progress.

Unit V: SOFTWARE PROJECT MANAGEMENT

Software project management – elements, cost estimation, manpower planning, Software & Product Metrics – Quality assurance & control – standards' & documentation – testing – implementation – training – technology management – quality standards – certificate – handling multiple projects, issues of share development.

Text books:

1. Software Engineering Principles and practice by Waman S.Jawadekar Tata McGraw Hill Co. – Chennai. Email : mark_pani@mcgrawhill.com
2. For Unit I Database Management systems Alexis Leon & Mathews Leon, Vikas Publishing House PVT Ltd.
3. Software Project Management by S.A. Kelkar, PHI learning India PVT Ltd., Email : phi@phindia.com
4. Software project management (2 volumes set) by Prof. SN. Singh and SL. Gupta – Global India publications PVT Ltd., New Delhi. Email : info@globalindiapublications.com

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
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MATERIAL MANAGEMENT

Code: 24MG413

Max. Marks: 70

Unit I: PURCHASING

Material management-meaning, advantages. Codification. Purchase management- Objectives, Functions, responsibilities and duties of purchase department .8R's of Purchasing. Kardex system. Methods of purchasing. Buying procedure.

Unit II: VENDOR DEVELOPMENT

Scope of vendor development, stages in source selection, vendor rating- criteria, methods of rating .

Unit III: RELATED MATERIALS FUNCTION

Spare parts management- definition, classification of spares, problems and issues in spares management. Store keeping – types of stores, benefits, store location, store layout, principles in stores management.

Unit IV: MATERIAL HANDLING

Definition, objectives of material handling, Importance, symptoms of poor material handling, principles of material handling. Material handling equipment, symbols, costs.

Unit V

Out sourcing, Make or buy decisions. Value engineering. Stores material accounting-Bin card, stores related ledgers. Recent development in material handling

Text books:

1. Materials Management procedures Text and cases, By A.K. Datta, PHI Learning India, www.phindia.com
2. Materials Management Text and cases, PHI learning India, New Delhi.
3. Materials Management case study and solutions by H. Kaushal Macmillan India Ltd.
4. Purchasing and materials management – NK Nair Vikas Publishing House PVT Ltd.
5. Material Management An Integrated approach by Dr. Pawan Arora Global India Publications PVT Ltd., New Delhi. Email : info@globalindiapublications.com
6. Purchasing – By Monczka, Trent and Hand field – By Cengage learning, India Edition.

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ARYAVART INTERNATIONAL UNIVERSITY
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MARKETING OF SERVICES

Code: 24MG421

Max. Marks: 70

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Unit V

Service business as a system – service operations sub – systems – Service delivery subsystem – Service marketing subsystem – Planning, organization – and implementation of Marketing effort – inter functional Conflict between marketing and operation – Evaluation of marketing effort.

Text book:

1. For Unit I, II, III Services Marketing – operations and Management, By Vinnie Jauhari & Kirti Dutta, Oxford University Press, Chennai. Email : v.anand@oup.com
2. For unit IV & V Marketing of services, India Edition, K. Douglas Hofiman, John.E.G. Bateson, Cengage learning, Chennai. Email : sriram.b@cengage.com
3. Services marketing by Kapoor, Paul & Halder – TATA McGraw Hill Co – Chennai.
4. Services marketing Govind Apte, Oxford University Press, Chennai.
5. Services marketing, The Indian Context, R. Srinivasan, PHI learning.

Reference Books:

1. Services marketing and management by Audrey Gilmore, Response Book – sage publication. www.indiasage.com
2. Services marketing text and cases Steve Baron and others, published by Palgrave Macmillan London, Distributed by ANE book PVT Ltd., Chennai. Email : anebooks_tn@airtelmail.in
3. Text book of marketing of services by Nimit Chowdhary – Macmillan India Ltd.

ARYAVART INTERNATIONAL UNIVERSITY
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GLOBAL FINANCIAL MANAGEMENT

Code: 24MG422

Max. Marks: 70

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

UNIT V

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

Recommended Text books 1. Joseph Anbarasu, Global Financial Management, Ane, Delhi, 2010 2. Kevin s, Fundamentals of International Financial Management, PHI, Delhi, 2010 3. Jeff Madura, International Financial Management, Cengage learning, Delhi, 2008

Reference Books:

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

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
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MANAGING INTERPERSONAL EFFECTIVENESS

Code: 24MG423

Max. Marks: 70

Unit I: SELF PERCEPTION AND SELF-PRESENTATION

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

Unit II: COMMUNICATION

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

Unit III: ATTITUDE AND ATTITUDE CHANGE

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

Unit IV: ENVIRONMENTAL INFLUENCE

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

Unit V: QUALITY OF WORK LIFE (QWL)

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

Text Books:

