

**M.I.B.- MASTER OF INTERNATIONAL BUSINESS****CHOICE BASED CREDIT SYSTEM-LEARNING OUTCOMES BASED  
CURRICULUM FRAMEWORK (CBCS - LOCF)****(Applicable to the candidates admitted from the academic year 2022-23 onwards)**

Sem.	Types of the Courses	Title of the Paper	Ins. Hrs.	Credits	Maximum Marks		
					CIA	ESE	Total
I	Core Course-I (CC)	Global Business Environment	6	5	25	75	100
	Core Course-II (CC)	India's Foreign Trade and Legislations	6	5	25	75	100
	Core Course-III (CC)	Accounting For Managers	6	5	25	75	100
	Core Choice Course-I (CCC)	1. Managerial Economics (or) 2. International Human Resource Management (or) 3. Global Marketing Management	6	4	25	75	100
	Elective Course-I (EC)	1. Enterprise Resource Planning (or) 2. Principles of Management (or) 3. Business Communication	6	3	25	75	100
	Value Added Course -I (VAC)*	Investment Management	-	2*	25	75	100*
	<b>Total</b>		<b>30</b>	<b>22</b>			<b>600</b>
II	Core Course-IV (CC)	Forex Management	6	5	25	75	100
	Core Course-V (CC)	Computer Applications in Business	6	5	25	75	100
	Core Course-VI (CC)	Quantitative Techniques for Management Decisions	5	5	25	75	100
	Core Choice Course- II (CCC)	1. Strategic Management (or) 2. Legal aspects of Business (or) 3. International Trade Procedure and Documentation	5	4	25	75	100
	Elective Courses-II (EC)	1. Tourism Management (or) 2. Sales and Logistics Management (or) 3. Financial Services and Markets	5	3	25	75	100
	Non Major Elective Course-I (NME)	Export and Import Management	3	2	25	75	100
	<b>Total</b>		<b>30</b>	<b>24</b>			<b>600</b>

<b>III</b>	Core Course– VII (CC)	International Supply Chain Management	6	5	25	75	100
	Core Course– VIII (CC)	Research Methods for Business Management	6	5	25	75	100
	Core Course– IX (CC)	International Financial Management	5	5	25	75	100
	Core Choice Course –III (CCC)	1. Organizational Behavior (or) 2. Institution Facilitating International Business (or) 3. International Cargo Management	5	4	25	75	100
	Elective Course-III	1. Export Management (or) 2. Understanding of Behavioral Finance (or) 3. Corporate Finance	5	3	25	75	100
	Non-Major Elective Course-II (NME)	Digital Marketing	3	2	25	75	100
		<b>Total</b>	<b>30</b>	<b>24</b>			<b>600</b>
<b>IV</b>	Core Course–X(CC)	E- Commerce	6	5	25	75	100
	Core Course–XI(CC)	Cross Cultural Business Management	6	5	25	75	100
	Entrepreneurship / Industry Based Course	Entrepreneurial Development	6	5	25	75	100
	Project		12	5	20	80	100
	Value Added Course –II (VAC)*	WTO – Constitution and Operation	-	2*	25	75	100
		<b>Total</b>	<b>30</b>	<b>24</b>			<b>500</b>

#### SUMMARY OF CURRICULUM STRUCTURE OF PG PROGRAMMES – ARTS

Sl. No.	Types of the Courses	No. of Courses	No. of Credits	Marks
1.	Core Courses	11	55	1100
2.	Core Choice Courses	3	12	300
3.	Elective Courses	3	9	300
4.	Entrepreneurship/ Industry Based Course	1	5	100
5.	Project	1	5	100
6.	Non-Major Elective Courses	2	4	200
7.	<b>Total</b>	<b>21</b>	<b>90</b>	<b>2100</b>
8.	Value Added Courses *	2*	4*	200*

\* The value added courses credit will not be included in the total CGPA .  
 These courses are extra-credit courses.  
 Instruction hours for these courses is 30 hours.

## **PROGRAMME OUTCOMES**

- Identify the key issues, facing a business or business sub division.
- Utilize qualitative and quantitative methods, to investigate and solve critical business problems.
- Integrate tools and concepts from multiple functional areas (i.e. finance, marketing, operations, etc.) to solve business problems.
- Integrate ethical considerations into business models.
- Incorporate multi cultural perspectives while making business decisions.
- Adopt a global perspective to understand cultural differences influencing businesses.
- Integrate concepts from various disciplines, to develop business strategies.
- Cultivate the skills required to work effectively in a team-based environment.
- To negotiate effectively in order to achieve organizational and individual goals.

## **PROGRAMME SPECIFIC OUTCOMES**

- Systematic understanding of globalization and its impact on people, businesses and the economy.
- An ability to critically understand current issues (e.g., diversity, social responsibility, sustainability, innovation, knowledge management, etc.) in business.
- An ability to function effectively on multi-disciplinary teams (Team Work).
- An ability to analyze a problem and adopt appropriate managerial skills for obtaining its solution.
- An ability to communicate effectively, both in writing and orally (speaking / writing skills).
- An ability to recognize the importance of professional development by pursuing postgraduate studies or face competitive examinations, that offer challenging and rewarding careers in management.
- An ability to have a holistic approach towards management functions.
- An ability to practise ethical standards in business.

**First Year**

**CORE COURSE-I**  
**GLOBAL BUSINESS ENVIRONMENT**  
**(Theory)**

**Semester-I**

**Code:**

**Credit: 5**

**COURSE OBJECTIVES :**

- To understand about the various constituents of global business environment.
- To study the benefits and cost of globalization.
- To study the various exchange rate regimes and their respective advantages and disadvantages.

**UNIT- I :**

International Business: Nature, importance, scope and process–Framework for analyzing international business environment – geographical, economic, socio-cultural, political and legal environment–External Influence–International Trade Theories –Trade and Investments.

**UNIT – II :**

International Economic Environment – World economic and trading situation – International economic institutions and agreements – WTO, UNCTAD, IMF, World Bank – Generalized system of preferences, GSP–International commodity agreements.

**UNIT – III :**

Multinational Corporations: Conceptual framework of MNCs- MNCs and host and home country relations – Technology transfers – importance and types, Multinational Enterprises – Economic, Political, Legal and Operational Impact of MNE- International Operations – Global supply chain management – global manufacturing strategies – factors affecting international HRM and staffing policy

**UNIT – IV :**

Nature of International Business Environment – Political environment –Legal Environment – Technology – Cultural Environment – Country Classifications – Economic Trade Policies – Dynamics of International Business and Government Relationships.

**UNIT – V :**

Foreign Investment – World Financial Environment – types and theories of foreign investment; foreign investment – flows and barriers – Foreign Direct Investment – Working of Foreign Exchange Markets –Convertibility–Exchange Restrictions –International Monetary System.

**UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :**

Contemporary issues Related to the Global Business Environment - Practical: Studying Business Environment of Different Countries - Group discussion and Case Study on Emerging Trends.

**TEXT BOOKS :**

1. Jayant Awasthi, International Business Environment, Sanjeeva, Rajasthan, 2015.
2. Jotwani K, International Business Environment, Nirali Prakashan, Maharashtra, 2019.
3. Dr. V. C. Sinha, Dr.Ritika Sinha, Dr.RitikaSinha and Dr. V. C. Sinha, Business Environment, SPBD Publishing House, 2022.
4. Ian Brooks, Jamie Weatherston and Graham Wilkinson, The International Business Environment, 2015.
5. Sundaram K Anant, The International Business Environment Text and Cases, 2017.

**REFERENCES :**

1. Adhikary and Manab, Global Business Management, Macmillan, New Delhi, 2017.
2. Bhattacharya.B, Going International Response Strategies for Indian Sector, Wheeler Publishing Co. New Delhi, 2016.
3. Black and Sundaram, International Business Environment, Prentice Hall of India, New Delhi, 2018.
4. Gosh and Biswanath, Economic Environment of Business, South Asia Book, New Delhi, 2015.
5. Aswathappa, International Business, Tata McGraw Hill Publications, New Delhi, 2019.

**E-RESOURCES :**

1. International Business Environment <https://alison.com> › Business › Business Communication
2. [https://onlinecourses.swayam2.ac.in/cec20\\_mg12/preview](https://onlinecourses.swayam2.ac.in/cec20_mg12/preview)
3. <https://www.coursera.org/learn/global-business-environment>
4. <https://www.classcentral.com/course/global-business-environment-8063>

**COURSE OUTCOMES :** At end of the course, the students will be able to:

- Explain the concepts in international business, with respect to foreign trade/international business.
- To evaluate the global business environment in terms of economic, social and legal aspects.
- Analyze the principle of international business and strategies adopted by firms to expand globally.
- Critically evaluate the Global business environment suitable for different trade goals in different time spans.
- Compare and contrast cultures and societies globally using socioeconomic and cultural frameworks.

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**First Year**

**CORE COURSE-II  
INDIA'S FOREIGN TRADE AND  
LEGISLATIONS  
(Theory)**

**Semester-I**

**Code:**

**Credit: 5**

**COURSE OBJECTIVES :**

- To familiarize students with the process of international and domestic trade procedures.
- To form a base of policy framework in International Trading with special emphasis on India.
- To enable critical thinking in students and applications of innovative solutions to varied Foreign Trade issues and problems.

**UNIT – I :**

Legal frame work of India's foreign trade – The foreign trade development and Regulation Act (1992)–Import and Export Control Act (1947) – Foreign Trade Regulations Rules (1993) – Foreign Trade (Exemption from Application of Rules in Certain Cases) order 1993.

**UNIT – II :**

Customs Act – Customs Tariff Act – The Arrival and Departure of Vessels / Aircrafts – Statutory Procedure Requirements as per Customs Act – Import Clearance formalities – ware housing of dutiable goods – classification and tariff – valuation of goods for customs.

**UNIT – III :**

Central Excise Act 1944 – Central Excise Duty: Meaning, Nature, features, kinds, Basis of Ex-cise duty between central excise duties and customs – General procedure of Central Excise Registration procedure, Appeals and statement, penalties, offences and punishments.

**UNIT – IV :**

MODVAT credit- Job work – return of duty paid goods- important Records and returns – Adjudication – Appeals to collector (Appeals) – Appeal to Appellate Tribunal- Appeal to high court prosecution – Exemptions to small scale unit–Service tax.

**UNIT – V :**

Clearance procedures for home consumption for warehousing expound clearance, steps and documents to be prepared and filled, Viz, Bill of entry for home consumption, - Bill of Entry warehouse – shipping Bill for expound clearance for home consumption and other accompanying documents. Clearance procedure for import by post. Clearance of Baggage – Import of Baggage – Meaning and kinds of Baggage; Rules and procedure of import there of – General Passenger, Tourist passenger and transfer of Resident passenger, (From of baggage declaration).

## **UNIT – VI      CURRENT CONTOURS (For Continuous Internal Assessment only) :**

Contemporary issues Related to the India's Foreign Trade and Legislations- Practical: Studying Trade policies of Foreign Trade at Global Context - Mini Project and Practical Case Study.

### **TEXT BOOKS :**

1. Mathur, Vibha, "Foreign Trade Policy and Trends in India", New Century Publications, New Delhi, 2019.
2. Murthy, Gautam, "International Trade and Economic co-operation", New Century Publications, New Delhi, 2017.
3. V.s. Datey, Customs law & foreign trade policy, Taxmann, 2022.
4. Anand Garg, Customs tariff with IGST and foreign trade policy, Law books, 2022.
5. Ramni Taneja, Foreign Direct Investment and Globalisation - Deals with FDI investments in India and FDI outflows from India, 2018.

### **REFERENCES :**

1. Apte. P.G. Multinational Financial Management, Tata-McGraw Hill, New Delhi, 2016.
2. Baker, J.C. International Finance Management, Markets and Institutions, prentice Hall, EnglewoodCliffs, 2017.
3. Levi, Maurice, International Finance, McGrawHill Inc. New York, 2016.
4. Seth, A.K. International Financial Management, Galgotia, Publishing Company, New Delhi, 2018
5. Shapiro, Allen C. Multinational Financial Management, Prentice Hall of India Private Ltd., New Delhi, 2019.
6. Sharan V. International Financial Management, Prentice Hall of India Private Ltd., New Delhi, 2021.
7. Dr. H.C. Mehrota, Indirect Taxes Law and Practice, Sahitya Bhawan Publications, 2020.