1. For Unit I and II Behaviour in Organisations By Jerald Greenberg and Robert. A. Baron – PHI learning India PVT Chennai. E-mail : phi@phindia.com
2. Culture and Organisational Behaviour by Jai B.P> Sinha – Sage, Chennai. Email: chennai@sagepub.insagepublications.com
3. Organisational behaviour by S. Fayyaz Ahamed and others – Atlantic publishers – Chennai.
4. For unit II Fundamentals of Organizational behaviour by Slocum and Hellriegel, India Edition by Cengage learning Chennai. Email: sriram.b@cengage.com
5. For Unit III Organisational Behaviour by Steven L MC Shane and others, Tata McGraw-Hill Co. Chennai. Email : mark_pani@mcgrawhill.com
6. For Unit Iv Essential social Psychology – By (RISO. R.J) and Turner R.N. – Thousand Oaks, CA; International Edition – Sage publication, Chennai. Email: chennai@sagepubuisagepublications.com
7. For Unit V Quality of work life Organisational Behaviour By John. W. Newstrom – Tata McGraw Hill, Special Indian Edition. Email: mark_pani@mcgrawhill.com.
8. For Unit V Working Woman and the stress organisational behaviour by Steeven L. MC Shane, Tata McGraw hill. Chennai.

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ARYAVART INTERNATIONAL UNIVERSITY
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RELATIONAL DATABASE MANAGEMENT SYSTEM

Code: 24CS403

Max. Marks: 70

Unit I: INTRODUCTION TO RDBMS AND ORACLE

Basic concepts of Relational Data Model – Introduction to SQL – Normalization. Creating tables – data types – data functions – conservation and transformation functions – queries and sub queries.

Unit II: ADVANCED CONCEPTS OF ORACLE

Changing data – advanced use of functions and variables – creating, dropping, altering tables and views – SQL (Structured Query Language) plus – accessing remote data – building reports – authority allocation – triggers and procedures. Data dictionary – design and performance issues.

Unit III: INTRODUCTION TO VISUAL BASIC

Introduction to basics – variable and values – drawing on the screen – building programs – adding menu bar – using array variable – building clock programs.

Unit IV: BUILDING LARGER PROGRAMS

Designing and building larger programs – address – book interfacing – working with multiple records – searching, printing, sorting and deleting – data management and control tool box for controls, forms, drawing fonts, and miscellaneous.

Unit V: PROJECT DEVELOPMENT

Selection of a Client / Server based application – design the project and tools – development using Oracle and Visual Basic – demo and review.

Text books:

1. For Unit I and II Oracle Database 11g By Satish Asnani – PHI learning India PVT Ltd., Email : phi@phindia.com
2. For Unit III and IV Programming with visual basic 6.0 by Mohamed Azam – Vikas publishing house PVT Ltd., Chennai – www.vikaspublishing.com
3. For Unit V Database Management System Oracle SQL and PL / SQL by Pranabkumar Dasgupta PHI learning India PVT Ltd.,
4. Database system concepts by Peter Rob & Carlos Coronel India Edition, Cengage learning Chennai. Email : sriram.b@cengage.com

Reference Books:

1. Oracle PL / SQL programming by Laksman Bulusu, Cengage learning, Chennai.
2. Database Management Systems By Gerald V.Post – Tata McGraw Hill Co.
3. Database Management Systems By Alexis Leon and Mathews Leon – Vikas Publishing House PVT Ltd.

विद्याधनं सर्वधनप्रधानं

ARYAVART INTERNATIONAL UNIVERSITY
Tilthai, Dharmanagar, North Tripura

LEAN MANUFACTURING

Code: 24MG424

Max. Marks: 70

Unit I

Evolution of lean thinking – Craftsman era, Mass Production era and Lean thinking.

Unit II

Lean Principles:

- a. The value
- b. Value stream mapping
- c. Flow
- d. Pull
- e. Perfection

Unit III

- a. From thinking to action: Lean Leap Tool – Kit
- b. TQM Concepts and Tools – QFD, FMEA Robust Design concepts; SPC, QC circles and KAIZEN approaches Six – Sigma philosophy and Methodologies.
- c. 5S and TPM
- d. JIT system and KANBAN concepts
- e. Cellular Layouts

Unit IV

- a. Creating Lean Enterprise – Organization and Implementation steps.
- b. Cases from Manufacturing Industries.
- c. Cases from service Industries, Including Software Industry.

Unit V

The Future – Lean Network.

Reference Books:

1. Lean materials planning and execution India Edition – Cengage learning by Donald H. Sheldon.
2. Lean manufacturing implementation by Dennis P. Hobba. Cengage learning.
3. For Unit III Total Quality Management by SK. Mandal Vikas publishing.
4. Simplified Lean manufacture – By N. Gopala Krishnan – PHI learning Private Ltd

Theory Paper

Total: 100 Marks

External: 70 Marks

Internal: 30 Marks

विद्याधनं सर्वधनप्रधानं

External: 70 Marks

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

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

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

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

Internal: 30 Marks

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