### **E-RESOURCES :**

1. <https://www.edx.org/learn/international-trade>
2. <https://www.classcentral.com/course/swayam-international-trade-theory-and-empirics-23010>
3. <https://www.youtube.com/channel/UCLy5FAB96ddnwpgKEIKulaA>

### **COURSE OUTCOMES :**

At end of the course, the students will be able to:

- Understand foreign trade issues and challenges and identify the foreign trade goals.
- Critically evaluate the global economics scenario, suitable for different trade goals in different time span.
- Apply appropriate trade mechanism to manage foreign trade in India.
- Analyze regional economic co-operation and its impact.
- Understand various dimensions of economic regionalism and foreign trade.

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**First Year**

**CORE COURSE-III  
ACCOUNTING FOR MANAGERS  
(Theory)**

**Semester-I**

**Code:**

**Credit: 5**

**COURSE OBJECTIVES :**

- To develop knowledge on the allocation and management of financial resources.
- To understand time value of money concept and the role of a financial manager in the current competitive business scenario.
- To analyze specific characteristics of Logistics Management Accounting and their future action for expenses and income.

**UNIT – I :**

Accounting principles & concepts–double entry booking–Accounting equations–Journal ledger– Trial balance– Accounting for depreciation–over view of Accounting standard.

**UNIT – II :**

Construction of profit and loss Accounts and balance sheet of companies as per company's act– Analysis and Interpretation of financial statement – Ratio Analysis.

**UNIT – III :**

Cost concepts–methods and Techniques cost classification–cost volume profit analysis– Marginal costing and decision making.

**UNIT - IV :**

Budgeting and budgetary control– Preparation of functional budgets–cash budgets–flexible budgets– standard costing as tools of control– variance analysis.

**UNIT – V :**

Capital budgeting concept–Traditional methods of evaluation – Capital expenditure decisions under certainty and risky environment- Concept and Approaches to Responsibility Accounting. Different Responsibility Centers Significance

**UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :**

Contemporary issues Related to the Accounting and Financial Management - Practical analysis of Accounting and Financial Terminologies - Mini Project on Financial Management concept of the Firms - Case Study on Financial Concepts.



**TEXT BOOKS :**

1. Sehgal, Deepak, "Financial Accounting", Vikas Publishing H House, 5th Edition, New Delhi, 2017.
2. Goyal, Bhushan Kumar; Tiwari, HN, Financial Accounting, 5th Edition, Taxmann Publications, 2018.
3. Pandey, I.M, Financial Management, 11th Edition, Vikas Publication, New Delhi, 2018.
4. Sinha, Pradeep Kumar, Financial Management, 5th Edition, The World Press, Calcutta, 2019.

**REFERENCES :**

1. Mukerjee and Haneef, Modern Accountancy, Tata McGrawHill, 2016.
2. Shukla and Grewal, Advanced Accountancy, S. Chand & Sons, 2018.
3. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 15th edition, Tata McGraw Hill Publishers, 2018.
4. Stice & Stice, Financial Accounting Reporting and Analysis, 8th edition, Cengage Learning, 2020.
5. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning, 2019.
6. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2017.

**E-RESOURCES :**

1. <http://www.sxccal.edu/TwinningProgramme/downloads/MBA-Accounting-Managers1stYear.pdf>.
2. <https://www.classcentral.com/course/edx-financial-management-in-organizations-9109>
3. <https://alison.com/courses/accounting>
4. <https://www.oxfordhomestudy.com/courses/accounting-courses-online/free-online-accounting-courses>
5. <https://www.udemy.com/topic/accounting/free/>

**COURSE OUTCOMES :** At end of the course, the students will be able to:

- Explain the concept of fundamental financial concepts, especially time value of money.
- Apply capital budgeting projects, using traditional methods.
- Analyze the main ways of raising capital and their respective advantages and disadvantages in different circumstances.
- Analyze the complexities associated with management of cost of product and services in the Organization.
- Demonstrate how the concepts of accounting and costing could integrate while identification and resolution of problems pertaining to the sector.

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**First Year**

**CORE CHOICE COURSE-I  
MANAGERIAL ECONOMICS  
(Theory)**

**Semester-I**

**Code:**

**Credit: 4**

**COURSE OBJECTIVES :**

- To understand the concepts of managerial economics and financial analysis, to help in optimal decision making in business environment.
- To be familiar with demand concepts, types of methods or techniques of demand used by the entrepreneur or producer.
- To have a thorough knowledge on the production theories and cost while dealing with the production and factors of production.

**UNIT – I :**

Managerial Economics – Meaning, Nature, Scope and Applications – Its relationships with other disciplines – Role of Managerial Economist- Demand Analysis – Determinants of Demand and Demand forecasting- Supply Analysis: The objective of supply analysis; Determinants of supply, Elasticity of Supply.

**UNIT – II :**

Production Function – Law of Returns to Scale – Economics of scale – Cost Concepts – Cost function– Cost Output relationship– Cost Control and Cost Reduction.

**UNIT – III :**

Price and Output decisions under perfect competition, Monopoly, Oligopoly, Monopolistic Competition– Price discrimination–Pricing Objectives, Policies and Practices–Price differentials.

**UNIT – IV :**

Profit – Concept and Meaning –Theories – Measurement – Economic Profit vs. Accounting Profit – Break even analysis– Profit Planning and Forecasting.

**UNIT – V :**

Business Cycle – Role of Economic Forecasting in Business- Gross Domestic Product & Gross National Product: Concepts and their relevance in economic growth–Methods of Measurement–Trends in National Income estimates and utility–Concepts related to liberalization, privatization and globalization.

**UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :**

Contemporary issues Related to the Managerial Economics- Practical: Studying the Role of Economic Forecasting in Business- Mini Project and Related Case Study- Group discussion.

**TEXT BOOKS :**

1. Prince, M. B. A. J. (2022). Managerial Economics & Business Strategy 10th Edition, Michael Baye, Jeff Prince (International Edition). Mcgraw.
2. Salvatore, D., Managerial economics: principles and worldwide applications, International eighth edition. New York: Oxford University Press, 2019.
3. Dwivedi D.N., Managerial Economics, Margham Publications, 2020.
4. S.Sankaran, Managerial Economics, Margham Publications, 2016.
5. Cauvery and Sudha Nayak, Managerial Economics, S.Chand and Sons, 2018.

**REFERENCES :**

1. Joel Dean, Managerial Economics, Prentice Hall, 2018.
2. Mehta P.L., Managerial Economics, Sultan Chand and Sons, 2019.
3. Varshney and Maheswari, Managerial Economics, Sultan Chand and Sons, 2017.
4. Gupta G.S., Managerial Economics, Tata McGraw Hill, 2019.
5. Reddy P.N. and Appannaih, Essentials of Managerial Economics, Himalaya Publishing-House, 2018.
6. Mithani D.M., Managerial Economics, Himalaya Publishing House, 2017.

**E-RESOURCES :**

1. <https://www.edx.org/learn/managerial-economics>
2. <https://www.coursera.org/courses?query=managerial%20economics>
3. <https://www.classcentral.com/course/swayam-introduction-to-managerial-economics-14155>
4. <https://www.udemy.com/course/introduction-to-managerial-economics/>

**COURSE OUTCOMES :** At end of the course, the students will be able to:

- Apply the knowledge of the mechanics of supply and demand to explain working of markets
- Describe how changes in demand and supply affect markets
- Understand the choices made by a rational consumer
- Explain relationships between production and costs
- Define key characteristics and consequences of different forms of markets

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**First Year**

**CORE CHOICE COURSE-I  
2. INTERNATIONAL HUMAN  
RESOURCE MANAGEMENT  
(Theory)**

**Semester-I**

**Code:**

**Credit: 4**

**COURSE OBJECTIVES :**

- To explore the dynamics of global business environment and to prepare the students about examining of the maximization of returns in the context human resources.
- To understand the implications of the globalization process, challenges in the international economy and managing the diversity of HRM in an international context
- To identify the key HR challenges, facing organizations working internationally.

**UNIT – I :**

Globalization and Human Resource Management: Introduction to IHRM Definition, Features, elements Approaches to IHRM, Globalization and International HRM. Domestic Vs international HRM Internationalization of firms.

**UNIT – II :**

The diffusion of International HRM in MNCs: Global versus local strategy and structure in MNCs. Transfer of HR practices in MNCs. Knowledge management and international HRM. Cross cultural management. Global work life management.

**UNIT – III :**

The management of international HR practices in MNCs: Talent Acquisition, retention of international managers; Women Expats; Repatriation, International management training and Development. International pay, key components of international compensation, Approaches to international compensation, Global compensation: emerging issues. issue of double taxation, Performance management of international Employees, Rewards and Recognition strategy. Global talent management.

**UNIT – IV :**

Employee relations: International perspective of Industrial relations IHRM trends and future challenges. Corporate social responsibility and sustainability in HR Labour regulation in a global economy. Diversity and diversity management.

**UNIT – V :**

Performance Management: Introduction - performance management of international employees - performance appraisal of international employees - Industrial Relations in International Context - Managing people in International Context.

## **UNIT – VI     CURRENT CONTOURS (For Continuous Internal Assessment only) :**

Contemporary issues Related to the International Human Resource Management- Practical: Studying Corporate social responsibility and sustainability in HR - Mini Project on HR practices in MNCs - role play, Group discussion.

### **TEXT BOOKS :**

1. Dowling, Peter; Title: International human resource management - Managing people in a multinational context; Publisher: Thompson, 2020.
2. Bhatia. S.K, International Human Resource Management-a global perspective: Publisher: Deep & Deep Publications Pvt. Ltd., 2019.
3. International Human Resource Management- Tony Edwards & Chris Rees: Pearson, 2018.
4. Cynthia D. Fisher, Lyle F. Schoenfeldt and James B. Shaw, Managing Human Resource, Cengage, 2016.
5. Manas K. Mandal, In Search of the Right Personnel, Macmillan, 2018.
6. Jeffrey A. Mello, Strategic Human Resource Management, Thomson, 2017.

### **REFERENCES :**

1. Monir H. Tayeb International Human Resource Management: A Multinational Company Perspective, Oxford University Press, 2019.
2. Paul Sparrow, Chris Brewster, Hilary Harris; Pub. Taylor and Francis, Globalizing Human Resource Management; Oxford University Press, 2018.
3. Wayne Mondy, Human Resource Management, Pearson, 2017.
4. David Lepak & Mary Gowan, Human Resource Management, Pearson, 2020.
5. Snell & Bohlander, Human Resource Management, Cengage, 2017.

### **E-RESOURCES :**

1. <https://www.classcentral.com/course/introduction-to-international-human-resources-man-20381>
2. <https://alison.com/course/international-and-strategic-human-resource-management-revised>
3. <https://www.freestudy.com/best-free-online-courses-in-human-resources>
4. <https://www.reed.co.uk/courses/free/hr/online>

**COURSE OUTCOMES :** At end of the course, the students will be able to:

- Demonstrate an understanding of key terms, theories/concepts and practices within the field of IHRM
- Obtain an in-depth knowledge of specific IHRM-related theories, skills and practices
- Appreciate the implications of increasing globalization for the management of human resources, with particular reference to IHRM in multinational corporations
- Develop and ability to undertake qualitative and quantitative research and apply this knowledge in the context of an independently constructed work.
- Identify and appreciate the significance of ethical issues in HR practices and the management of people in the workplace.

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**First Year**

**CORE CHOICE COURSE-I**  
**3. GLOBAL MARKETING MANAGEMENT**  
**(Theory)**

**Semester-I**

**Code:**

**Credit: 4**

**COURSE OBJECTIVES :**

- To understand the key characteristics of important country markets, in different regions of the world and learn how to develop marketing plans for these diverse country markets.
- To learn to gather, categorize, analyze, interpret, and evaluate relevant information about markets in different countries around the world.
- To learn how to assess the social/cultural, economic/financial, political/regulatory, and technological/infrastructure environments of different countries and how to adjust a company's marketing practices based on these factors

**UNIT – I :**

Introduction to International Marketing: Nature and significance – Complexities in International marketing – Transition from domestic to translational marketing – International market orientation.

**UNIT – II :**

International Marketing Environment: Internal environment; External environment – geographical, demographic, economic, socio-cultural, political and legal environment; Impact of environment on international marketing decisions – Scanning and monitoring global marketing environment – International marketing information system.

**UNIT – III :**

Product Decisions: Product planning for global markets – Standardization vs Product adaptation - International trade product life cycle – New product development – Management of international brands – Packaging and labelling – Provision of sales related services – Pricing Decisions – Environmental influences – International pricing policies and strategies – Factors affecting international price determination – Delivery terms and currency for export price quotations.

**UNIT – IV :**

Promotion Decisions: Complexities and issues – Communications across countries – complexities – issues – International promotion tools and planning – Developing international promotion campaign – Standardization vs. adaptation issue – Distribution Channels and Logistics: Functional and types of channels; Channel selection decisions; Selection of foreign distributors/agents and managing relations with them; International logistics decisions.

## **UNIT – V :**

Emerging trends in international marketing; International Marketing through Internet – Ecological concerns and international marketing ethics.

## **UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :**

Contemporary issues Related to the Global Marketing Management- Practical: Studying International Marketing Environment- Mini Project on Emerging trends in international marketing- role play, Group discussion.

### **TEXT BOOKS :**

1. Hollensen, Svend. Global Marketing: A decision-oriented approach. 4th ed., Prentice Hall. Harlow, England, 2017.
2. Bradley, Frank. International Marketing Strategy– 5th ed. – Prentice Hall. An imprint of Pearson Education, Harlow, England, 2018.
3. Masaaki (Mike) Kotabe, KristiaanHelsen, Global Marketing Management, 8th Edition, 2019.
4. Kotabe, M., &Helsen, K. Global Marketing Management (9th ed.). Wiley, 2022.
5. Kotler, P. K. L. K. Marketing Management, Global Edition (15th edition). Pearson Education Limited, 2022.

### **REFERENCES :**

1. Czinkota, M.R: International Marketing, Dryden Press, Boston, 2018.
2. Fayerweather and John, International Marketing, Prentice Hall, New Delhi, 2019.
3. Jain, S.C. International Marketing, CBS Publications, New Delhi, 2019.
4. Keegan, Warren J.: Global Marketing Management, Prentice Hall, New Delhi, 2017.
5. Onkvisit, Sak and John J. Shaw: International Marketing: Analysis and Strategy, Prentice Hall, New Delhi, 2019.

### **E-RESOURCES :**

1. <https://alison.com/course/international-marketing-and-supply-chain-management>
2. <https://www.classcentral.com/course/swayam-international-marketing-58474>
3. <https://uniathena.com/short-courses/diploma-in-international-marketing-management>
4. <https://uniathena.com/short-courses/diploma-in-international-marketing-management>

**COURSE OUTCOMES :**At end of the course, the students will be able to:

- Evaluate and integrate a wide range of management concepts, with a focus on the international marketing tasks facing the firm.
- Identify courses of marketing action.
- Develop international marketing strategies for consumer products firms, industrial products firms and services firms.
- Decide the appropriate way of entering chosen foreign markets.
- Know how to implement the international marketing strategy selected through suitable methods of pricing and distribution supported by appropriate international marketing negotiations strategies.

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**First Year**

**ELECTIVE COURSE-I**  
**1. ENTERPRISE RESOURCE PLANNING**  
**(Theory)**

**Semester-I**

**Code:**

**Credit: 3**

**COURSE OBJECTIVES :**

- To provide a contemporary and forward-looking on the theory and practice of Enterprise Resource Planning Technology.
- To focus on a strong emphasis upon practice of theory in Applications and Practical-oriented approach.
- To train the students to develop the basic understanding of how ERP enriches the business organizations in achieving a multidimensional growth.

**UNIT – I :**

Introduction - Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems.

**UNIT – II :**

ERP Solutions and Functional Modules - Overview of ERP software solutions- Small medium and large enterprise vendor solutions, BPR, Business Engineering and best Business practices - Business Process Management. Overview of ERP modules -sales and Marketing, Accounting and Finance, Materials and Production management.

**UNIT – III :**

ERP Implementation - Planning Evaluation and selection of ERP systems Implementation life cycle - ERP implementation, Methodology and Frame work Training – Data Migration. People Organization in implementation Consultants, Vendors and Employees.

**UNIT – IV :**

Post Implementation Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.

**UNIT – V :**

Emerging Trends on ERP - Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics etc- Future trends in ERP systems-web enabled, Wireless technologies so on.

**UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :**

Contemporary Issues Related to the Enterprise Resource Planning- Practical: Studying ERP Solutions and Functional Modules - Mini Project on Emerging Trends on ERP - role play, Group discussion.



**TEXT BOOKS :**

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2017.
2. Ellen Monk and Bret Wagner, Concepts in Enterprise Resource Planning 4th Edition, 2021.
3. Justin Lee Goldston, Critical Success Factors in Enterprise Resource Planning Implementation in U.S. Manufacturing, DBC publishing, 2019.
4. Gerardus Blokdyk, Enterprise resource planning a complete guide, 5STARCook, 2021.
5. Odd JoranSagegg and Erlend Alfnes, ERP Systems for Manufacturing Supply Chains: Applications, Configuration, and Performance 1st Edition, Auerbach Publications, 2020.

**REFERENCES :**

1. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2018
2. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2018.
3. MahadeoJaiswal and Ganesh Vanapalli, ERP Macmillan India, 2019.
4. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall ofIndia, 2nd edition, 2016.
5. Summer, ERP, Pearson Education, 2018.

**E-RESOURCES :**

1. <https://www.coursera.org/lecture/advanced-manufacturing-enterprise/enterprise-resource-planning-erp-MAUTK>
2. <https://www.udemy.com/course/erp-4-free/>
3. [https://education.oracle.com/learn/saas-erp/pPillar\\_644](https://education.oracle.com/learn/saas-erp/pPillar_644)
4. <https://alison.com/course/enterprise-resource-planning-and-management>
5. <https://www.linkedin.com/learning/topics/sap-erp>

**COURSE OUTCOMES :** At end of the course, the students will be able to:

- Make basic use of enterprise software, and its role in integrating business functions
- Analyse the strategic options for ERP identification and adoption.
- Design the ERP implementation strategies.
- Create reengineered business processes for successful ERP implementation.

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**First Year**

**ELECTIVE COURSE-I**  
**2. PRINCIPLES OF MANAGEMENT**  
**(Theory)**

**Semester-I**

**Code:**

**Credit: 3**

**COURSE OBJECTIVES :**

- To provide a fundamental exposure to the students on the theories in management.
- To provide case studies to contemporary executives, with international perspectives.
- To understand the goals in employee performance reviews.

**UNIT – I :**

Concept of Management –Features, Objectives, Functions and Importance of Management- Nature of Management-Management Principles- Role of Managers- Functional Areas of Management, Managerial Skills- Theory of Peter F.Drucker -Relevant Case studies.

**UNIT – II :**

Meaning- Features of Planning- Importance of Planning- Objectives of Planning- Limitations of Planning-Barriers to Planning- Process of Planning- Principles of Planning- Features of Good Plan- Planning Premises- Process of Planning Premises- Types of Planning Premises - Relevant Case studies.

**UNIT – III :**

Meaning, Nature of Organisation- Process of Organising- Importance- Organisation Chart- Principles of Organisation Chart- Advantages of Organisation Chart- Limitations of Organisations Chart-Kinds of Organisation Chart. Formal Organisation- Features and Benefits of Formal Organisation- Limitations of Organisation Chart - Relevant Case studies.

**UNIT – IV :**

Meaning- Nature of Staffing- Need for Staffing- Importance of Staffing- Staffing Process. Motivation: Meaning- Nature of Motivation- Importance of Motivation- Effective Motivation- Theories of Motivation. Controlling: Meaning- Nature - Importance - Types - Cybernetic and Non Cybernetic Control- Resistance to Control- Effects of Resistance to Control- Ways to overcome Resistance to Control- Control Process - Relevant Case studies.

**UNIT – V :**

Meaning – nature – levels – Historical perspectives of Social responsibility – Barriers – Profit maximisation and Social responsibility – Various stake holders and social responsibility – Davis Model of Social responsibility – Phases – Approaches – Social responsibility in India – Social responsiveness and Social Audit – Ethics – Values - Relevant Case studies

**UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :**

Contemporary issues Related to the Principles of Management - Practical: Studying Management styles of two Global institutions in the lime-light- Mini Project - Group discussion.

**TEXT BOOKS :**

1. Tripathi P C & P N Reddy, Principles of Management, McGraw Hill India, 6th edition, 2017.
2. Andrew J. Dubrin, Essentials of Management, ThomsonSouthwestern, 9th edition, 2019.
3. NeeruVasishth, Principles of Management, Taxmanns, 3rd Edition, 2018.
4. Samuel C. Certo and TervisCerto, Modern management: concepts and skills, Pearson education, 12th edition, 2019.
5. Charles W.L Hill and Steven L McShane, 'Principles of Management, McGraw Hill Education, Special Indian Edition, 2017.

**REFERENCES :**

1. Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- A competency based approach, Thompson South Western, 11th edition, 2019.
2. Heinz Wehrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 12th edition, 2018.
3. Stephen P. Robbins, David A. DeCenzo and Mary Coulter, Fundamentals of management, Prentice Hall of India, 2017.
4. Harold Koontz and Heinz Wehrich, Essentials of management: An International & Leadership Perspective, 9th edition, Tata McGraw-Hill Education, 2017.
5. [https://www.tutorialspoint.com/management\\_principles/management\\_principles\\_tutorial.pdf](https://www.tutorialspoint.com/management_principles/management_principles_tutorial.pdf)

**E-RESOURCES :**

1. <https://www.classcentral.com/course/independent-principles-of-management-11932>
2. <https://www.coursera.org/learn/principles-of-management>
3. <https://www.mygreatlearning.com/academy/learn-for-free/courses/principles-of-management>
4. [https://onlinecourses.nptel.ac.in/noc21\\_mg30/preview](https://onlinecourses.nptel.ac.in/noc21_mg30/preview)
5. <https://www.udemy.com/course/principles-of-management-j/>

**COURSE OUTCOMES :**

At end of the course, the students will be able to:

- To provide a fundamental exposure to the students on the theories of management
- Giving contemporary executives, with international perspectives case studies.
- Discuss and communicate the management evolution and how it will affect future managers.
- Explain how organizations adapt to an uncertain environment and identify techniques managers use to influence and control the internal environment.
- To evaluate leadership styles to anticipate the consequences of each leadership style.

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**First Year**

**ELECTIVE COURSE-I**  
**3. BUSINESS COMMUNICATION**  
**(Theory)**

**Semester-I**

**Code:**

**Credit: 3**

**COURSE OBJECTIVES :**

- To provide a fundamental exposure to the students on the theories of management.
- To provide case studies by contemporary executives, with international perspectives.
- To understand the objectives in employee performance reviews.

**UNIT – I :**

Introduction to business communication meaning- objectives- importance- Principles of Communication-Forms of Communication- Process of Communication- Communication barriers- Techniques for effective communication - Relevant Case Studies.

**UNIT – II :**

Basic English Communication -Parts of Speech- Meaning and its usage – Noun – Pronoun – Verbs-Types of Verbs – Adverb – Adjectives – Conjunction – Interjections-Parts of Sentence- Subject and Predicate (Simple, Complete and Complex)- Order of Subject and Predicate- Complements - Relevant Case Studies.

**UNIT – III :**

Written communication- Business Letter Writing- Principles- Inquiries- Circulars- Quotations- Order- Acknowledgement- Complaints- Claims and Adjustments- Sales letters. Job Application Letters- Bio-Data- Covering Letters, Interview letters, Letter of Reference. E-Mail- Minutes- Agenda- Circular and Notices - Relevant Case Studies.

**UNIT – IV :**

Report writing- Types of Business Reports- Format- Structure- Components of Report- Analysis of Sample Reports from Industry - Relevant Case Studies.

**UNIT – V :**

Non-verbal communication- Importance of Non-Verbal Communication and its implications in Business- Body language- Gestures- Postures- Facial Expressions- Eye Contact- Movements and Body Positions- Kinesics, Haptics and Proxemics - Relevant Case Studies.

**UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :**

Contemporary Developments Related to the Business Communication during the Semester concerned - Practical: Students participation on listening, critical and reflective thinking and responding, letter writing and oral presentation. Group Discussion on Recent Management related topics.

### **TEXT BOOKS :**

1. AshaKaul, Effective Business Communication, PHI publications, Second Edition, 2018.
2. Rajendra Pal and J.S Korlahalli. Essentials of Business Communication, Sultan Chand and Sons, New Delhi, 2020.
3. Raymond V Lesikar, John D Pettit, and Mary E Flatly, Lesikar's Basic Business Communication. 11th ed. Tata McGraw-Hill, New Delhi, 2019.
4. Lesikar, R.V and Flatley, M.E. Basic Business Communication Skills for Empowering the Internet Generation. Tata McGraw Hill Publishing Company Ltd, 2018.
5. Cardon, P. *Business Communication: Developing Leaders for a Networked World* (4th ed.). McGraw-Hill Education, 2020.

### **REFERENCES :**

1. Peter Hartley and Peter Chatterton. Business Communication: Rethinking Your Professional Practice for the Post-Digital Age, 2015, Routledge.
2. Glencoe Language Arts, Grammar and Composition Handbook, Glencoe McGraw Hill, 2012.
3. <https://www.university.youth4work.com/Study-Material/Business-Communication-Lecture>.
4. Arabinda Debnath, Business Communication, Generic B, 2019.
5. Courtland L. Bovee, John V. Thill and Roshan Lal Raina, Business Communication today, Fourteenth Edition, Pearson, 2018.

### **E-RESOURCES :**

1. <https://www.edx.org/learn/business-communications>
2. <https://learndigital.withgoogle.com/digitalunlocked/course/business-communication>
3. <https://www.eduonix.com/courses/Office-Productivity/a-complete-guide-for-effective-business-communication>
4. <https://www.futurelearn.com/courses/effective-communication>
5. <https://learn.saylor.org/course/BUS210>

**COURSE OUTCOMES :** At end of the course, the students will be able to:

- Induce critical and innovative thinking.
- Display competence in oral, written, and visual communication.
- Provide opportunities in the field of communication.
- Use current technology, related to the communication field.
- Respond effectively to cultural communication differences.

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**First Year**

**VALUE ADDED COURSE-I  
INVESTMENT MANAGEMENT**

**Semester-I**

**Code:**

**(Theory)**

**Credit: 2**

**COURSE OBJECTIVES :**

- To enable students to understand the nuances of stock market operations and understand the techniques involved in purchase or sale of securities.
- Develop the portfolio and make the investment decision
- This course aims to help students develop a broad knowledge and understanding of portfolio management and investment analysis.

**UNIT – I :**

Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment Planning, Investment alternatives –Investment and speculation – Risk and return concepts. Relevant Case Studies

**UNIT – II :**

Securities Market - Participants of the Securities Market – Primary Market –Role of primary market – Stock exchanges in India – BSE, OTCEI , NSE, MCX, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI and its functions. Relevant Case Studies

**UNIT – III :**

Economic Analysis – Economic factors–Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings–Financial Analysis & Ratio Analysis–Forecasting the earnings model. Relevant Case Studies

**UNIT – IV :**

Fundamental Analysis Vs Technical Analysis – Dow Theory, Charting methods – Market Indicators. Trend patterns – Trend reversals Patterns -Moving Average – Exponential moving Average – Oscillators – Efficient Market theory.Relevant Case Studies

**UNIT – V :**

Portfolio analysis – Portfolio Selection –Capital Asset Pricing Model – Portfolio Revision – Portfolio Evaluation – Mutual Funds. Relevant Case Studies

**UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :**

Contemporary Developments Related to the portfolio analysis - Practical: mock online trading, Mock portfolio construction, Group Discussion, Role Play.

**TEXT BOOKS :**

1. Donald E.Fischer& Ronald J.Jordan, Security Analysis & Portfolio Management, PHIL earning., New Delhi, 8th edition, 2011.
2. Prasanna Chandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2017.
3. Renganatham M, Mathumathi R. Invsetment Analysis and Portfolio management, Pearson, kindle edition.
4. V.K.Bhalla, Investment Management, S.Chand& Company Ltd., 2012.
5. Linton, D. E. Foundations of Investment Management: Mastering Financial Markets, Asset Classes, and Investment Strategies, J. Ross Publishing, 2020.

**REFERENCES :**

1. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 9th Edition, 2011.
2. S. Kevin, Securities Analysis and Portfolio Management, PHI Learning, 2019.
3. Bodi, Kane, Markus, Mohanty, Investments, 8th edition, Tata McGraw Hill, 2016.
4. V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House.
5. CFA Institute. Portfolio Management in Practice, Volume 1: Investment Management (CFA Institute Investment Series) (Volume 1 ed.). Wiley, 2020.

**E-RESOURCES :**

1. <https://www.classcentral.com/course/investment-management-5410>
2. [https://onlinecourses.swayam2.ac.in/imb19\\_mg09/preview](https://onlinecourses.swayam2.ac.in/imb19_mg09/preview)
3. <https://nptel.ac.in/courses/110105035>
4. <https://www.classcentral.com/course/swayam-quantitative-investment-management-91728>
5. <https://www.coursera.org/specializations/investment-management>

**COURSE OUTCOMES :** At end of the course, the students will be able to:

- Understand the various alternatives available for investment.
- Learn to measure risk and return.
- Gain knowledge of the various strategies, followed by investment practitioners.
- Understand the characteristics of different financial assets such as money market instruments, bonds, and stocks, and how to buy and sell these assets in financial markets.
- Critically discuss client objectives and the investment policy statement

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**First Year**

**CORE COURSE-IV  
FOREX MANAGEMENT**

**Semester-II**

**Code:**

**(Theory)**

**Credit: 5**

**COURSE OBJECTIVES :**

- To equip the students with the foreign exchange management concepts
- To provide an introduction to futures and overview of financial futures markets
- To enable the students to acquire knowledge about currency swaps

**UNIT – I :**

Introduction to International Financial System – International Monetary System – Features and requirements – System of exchanging currencies – From Bretton Woods system to free float and convertibility–Pegging of currencies – target zone arrangement–International liquidity.

**UNIT – II :**

Foreign exchange – Administration of Foreign Exchange – Foreign Exchange Transactions – Purchases and sales transactions–Authorized dealers–Multinational Banking–Foreign exchange risk and exposure – External techniques of exposure management – Internal techniques of exposure management.

**UNIT – III :**

Foreign Exchange Markets and its Activities – Exchange rate quotations and practices – Foreign Exchange market activities–Arbitraging, hedging and speculation–spot and forward transactions – Merchant rates – TT selling rate – TT buying rate – Forward exchange contract – Features of forward exchange contract.

**UNIT – IV :**

Exchange Rate Determination – Exchange rate determination in spot and forward market–Interest rate parity, purchasing power parity, Fisher open equation Monetary and portfolio balance approaches – Short run demand and supply theory, BOP theory and growth theory – Forecasting exchange rate.

**UNIT – V :**

Inter Bank deals – cover deals trading, SWAP deals – Arbitrage operations – Managing foreign exchange reserves – Fiscal and Monetary foreign exchange reserves – Fiscal and Monetary policies in India – Devaluation – Pros and Cons –International Debt Problem – Problem of debt servicing and developing countries (with special reference to India).

**UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :**

Contemporary Developments Related to the Forex Management - Practical: Exchange rate determination – Mini Project on Fiscal and Monetary policies in India - Group Discussion.



### **TEXT BOOKS :**

1. Jeevanandam, C. Foreign Exchange and Risk Management. Sultan Chand and Sons (2022).
2. Luesoenen. Foreign Exchange Management, McGraw-Hill Primis Custom Publishing (2019).
3. Apte. P.G. Multinational Financial Management, Tata –McGraw Hill, New Delhi (2021).
4. Guy, D. (2017). Forex Trading Money Management System: Crush the Forex Market with Bigger Profits and Smaller Losses! (1st ed.). CreateSpace Independent Publishing Platform.
5. Abraham, A. (2016). Forex Money Management (Trend Following Mentor). Trend Following mentor.

### **REFERENCES :**

1. Baker J.C. International Finance: Management, Markets and Institutions, Prentice Hall, Englewood Cliffs (2017).
2. Levi, Maurice, International Finance, McGraw Hill Inc, New York (2019).
3. Yadav, Foreign Exchange Markets, Macmillan (2018).
4. Julian Walmsley, Foreign Exchange & Money Markets Guide, John Wiley (2016).
5. T. Siddayya, International Financial Management, Pearson (2022).

### **E-RESOURCES :**

1. <https://dor.gov.in/foreign-exchange-management-list>
2. <https://www.imf.org/external/np/mae/ferm/eng/index.htm>
3. [https://www.icsi.edu/media/webmodules/publications/FTFM\\_Final.pdf](https://www.icsi.edu/media/webmodules/publications/FTFM_Final.pdf)
4. <https://www.udemy.com/course/foreign-exchange-management-course/>
5. <https://www.nseindia.com/learn/online-courses-forex-and-commodities-training-program>

### **COURSE OUTCOMES :** *At end of the course, the students will be able to:*

- Explain the general provision provided in India's foreign trade policy.
- Build conceptual and applied knowledge for export import related issues and related procedures and documentation.
- Apply the required skills to develop a sustainable international business.
- Understand the historical development of the foreign exchange market.
- Describe the different foreign exchange regimes (free float, managed float, etc.)

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**First Year**

**CORE COURSE-V**

**Semester-II**

**COMPUTER APPLICATIONS IN BUSINESS**

**Code:**

**(Theory)**

**Credit: 5**

**COURSE OBJECTIVES :**

- Gain familiarity with the concepts and terminology used in the development, implementation and operation of business application systems.
- Explore various methods that information technology can be used to support existing businesses and strategies.
- Investigate emerging technology in shaping new processes, strategies and business models.

**UNIT – I :**

Introduction, Classification and Types of Computer ,Evolution of digital Computers, components of digital Computers and their Functions, Hardware and Software, Input and Output Devices, Low level Languages and High Level Languages, Translator, Computer Applications, Impact of Computer on Society.

**UNIT – II :**

Microsoft Word-File Handling, File Creation Retrieval, Saving & Printing, Edit Commands. Formatting- Paragraphs, Documents, Headers, Footers. Working with Tables. Inserting Graphics & Text Boxes, Advanced Functions- Mail Merge, Macro.

**UNIT – III :**

Microsoft Excel- Creation of Spread Sheet Applications Using Worksheets & Work Books. Data Entry-Formatting, Editing, In built Functions, Working with Graphics Designing Charts, Graphs using Spread Sheets.  
Introduction to Power point :, Working with different views and Slide Designing and Preparation.

**UNIT – IV :**

MS-Access: Introduction, Parts of an Access Window, creating a Database, Relationships, Creating table through Design. View, Relationship, Query, Form, Reports.

**UNIT – V :**

Fox Pro Introduction, Applications – Pay Roll, Stock Maintenance, Bank Transactions, File Sorting and Merging, Invoice Preparation, Sales order processing, Income Tax Calculations, Share market processing, Balance Sheet Preparation.

**UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :**

Contemporary Developments Related to the Business Computer Application - Practical: MS-Office and components of digital Computers and their Functions – Mini Project on Income Tax Calculations, Share market processing and Balance Sheet Preparation.

## TEXT BOOKS :

1. Parameswaran, R. Computer Application in Business ( Tamil Nadu). S. Chand Limited, 2018.
2. Tiwari, H. C. J. H. N. Taxmann's Computer Applications in Business | Choice Based Credit System (CBCS) | B.Com | 6th Edition | 2021. Taxmann Publications Private Limited, 2020.
3. Sudalaimuthu S., S. A. R. A. J. S. COMPUTER APPLICATIONS IN BUSINESS. Penguin Random House, 2016.
4. Tiwari, H. C. J. H. N. Taxmann's Basics of Computer Applications in Business – Comprehensive & authentic textbook to impart computer skills and knowledge focusing on application with illustrations, MS Excel, etc. Taxmann Publications Private Limited, 2021.
5. Gaskin, S., Geoghan, D., Vargas, A., & Graviett, N. GO! All in One: Computer Concepts and Applications (4th ed.). Pearson, 2021.

## REFERENCES :

1. Sanjay Saxena, MSOffice2000forEveryone, Vikas Publishing House 2019.
2. Krishnan, N, Windows and MSOffice 2000 with database Concepts, Scitech Publications, Chennai 2019.
3. Griever, Yair Alan, Foxpro2.6:CodeBook, BPBPublishers, NewDelhi 2018.
4. Edward Jones, Foxpro2.5forWindows Inside & Out, McGraw Hill 2018
5. S.V.SrinivasaVallabhan, Computer Application in Business Sultan Chand and Sons, New Delhi (2009).

## E-RESOURCES :

1. <https://www.algonquincollege.com/online/courses/business-computer-applications/>
2. <https://bestaccreditedcolleges.org/articles/business-computer-applications-courses-and-training-programs.html>
3. <https://www.classcentral.com/course/swayam-bcos-183-computer-application-in-business-23768>
4. [https://onlinecourses.swayam2.ac.in/nou21\\_cm02/preview](https://onlinecourses.swayam2.ac.in/nou21_cm02/preview)
5. <https://continuing-education.conestogac.on.ca/courses/COMP1056>

**COURSE OUTCOMES :** At end of the course, the students will be able to:

- Gain familiarity with the concepts and terminology used in the development, implementation and operation of business application systems.
- Investigate emerging technology in shaping new processes, strategies and business models.
- Achieve hands-on experience with productivity/application software to enhance business activities.
- Accomplish projects utilizing business theories, internet resources and computer technology.
- Work with simple design and development tasks, for the main types of business information systems

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**First Year**

**CORE COURSE-VI**

**Semester-II**

**QUANTITATIVE TECHNIQUES FOR  
MANAGEMENT DECISIONS**

**Code:**

**(Theory)**

**Credit: 5**

**COURSE OBJECTIVES :**

- To provide basic knowledge of analysing data, using various statistical and mathematical techniques for business decisions.
- To enable better reporting for decision making.
- To highlight the benefits as well as the limits of quantitative analysis in a real-world context.

**UNIT – I :**

Meaning of Quantitative Techniques – Role of Quantitative techniques – Advantages and limitations of Quantitative Techniques – Correlation analysis–simple –partial and multiple, Regression analysis Time Series.

**UNIT – II :**

Probability–Elements of probability–Theorems of probability–theoretical distributions–Binomial –poisson – Normal distribution.

**UNIT – III :**

Definition of Hypothesis–Types of Hypothesis–Type I Error–Type II Error–t test–F test–ANOVA– Chi – Square test.

**UNIT – IV :**

Transportation problem–Initial Basic feasible solutions by North West Corner rule–Minimization method–Vogel’s approximation method–Assignment methods.

**UNIT – V :**

Linear programming–Basic Concepts and notation–Linear programming formulation–solution through graphic methods, Simplex Method (Simple problems)

**Note: 80 % Problems 20 % Theory**

**UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :**

Contemporary Developments Related to the Quantitative Techniques for Management Decisions - Practical: Studying on F test – ANOVA – Chi – Square test – Mini Project on Quantitative Techniques and Correlation analysis

### **TEXT BOOKS :**

1. Townsend, K., Loudoun, R., & Lewin, D. Handbook of Qualitative Research Methods on Human Resource Management: Innovative Techniques (Handbooks of Research Methods in Management series), Edward Elgar Publishing, 2017.
2. Hackley, C. Qualitative Research in Marketing and Management: Doing Interpretive Research Projects (2nd ed.). Routledge, 2019.
3. Iii, J. W. A., Bartunek, J. M., & Elsbach, K. D. Advances in Qualitative Organization Research, Volume 4 (Advances in Qualitative Organization Research) (1st ed.). Emerald Publishing Limited, 2017.
4. Gatignon, H. Statistical Analysis of Management Data (2nd ed. ed.). Springer, 2019.
5. Bergin, T. An Introduction to Data Analysis: Quantitative, Qualitative and Mixed Methods (1st ed.). SAGE Publications Ltd, 2018.

### **REFERENCES :**

1. C.R.Kothari, Quantitative Techniques– Wiley Eastern Ltd, New Delhi, 2017.
2. S.C.Gupta, Quantitative Techniques– Sultan Chand and Sons, New Delhi, 2018.
3. Titus, M. Higher Education Policy Analysis Using Quantitative Techniques: Data, Methods and Presentation (Quantitative Methods in the Humanities and Social Sciences) (1st ed. 2021 ed.). Springer, 2021.
4. Anand Sharma, Quantitative Techniques for Decision Making, Himalaya Publisher, New Delhi, 2017.
5. Gupta, M., Shaheen, M., & Reddy, P. K. Qualitative Techniques for Workplace Data Analysis (Advances in Business Information Systems and Analytics) (1st ed.). IGI Global, 2018.

### **E-RESOURCES :**

1. <https://www.coursera.org/courses?query=quantitative%20methods>
2. <https://hbsp.harvard.edu/product/504702-HTM-ENG>
3. <https://www.classcentral.com/course/swayam-quantitative-techniques-for-management-20268>
4. <https://www.crisil.com/en/home/crisil-1academy/eLearning/risk-management/quantitative-techniques.html>
5. <https://career karma.com/blog/quantitative-methods/>

**COURSE OUTCOMES :** At end of the course, the students will be able to:

- Translate a formal quantitative approach to problem solving and decision making skill sets.
- Apply the concepts of probabilistic distributions in solving problems.
- Recall the knowledge of hypothesis testing for large and small samples.
- Extend the ability to solve linear programming problems by graphical and simple methods.
- Outline quantitative models to decision making and problem analysis, and their interpretations in transportation problems and game theory.

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**First Year**

**CORE CHOICE COURSE-II**

**Semester-II**

**1. STRATEGIC MANAGEMENT**

**Code:**

**(Theory)**

**Credit: 4**

**COURSE OBJECTIVES :**

- To introduce the concepts of strategic management and understand its nature in competitive and institutional landscape
- To provide an underpinning of strategy formulation process and frameworks, tools and techniques of strategic analysis and its application. Key business issues/ challenges / problems of business in, light of dynamic business environment.
- To provide strategy execution process, framework and its criticality. Assessing strategic performance of a firm Appreciation of theoretical and empirical foundation of SM background

**UNIT – I :**

Strategic Management – Definition – Scope – Benefits – Risks – Approaches – Models – Strategic change – Strategic Leadership and Decision making.

**UNIT – II :**

Situation Analysis–SWOT Analysis – Environmental Scanning and Industry analysis– Forecasting– Internal Scanning - Mission – objectives – Stakeholder Theory – Cyert and March’s Behavioural Theory–Objectives of Non-Profit Organizations –Social Responsibility and Business Ethics.

**UNIT – III :**

Strategy Formulation – Business Strategy – Corporate Strategy – Diversional Strategy – Portfolio Analysis – BCG Growth /Share matrix – Strategic choice – Development of policies – Strategic Alliances.

**UNIT – IV :**

Strategy Implementation – Organization for action – Staffing – Leading – MBO –Total Quality Management – Functional Strategies – Growth Strategies – Diversification, Acquisition and Joint Venture –Recovery–Recession and Diversification Strategies–Management Buyout.

**UNIT – V :**

Strategic Control and Evaluation – Establishing Strategic control – premise control – Implementation control– Strategic Surveillance– Special Alert Control– Evaluation Techniques– Managing change – Strategic issues in Managing Technology and Innovation–Strategic Effectiveness.

## **UNIT – VI      CURRENT CONTOURS (For Continuous Internal Assessment only) :**

Contemporary Developments Related to the Strategic Management - Studying on Strategy Implementation, Strategic Control and Evaluation – Mini Project on Strategic issues in Managing Technology and Innovation – Group Discussion.

### **TEXT BOOKS :**

1. STRATEGIC MANAGEMENT, 5th EDITION (5th ed.) McGraw Hill, 2020.
2. Forest, A. D. F. R. Strategic Management: A Competitive Advantage Approach, Concepts & Cases, 16/e [Paperback] David. PEARSON INDIA, 2022.
3. W. Strategic Management & Business Policy 1 [Paperback] Wheelen (15th ed.) PEARSON INDIA, 2022.
4. Rothaermel, F. (2021). *ISE Strategic Management* (4th ed.). McGraw-Hill Interamericana de España S.L.
5. W.L.Charles and John Gareth. Strategic Management –An Integrated Approach, 2017.

### **REFERENCES :**

1. Saloner, G., Shepard, A., & Podolny, J. Strategic Management. Wiley, 2016.
2. Abraham, S. C. Strategic Planning: A Practical Guide for Competitive Success (2nd edition). Emerald Publishing, 2018.
3. Jones, G. S. M. H. C. W. L. |. A. |. R. Strategic Management: An Integrated Approach: Theory & Cases, 12 EDITION (12th ed.). CENGAGE INDIA, 2022.
4. Dess, G., McNamara, G., Eisner, A., & Lee, S. *Strategic Management Text And Cases* (10th ed.). McGraw-Hill Education, 2020.
5. David, F. *Strategic Management: A Competitive Advantage Approach, Concepts and Cases [RENTAL EDITION]* (17th ed.). Pearson, 2019.

### **E –RECOURCES :**

1. <https://www.eresourcescheduler.com/blog/5-effective-resource-management-strategies-that-drive-productivity-in-2022>
2. <https://www.businessballs.com/strategy-innovation/>
3. <https://www.edx.org/learn/strategic-management>
4. <https://www.coursera.org/learn/strategic-management>
5. [https://onlinecourses.nptel.ac.in/noc22\\_mg88/preview](https://onlinecourses.nptel.ac.in/noc22_mg88/preview)

**COURSE OUTCOMES :** At end of the course, the students will be able to:

- Knowledge in major theories, background work, concepts and research output in the field of strategic management.
- Understanding of the concepts, tools & techniques, used by executives, in developing and executing strategies.
- Effective application of concepts, tools & techniques to practical situations for diagnosing and solving organisational problems.
- Develop and prepare organizational strategies that will be effective for the current business environment
- Devise strategic approaches to managing a business successfully in a global context

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**First Year**

**CORE CHOICE COURSE-II**

**Semester-II**

**2. LEGAL ASPECTS OF BUSINESS**

**Code:**

**(Theory)**

**Credit: 4**

**COURSE OBJECTIVES :**

- To create the knowledge of Legal perspective and its practices to improve the business.
- To create an awareness about important legislations like Sale of Goods Act, Consumer Protection Act, Factories Act.
- To understand various modes of dispute resolution in business transactions.

**UNIT – I :**

Definition of contract, essentials elements and types of a contract, Formation of a contract, Performance of contracts, breach of contract and its remedies, Quasi contracts - Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency.

**UNIT – II :**

Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller – Negotiable Instruments Act 1881: Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

**UNIT – III :**

Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

**UNIT – IV :**

An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act – Industrial Disputes Act.

**UNIT – V :**

Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums - Competition Act 2002 – Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.



## **UNIT – VI     CURRENT CONTOURS (For Continuous Internal Assessment only) :**

Contemporary Developments Related to the Legal Aspects of Business - Studying on Sale of Goods Act, Company Law –Group Discussion.

### **TEXT BOOKS :**

1. J. Scott Slorach and Jason Ellis, Business Law 2017-2018, Oxford University Press, 2017.
2. N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India, 2016.
3. P. K. Goel, Business Law for Managers, Biztantatara Publishers, India, 2018.
4. AkhileshwarPathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2019.
5. Banerjee, R., & Banerjee, J. Legal Aspects of Business (1st ed.). SAGE Publications Pvt. Ltd, 2022.

### **REFERENCES :**

1. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 2018.
2. Balachandran V, Legal Aspects of Business, Tata McGraw Hill, 2019.
3. Daniel Albuquerque, Legal Aspect of Business, Oxford, 2018.
4. Ravinder Kumar, Legal Aspect of Business, Cengage Learning India Pvt. Ltd, 2016.
5. Pathak, A, Legal Aspects of Business (972nd ed.). MC GRAW HILL INDIA, 2022.

### **E-RESOURCES :**

1. <https://www.classcentral.com/course/swayam-fundamentals-of-legal-aspects-of-business-22987>
2. <https://edynamiclearning.com/course/business-law-1b-legal-aspects-of-business/>
3. <https://www.coursera.org/courses?query=business%20law>
4. <https://www.edx.org/learn/business-law>
5. <http://ycmou.digitaluniversity.ac/WebFiles/MBA401%20Business%20Laws12Apr2017.pdf> f.–Cengage Learning, 2nd Edition-2011.

**COURSE OUTCOMES :** At end of the course, the students will be able to:

- Understand the basic concepts and structure of the Indian legal system.
- Describe how law and regulations apply to business and the economy.
- Recognize business situations that require legal counsel.
- Interpret and form contractual relationships in business.
- Identify remedies for breach of contract.

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**First Year**

**CORE CHOICE COURSE-II**

**Semester-II**

**3. INTERNATIONAL TRADE PROCEDURE  
AND DOCUMENTATION**

**Code:**

**(Theory)**

**Credit: 4**

**COURSE OBJECTIVES :**

- The primary objective of this course is to acquaint the students with the emerging global trends in business environment
- The aim of the course is to acquaint the students with the export-import procedures, documentation and logistics.
- To acquaint the students with recent trends in India's foreign trade, and management and policy related issues in foreign trade in the global context.

**UNIT- I :**

Trade operations and documentation – Framework–Nature and characteristics of EXIM documents and dimension – Standardized pre-shipment Export Documents – Commercial and Regulatory Documents – EDI and documentation – Legal framework in India – FEMA – Origin and objectives – Main provision of FEMA–Other relevant Acts – Trade contract and trade terms– Trade terms and need for standardization–INCO terms.

**UNIT – II :**

Export credit instruments and procedure – Credit risk management and payment terms – Main features of payment terms–Advance payment, open account, documentary–collection, documentary credit – Documentary collection – DP and DA process and operation – Letter of credit and parties involved –Process of opening and advising LC – Types of LC – Quality control and Pre-shipment inspection – Quality maintenance provisions of Exports (Quality Control and Inspection) Act – Types of pre-shipment inspection- Procedure and documents for pre-shipment inspection.

**UNIT – III :**

Shipment of Export cargo by sea, by air and by post – Procedure and Documents required for shipment of cargo – Multi modal transport – procedure and documentation – Export incentives –EPCG scheme – Nature of transit risk – Contract of cargo insurance Parties involved – Insurer /assured, Indemnity and insurable value – Perils and losses; Cargo loss claims – Procedure and documentation.

**UNIT – IV :**

Export credit insurance–Concept, importance, services of Export Credit and Guarantee Corporation– Covers issued by ECGC – Financial guarantees – Coverage of commercial and political risks – procedures and documentary requirements specific policy and small exporters Policy – Guarantees–Procedure for availing insurance and necessary documents–Cargo insurance – Marine insurance – Procedure for marine insurance claims – Necessary documents for filling claim.

## **UNIT – V :**

Duty Drawback – Concept and rationale – Monitoring authority, Types and mechanism of rate fixation – Settlement of claims including under EDI – Procedure and documentation – Import Policy and Export Promotion – Duty exemption schemes – Import of capital goods – Export, trading star trading, super star trade house policy and procedures – EoU's/EPZs/SEZs/ schemes and procedures.

## **UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :**

Contemporary Developments Related to the International Trade Procedure & Documentation- Studying on EoU's/EPZs/SEZs/ schemes and procedures – Mini Project on Import Policy and Export Promotion - Group Discussion.

## **TEXT BOOKS :**

1. Cavusgil, K. T. G. S. International Business: The New Realities 4Th Edition (4th ed.). PEARSON INDIA, 2022.
2. Beverelli, C., Kurtz, J., & Raess, D, International Trade, Investment, and the Sustainable Development Goals: World Trade Forum. Cambridge University Press, 2020.
3. Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P, International Business. Pearson Education International, 2017.
4. Eiteman, D.K. and Stopnehill, At Multinational Business Finance, New York, Addison-Wesley, 2019.
5. Krugman, P. M. R. O. International Trade: Theory and Policy, Global Edition (11th ed.). PEARSON, 2022.

## **REFERENCES :**

1. Nabhi, "New Import Export Policy and Handbook of Procedure Vol.1, Oscar Publications, 2017.
2. Seyom, Belay "Export Import Theory, Practices and Procedures" NY, Haworth Press, 2018.
3. Dr. Ram. Singh, International Trade Operations, Excel books, 2019.
4. Aseem Kumar, Export and Import Management, Excel books, 2018.
5. Bhalla, V.K. and S. Shivaramu, International Business Environment and Business, New Delhi, 2019.

## **E-RESOURCES :**

1. [https://www.wto.org/english/tratop\\_e/devel\\_e/train\\_e/elearning\\_e.htm](https://www.wto.org/english/tratop_e/devel_e/train_e/elearning_e.htm)
2. <https://www.tfafacility.org/media-resources/e-learning-courses>
3. <https://www.export.org.uk/page/Resources>
4. <https://www.edb.gov.hk/en/curriculum-development/kla/pshe/references-and-resources/economics/lesson-design-international-trade.html>
5. <https://tfelearning.unctad.org/>

**COURSE OUTCOMES :** At end of the course, the students will be able to:

1. Knowledge of trade documentation in international business with respect to foreign trade
2. To evaluate the global business environment in terms of economic, social and legal aspects
3. Analyse the principle of international business strategies, adopted by firms, to expand globally
4. Integrate concept in international business concepts with functioning of global trade
5. Understand the principles of comparative advantage and its formal expression and interpretation within different theoretical models.

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**First Year**

**ELECTIVE COURSE-II**  
**1. TOURISM MANAGEMENT**  
**(Theory)**

**Semester-II**

**Code:**

**Credit: 3**

**COURSE OBJECTIVES :**

- To enhance the understanding of students with regards to global concepts of tourism & its socio-economic and environmental impact on the country.
- To enhance the knowledge of students in various areas related to tourism and how it affects the destination.
- To explore the selected issues that currently influence the tourism industry both locally and globally.

**UNIT – I :**

Tourism Perspective - Introduction to tourism – the world's largest industry. - Meaning of Tourism - Components of Tourism - The Tourism system - Significance of Tourism to a Nation. Tourism Planning - Need for Tourism Planning - The Nature of Tourism Planning – The planning process.

**UNIT – II :**

Safe and Honorable Tourism – Seven pillars of Tourism – Code of conduct–Specific objectives, Applicability, Guidelines for Travel and Tourism industry – Pledge of commitment. Attraction Planning and Development - Principles of Attraction Development -Feasibility Analysis and Location - Identifying the Market - Cost-benefit Analysis.

**UNIT – III :**

Managing Destination for Sustainability - Destination area life cycle - Sustainable Tourism Development - Carrying capacity and its dimensions - Limits of Acceptable Change (LAC) - Eco Tourism and sustainable development - Socio cultural, Economic and Environmental impacts.

**UNIT – IV :**

Tourism Legislations - Wild Life Act - Environment Protection Act - Foreign Exchange Act. Emerging Trends in Tourism World wide - Changing scenario of the Tourism Industry – Tourists with special needs.

**UNIT – V :**

Emerging types of Tourism – Present Accommodation Scenario –Tourism distribution systems - Travel Industry trends - Trends in the Aviation Industry - Environmental concerns and role of WTTC.

## **UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :**

Contemporary Developments Related to the Tourism Management - Studying on Safe and Honourable Tourism and Seven pillars of Tourism – Mini Project on Emerging Trends in Tourism Worldwide and Changing scenario of the Tourism Industry - Group Discussion.

### **TEXT BOOKS :**

1. Ngoasong, M. Z., Adeola, O., Kimbu, A. N., & Hinson, R. E, New Frontiers in Hospitality and Tourism Management in Africa (Tourism, Hospitality & Event Management) (1st ed. 2021 ed.). Springer, 2022.
2. Kaufman, T. J, Cultural and Heritage Tourism and Management. Business Expert Press, 2018.
3. Tourism Economics–Donald E. Lundberg, M. Krishnamoorthy, Mink H. Stavenga, John Wiley & sons. Inc, 2019.
4. A Text Book of Tourism and Hospitality Management. BOOKMAN, 2016.
5. Kotler, P. T., Bowen, J. T., Makens, J., PhD, & Baloglu, S Marketing for Hospitality and Tourism Kotler Bowen Makens Baloglu (7th edition). Pearson India, 2017.

### **REFERENCES :**

1. Morgan Westcott, Link BC, Geoffrey Bird- Introduction to Tourism and Hospitality in BC- Morgan Westcott, Editor, 2021.
2. Page, S. J. Tourism Management, Fourth Edition: An Introduction (4th ed.). Butterworth-Heinemann, 2019.
3. Weaver, D., & Lawton, L. Tourism Management (5th ed.). Wiley, 2019.
4. Slocum, S. L., Aidoo, A., & McMahon, K. *The Business of Sustainable Tourism Development and Management* (1st ed.). Routledge, 2020.
5. Cerina, F., Markandya, A., & McAleer, M. Economics of Sustainable Tourism (Routledge Critical Studies in Tourism, Business and Management) (1st ed.). Routledge, 2018.

### **E-RESOURCES :**

1. <https://www.edx.org/learn/tourism-management>
2. <https://www.coursera.org/courses?query=tourism>
3. <https://www.unwto.org/academy/courses-webinars-resources>
4. <https://library.apiit.edu.my/open-access-e-resources-journals-tourism-research-and-hospitality/>
5. <https://www.classcentral.com/subject/tourism>

## **COURSE OUTCOMES :**

At end of the course, the students will be able to:

- Apply the concepts and skills necessary to achieve guest satisfaction.
- Demonstrate leadership and team work to achieve common goals.
- Understand fundamentals of tourism from the management, marketing and financial perspectives.
- Understand the concepts of travel and tourism, the framework of the system, types and form of tourism as well as the impacts of tourism.
- Describe the different types tourism resources of India, their importance in tourism and management.

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**First Year**

**ELECTIVE COURSE-II**  
**2. SALES AND LOGISTICS MANAGEMENT**  
**(Theory)**

**Semester-II**

**Code:**

**Credit: 3**

**COURSE OBJECTIVES :**

- To delve into the intricacies of the rare combination of sales and logistics management, among marketing subjects.
- To encourage students to understand the responsibilities of sales managers.
- To develop an understanding of the role of logistics in a market-oriented society

**UNIT – I :**

Sales Management– Introduction –overview –Selling and Salesmanship, Setting Objectives for Personal Selling, Formulating Strategy. Role and Characteristics of Effective Sales Executive, Managing Sales Dept. Relations, Distributive Network Relations.

**UNIT- II :**

Sales force Management - Managing People – Recruitment, Selection, Training of Sales Personnel; Leading, Motivating, Controlling the Sales Force. Sales Budget, Quota, Territories, Control and Cost Analysis, International Sales Management.

**UNIT – III :**

Channel Dynamics - Introduction to Channel Structures –Design –Intermediaries and their function – Types– Criteria for Selecting – Managing Channel intermediaries – Managing Channel Relationships

**UNIT – IV :**

Modelling logistics systems - Simulation of logistic systems - Dimensions of Logistics & SCM – The Macro perspective and the macro dimension – Logistic system analysis Strategy, Logistical Operations Integration, Customer service – Supply Chain Relationships

**UNIT – V :**

Order processing and Unitization - Defining Order Processing – order acquisition –order Entry–document processing – status reporting – factors affecting processing time – Customer service. Unitization – functions of Packaging –concept of unitization– Palletization Containerization–Costs of packaging – designing a package – Packaging Materials – choosing right materials – Contain in India.



## **UNIT – VI      CURRENT CONTOURS (For Continuous Internal Assessment only) :**

Contemporary Developments Related to the Sales and Logistics Management - Studying on Unitization and Palletization – Mini Project on Emerging Trends in Sales and Distribution - Group Discussion.

### **TEXT BOOKS :**

1. TapanK.Panda and Sunil Sahadev,Sales and Distribution Management, Oxford Publications, 2018.
2. Cundiff&Still ,Sales Management, 5e, Prentice Hall, New Delhi, 2017.
3. Macalley, R. Marketing Channel Management, Quorum Books, USA, 2015.
4. Bowersox, Logistical Management: Mc-Graw Hill, 2021.
5. KapoorSatish K &Kansal Purva, Basics of Distribution Management: A Logistical Approach , 2019.

### **REFERENCES :**

1. Kotler,P, Marketing Management,13e,PHI, 2017.
2. Bovee and Thill Advertising Excellence, McGrawHill International, USA, 2016.
3. Agrawal D K, Distribution and Logistics Management: A Strategic Marketing Approach, Macmillan publishers India, 2015.
4. Alan Ruston, Phil Crouches and Peter Baker,The Handbook of Logistics and Distribution-Management, New Delhi: kogan page India, 2016.
5. Prentice hall of India, 2019.

### **E-RESOURCES :**

1. <https://www.coursera.org/courses?query=logistics>
2. <https://www.udemy.com/topic/logistics-management>
3. [https://wachemo-elearning.net/courses/marketing-channel-and-logistics management/#tab-course-section over view](https://wachemo-elearning.net/courses/marketing-channel-and-logistics-management/#tab-course-section-over-view)
4. [https://onlinecourses.nptel.ac.in/noc20\\_mg13/preview](https://onlinecourses.nptel.ac.in/noc20_mg13/preview)
5. <https://timestsw.com/course/operations-and-supply-chain/iit-delhi-certificate-programme-in-supply-chain-management/>

**COURSE OUTCOMES :** At end of the course, the students will be able to:

- To understand evolution, nature and importance of sales management
- To know the role of modern sales managers
- To understand types of sales managers
- To learn objectives, strategies and tactics of sales and logistics management
- To know emerging trends in sales management

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**First Year**

**ELECTIVE COURSE-II**  
**3. FINANCIAL SERVICES AND**  
**MARKETS**  
**(Theory)**

**Semester-II**

**Code:**

**Credit: 3**

**COURSE OBJECTIVES :**

- The Course aims at providing the students, basic knowledge about finance, markets and various services provided in those markets.
- The syllabus is structured in such a way to provide adequate information about the roles of intermediaries and its regulating bodies.
- To provide information about the prevailing financial system in India.

**UNIT – I :**

Functions of the Financial System –Financial Concepts–Financial Assets–Financial Intermediaries – Classification of Financial Markets – Financial Rates of Return – Financial Instruments – Development of Financial System in India – Financial Market Regulation Department – Financial system and Economic department – Weakness of Indian Financial System.

**UNIT – II :**

Meaning, Functions, Advantages of New Issue Market– General Guidelines for New Issue – SEBI's Guidelines for New Issue Market - Methods of Floating – Players – Recent Trends. **Secondary Market:** Meaning, Functions–Organization of Stock Exchanges in India-Listing of Securities–Listing Procedure-Primary Market and Secondary Market-Registration of Stock Brokers– Methods of Trading in a Stock Exchange– Defects of Capital Market –Mutual Funds – Money Market – Debt Market - Recent Developments.

**UNIT – III :**

Definition – Origin – Merchant Banking in India - Merchant Banks and Commercial Banks – Services – Qualities required for Merchant Bankers – Guidelines – Market Making Process – Progress, Problems and Scope of Merchant Banking in India.

**UNIT – IV :**

Features - Legal Position – Hire Purchase and Credit Sale - Hire Purchase and Installment Sale– Origin and Development – Banks and Hire Purchase Business – Bank Credit for Hire Purchase Business - Fund-based and fee-based. **Leasing:** Concepts, Steps, Types, History and Development of Lease Finance – Hire Purchase and Leasing – Legal Aspects – Contents of Lease Agreement – Accounting Treatment of Lease – Structure, Problem and Prospects of Leasing Industry-Factoring.

**UNIT – V :**

Meaning – Functions – Origin – Credit rating in India – Benefits – Credit Rating Agencies in India–Future of credit rating in India.

## **UNIT – VI     CURRENT CONTOURS (For Continuous Internal Assessment only) :**

Contemporary issues Related to financial services and markets - **Practical:** Financial markets and services in the lime-light- role play on Legal Position of Hire Purchase and Credit Sale, Group discussions.

### **TEXT BOOKS :**

1. Vinod Kumar, Atul Gupta, Manmeet Kaur, Financial Markets Institutions and Financial Services, Taxmann, 2019.
2. E.Gordon, K.Natarajan, Financial Markets and Services, Himalaya Publishing House, 2015.
3. G.S.Batra–Financial Services and Market,2021.
4. I.M.Bhole, Financial Institutions and Market, TATA McGrawHill, 2019.
5. V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai,2018.

### **REFERENCES :**

1. Benton E.G. Financial Intermediaries an Introduction,2015.
2. Meir Khan– Financial Institutions and Markets, Oxford Press,2017.
3. Vasant Desai, IndianFinancialSystems,HimalayaPublishers,2019.
4. Mishkin, F., Financial Markets & Institutions (9th ed.). Pearson, 2022.
5. Malloy, M., & Lovett, W, Banking and Financial Institutions Law in a Nutshell,9th ed., West Academic Publishing, 2019.

### **E-RESOURCES :**

1. <https://www.coursera.org/learn/financial-markets-global>
2. [https://www.studyathome.org/products/financial-modeling-certificate-course-by-ca-agrika-khatri/?gclid=CjwKCAjwzeqVBhAoEiwAOrEmzSJortZla9\\_JxB2TcIHeZZ2pB617xxCPuM0wd\\_5Fk3IKSupjMEF7FhoCO6kQAvD\\_BwE](https://www.studyathome.org/products/financial-modeling-certificate-course-by-ca-agrika-khatri/?gclid=CjwKCAjwzeqVBhAoEiwAOrEmzSJortZla9_JxB2TcIHeZZ2pB617xxCPuM0wd_5Fk3IKSupjMEF7FhoCO6kQAvD_BwE)
3. <https://www.nseindia.com/learn/online-courses-certifications-recorded-stock-market-for-beginners>
4. <https://www.cipfa.org/training/e-learning-materials/financial-services-e-learning>
5. [https://dipeinstitute.com/stock-market-training-institute/?gclid=CjwKCAjwzeqVBhAoEiwAOrEmzV7RDCRs5pE-zLf2RikWxUyCR5-fjuYhLFTzXPiPfq2tTQlPaj9BoCspYQAvD\\_BwE](https://dipeinstitute.com/stock-market-training-institute/?gclid=CjwKCAjwzeqVBhAoEiwAOrEmzV7RDCRs5pE-zLf2RikWxUyCR5-fjuYhLFTzXPiPfq2tTQlPaj9BoCspYQAvD_BwE)

**COURSE OUTCOMES :** At end of the course, the students will be able to:

- Critically evaluate finance and investment theory with particular reference to the operation of financial markets.
- Evaluate corporate finance techniques
- Identify, define and analyse problems and identify process to solve them.
- Ability to understand practical applications of investment and portfolio theories.
- Equip the students with required proficiency to enable them to work in banks and insurance companies

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**First Year**

**NON MAJOR ELECTIVE COURSE-I  
EXPORT AND IMPORT  
MANAGEMENT**

**Semester-II**

**Code:**

**(Theory)**

**Credit: 2**

**COURSE OBJECTIVES :**

- The program gives a foundation to participants, who seek a career in international markets.
- To focus on international trade barriers and risk management
- To understand the basic principles of international trade and ways of interaction with a foreign client /supplier.

**UNIT – I :**

Export & Import – Introduction, Definitions, Evolution of Export & Import. Foreign Trade – Institutional Framework and Basics. Multinational Organizations and Structure, International Business Scenario.

**UNIT – II :**

Export-Import—Documentation and Steps, Export–Import Strategies and Practice, Export Marketing, Business Risk Management and Coverage, Export Incentive Schemes

**UNIT – III :**

Logistics and Characteristics of Modes of Transportation, Characteristics of Shipping Industry, World Shipping, Containerization and Leasing Practices.

**UNIT – IV :**

Export Procedures and Documents, Customs Clearance of Import and Export Cargo, Methods and Instruments of Payment and Pricing Incoterms, Methods of Financing Exporters.

**UNIT – V :**

Information Technology and International Business, Export & Import with European continent, Africa, Middle East Countries, Asian Countries, Australia and New Zealand, China and Japan.

**UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :**

Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concern

### **TEXT BOOKS :**

1. Justin Paul & Rajiv Aserkar, Export Import Management: Oxford University Press, 2010.
2. Rama GopalC, Export Import Procedures - Documentation and Logistics: New Age International, 2015.
3. UshaKiranRai. Export-Import and Logistics Management: PHI Learning Pvt. Ltd, 2018.
4. Weiss, K. D. 2011. Building an Import / Export Business, Wiley, 2019.
5. Capela, J. J, Import / Export Kit for Dummies (3rd ed.). For Dummies, 2015.

### **REFERENCES :**

1. John J. Capela, Import/Export for Dummies. Wiley Publishing, 2015.
2. Jennifer Dorsey, Start Your Own Import/Export Business, 2nd ed. Entrepreneur Press, 2017.
3. Carl A. Nelson, Import/Export: How to Take Your Business Across Borders, 4th ed McGraw Hill, 2017.
4. Manresa, M. How to Open & Operate a Financially Successful Import Export Business, Atlantic Publishing Group Inc., 2021.
5. Mavroidis, P. C., The WTO Dispute Settlement System: How, Why and Where? Edward Elgar Publishing, 2022.

### **E-RESOURCES :**

1. [https://chennai.iiem.in/exportimportcourse.html?gclid=CjwKCAjwzeqVBhAoEiwAOrEmzRPKqPwojZwj1d9OpAwglv4UZnctQ5AFMwS1KtCZdIff8lL5ZWlw\\_xoCis0QAvD\\_BwE](https://chennai.iiem.in/exportimportcourse.html?gclid=CjwKCAjwzeqVBhAoEiwAOrEmzRPKqPwojZwj1d9OpAwglv4UZnctQ5AFMwS1KtCZdIff8lL5ZWlw_xoCis0QAvD_BwE)
2. <https://www.iiem.in/>
3. <https://www.welingkaronline.org/certificate-in-export-import-management>
4. <http://niryatbandhu.iift.ac.in/exim/>
5. <https://www.shiksha.com/college/symbiosis-centre-for-distance-learning-bangalore-hosur-road-36600/course-post-graduate-diploma-in-export-and-import-management-172738>

**COURSE OUTCOMES :** At end of the course, the students will be able to:

- To understand the concept of foreign exchange.
- To understand the documentation procedures for Export Import
- Appreciate the role of export/import process in the globalised world market.
- To have a broad overview of the export-import process and its related literature and research streams.
- Understanding of the importance of export management and adaptation of the knowledge to country conditions.

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**Second Year**

**CORE COURSE-VII  
INTERNATIONAL SUPPLY  
CHAIN MANAGEMENT  
(Theory)**

**Semester-III**

**Code**

**Credit: 5**

**COURSE OBJECTIVES :**

- Explore supply chain strategy and concepts.
- Gain proficiency in the tools for supply chain management solutions.
- Comprehend the requirements of customer service management.

**UNIT – I :**

Supply chain management – Basic Framework, Nature, Concepts and Functions – Supply Chain effectiveness – Outsourcing – 3 PLs and 4PLs – Supply chain relationships – Customer services – SCM and trade logistics – Value chain analysis and SCM – Internationalization of SCM.

**UNIT – II :**

Integrated SCM – Concept, span and process – Supply chain and continuous improvement, Supply chain performance measurement – Supply chain modelling – Forecasting and financial implications: Supply chain and after – sales service – creating life – cycle ownership value – Customer service management – Demand management – Product development Process and SCM.

**UNIT – III :**

Managing Relationship – Role of Relationship marketing in SCM – Managing relationships with suppliers and customers – Captive buyers and suppliers – Strategic partnerships – Supplier – retailer collaboration and alliances.

**UNIT – IV :**

Purchasing Process – Strategic role of purchasing in the supply chain and total customer satisfaction – Types of purchases – Purchasing cycle – Supplier selection and evaluation – Purchase agreement – Purchasing cost management.

**UNIT – V :**

Supply chain and Information Management Systems – Importance of Information management IT and business management systems MR, DRP, ERP, PDM, EIP and CPFR: Globalisation, technology and business chain management – Re-engineering the supply chain: Future directions.

**UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment Only):**

Contemporary Issues Related to international supply chain management. Practical: Studying Management styles of any two successful companies - Mini Project on Supply Chain Concept of the firms in the Locale - role play, Group discussions.

### **TEXT BOOKS :**

1. Christopher. M, Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Services, Pitman, London, 2020.
2. Stern L.W, et al. Marketing Channels, Prentice Hall of India Private Ltd, New Delhi, 2021.
3. SumanSarkar, The Supply Chain Revolution: Innovative Sourcing and Logistics for a Fiercely Competitive World, AMACOM, 2017.
4. Murillo Xavier, Advanced Strategies in Supply Chain: Competing in the New Normal, 2020.
5. Nicolas Vandeput , Data Science for Supply Chain Forecasting 2nd Edition, De Gruyter, 2021.

### **REFERENCES :**

1. Simon Eagle, Demand-Driven Supply Chain Management, Koganbage, 2017.
2. Prof Martin Christopher, Logistics & Supply Chain Management (5th edition), FT Publishing International, 2016.
3. Chopra, S., Meindl, P., Supply Chain Management: Strategy, Planning, and Operation, 2018.
4. Gaither N. and Frazier, G., Operations Management, , Thomson, 2020.
5. <https://ocw.mit.edu/courses/engineering-systems-division/esd-273j-logistics-and-supply-chain-management-fall-2009/download-course-materials>.

### **E-RESOURCES :**

1. <https://www.oxfordhomestudy.com/courses/supply-chain-courses-online/free-online-courses-in-logistics-and-supply-chain>
2. <https://www.edx.org/learn/supply-chain-management>
3. <https://www.coursera.org/courses?query=supply%20chain>
4. <https://www.udemy.com/course/supply-chain-management-for-beginners/>
5. <https://www.bolc.co.uk/supply-chain-management-courses-online/free-online-courses-in-logistics-and-supply-chain>

**COURSE OUTCOMES :**At end of the course, the students will be able to:

- Grasp essential concepts in supply chain management.
- Assess and oversee an efficient supply chain.
- Recognize the key role of logistics in transportation and warehousing.
- Ensure alignment between supply chain management and corporate objectives and strategies.
- Analyze and enhance supply chain processes.

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**Second Year**

**CORE COURSE-VIII  
RESEARCH METHODS FOR BUSINESS  
MANAGEMENT  
(Theory)**

**Semester-III**

**Code**

**Credit: 5**

**COURSE OBJECTIVES :**

- To disseminate the principles of scientific methodology in business enquiry and to develop analytical skills of business research.
- To develop the skills for scientific communications and effective report writing skills.
- To make the students know the research methods and their applications in Commerce.

**UNIT – I :**

Research in Management: An Introduction – Definition, meaning and nature – Scope and objects of Research. Types of Research: Experiment Research – Survey Research – Case Study method – Ex Post Facto Research.

**UNIT – II :**

Research Design – Defining Research Problem and Formulation of Hypothesis – Experimental Designs.

**UNIT – III :**

Research Process – Steps in the process of Research, Data Collection and Measurement: Sources of Secondary data – Methods of Primary data collection – Questionnaire construction – Attitude measurement and Scales – Sampling and Sampling Designs. Pilot study and Pre testing.

**UNIT – IV :**

Data presentation and analysis – Data Processing – Methods of Statistical analysis and interpretation of Data – Testing of Hypothesis and theory of inference.

**UNIT – V :**

Report writing and presentation – steps in Report writing – Types of Reports – Formats of Reports – Presentation of a Report.

**UNIT – VI CURRENT CONTOURS (for Continuous Internal Assessment only) :**

Practical class- Analysis of data using SPSS Package, data analysis using MS-Excel, hypothesis testing, solve the problems need immediate solution. Group discussion.



### **TEXT BOOKS :**

1. Dwivedi R.S., Research Methods in Behavioural Sciences. New Delhi: Macmillan India Ltd., 2019.
2. Kothari C.R, Research Methodology. New Delhi: Wiley & Son, 2020.
3. V.P. Michael, Research Methodology in Management, Kitab Mohan Publications, Alahabad, 2018.
4. P. Saravanel, Research Methodology, KitabMahal, 2021.
5. O.R.Krishnaswami, Methodology of Research in Social Science, 2022.

### **REFERENCES :**

1. Cooper D.R and Schindler P.S, Business Research Method. Singapore: McGraw Hill International Editions, 2018.
2. Tull D.S and Hawkins P.E, 1986. Marketing Research : Measurement and Methods. New Delhi : Prentice-Hall of India Ltd, 2019.
3. S.N.Murthy and U Bhojanna. Business Research Methods-Excel books private Ltd. - 3rd edition, 2018.
4. D. Amarchend, Research Methods in Commerce, 2020.
5. Dane, F. C., &Carhart, E. D. Evaluating Research: Methodology for People Who Need to Read Research (Third ed.). SAGE Publications, Inc., 2022.

### **E-RESOURCES :**

1. [https://onlinecourses.nptel.ac.in/noc22\\_ge08/preview](https://onlinecourses.nptel.ac.in/noc22_ge08/preview)
2. [https://onlinecourses.swayam2.ac.in/nou21\\_cm03/preview](https://onlinecourses.swayam2.ac.in/nou21_cm03/preview)
3. <https://www.coursera.org/browse/physical-science-and-engineering/research-methods>
4. [https://nie.gov.in/icmr\\_sph/Online-courses.html](https://nie.gov.in/icmr_sph/Online-courses.html)
5. <https://www.ccrm.in/>

### **COURSE OUTCOMES :**

At end of the course, the students will be able to:

- Understanding a general definition of research design.
- Identifying the overall process of designing a research study from its inception to its report.
- Familiarity with ethical issues in educational research, including those issues that arise in using quantitative and qualitative research.
- Understanding the primary characteristics of quantitative research and qualitative research.
- Identify a research problem stated in a study.

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**Second Year**

**CORE COURSE-IX  
INTERNATIONAL FINANCIAL  
MANAGEMENT  
(Theory)**

**Semester-II**

**Code**

**Credit: 5**

**COURSE OBJECTIVES :**

- To understand the financial management environment.
- To enable and equip the manager with basic tools for applying financial analysis.
- To provide a framework for considering corporate finance problems and issues and to apply these concepts in practice.

**UNIT – I :**

International Financial Management Environment – Rise of Multinational Corporations – MNCs Financial Management Theory and Practice – Theories of Trade Blocks Trade Blocks – quantitative and qualitative restrictions on Trade – Determinants of Foreign Exchange Rates- Theories: Interest Rate Parity – Fisher effect – International Fisher effect – Unbiased Forward Rate Theory.

**UNIT – II :**

Exchange Rate system – Gold and Bretton Woods system – Seventies and Eighties – Multiple Exchange Rates – Exchange Rates – Trade and Balance of Payments – Monetary and Portfolio Balance Models – Exchange Rate determination in Fixed Rate system – External Deficit and Internal Deficit – European Monetary system.

**UNIT – III :**

Nature and Measurement of Exposure and Risk – Measuring Accounting Exposure – Measuring and Managing Economic Exposure – Management of operating Exposure – Management of Internet Rate Exposure.

**UNIT – IV :**

Designing a Global Financing Strategy – institutional structure – Euro Currency Loan – International Equity Markets – International Financing Decision – Borrowing International Equity Investment – CAPM – Measuring the cost of International Borrowing – Syndicated Loans.

**UNIT – V :**

International Project Appraisal – Issues involved in Investment Analysis – Foreign Project Appraisal – Political Risk analysis – Adjusted Present Value Method – Cost of Capital for Foreign Investment – Weighted Average Cost. Multinational Working Capital Management – Short-Term Financing – Options – Dollar Cost Averaging – Alternative Financing Options – Current Asset Management – International cash Management – Inventory Management.

## **UNIT – VI    CURRENT CONTOURS (For Continuous Internal Assessment Only):**

Contemporary Developments Related to International Financial Management - Practical: Analyzing the prices of various companies listed on stock market. Group Discussion on Initial Public Offering.

### **TEXT BOOKS :**

1. Van Horne, “Fundamentals of Financial Management”, Pearson Education India, Delhi, Noida, 13th Edition, 2015.
2. Pandey, I. M., “Financial Management”, Vikas Publishing House Pvt. Ltd., Noida, 9th Edition, 2020.
3. Mishra, R.C. and Pandey, R.S., Fundamentals of financial management, Global Vision Publishing House, New Delhi, 2019.
4. Rite M. Rodriguez – International Financial Management E. Eugene Carter Prentice Hall, New Delhi, 2017.
5. Alan C. Shapiro – Multinational Financial Management, Allyn and PaconIoC, Boston, 2021.

### **REFERENCES :**

1. Kuchhal, S.C., Financial management, Chaitanya Publishing House, Allahabad, 2022.
2. Chandra, Prasanna, Financial management Theory and Practice, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2017.
3. Adrin. Buckley – Multinational Finance, Herit, New Delhi, 2019.
4. Raymond Vemon – Manager in the International Economy, Louis T Wells Jr Prentice Hall, 2018.
5. Madura, Jeff, International Financial Management”, West Publishing Company, 2020.

### **E-RESOURCES :**

1. <https://www.mooc-list.com/course/finance-non-financial-managers-coursera>
2. <https://nptel.ac.in/courses/110105057>
3. [https://onlinecourses.nptel.ac.in/noc20\\_mg31/preview](https://onlinecourses.nptel.ac.in/noc20_mg31/preview)
4. [https://onlinecourses.swayam2.ac.in/cec20\\_mg05/preview](https://onlinecourses.swayam2.ac.in/cec20_mg05/preview)
5. <https://www.classcentral.com/course/swayam-financial-management-17605>

### **COURSE OUTCOMES :**

At end of the course, the students will be able to:

- Understand both the theoretical and practical role of financial management in business corporations.
- Analyse the finances of individual corporations, both in terms of their performance and capital requirements
- Have a greater appreciation and understanding of the importance of risk within the context of financial decision making.
- Access financial information from a wide variety of sources and use this information to research and assess corporations.
- Evaluate the role and importance of shareholders within modern corporations

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**Second Year**

**CORE CHOICE COURSE-III**  
**1. ORGANISATIONAL BEHAVIOUR**  
**(Theory)**

**Semester-III**

**Code**

**Credit: 4**

**COURSE OBJECTIVES :**

- To help student comprehend, perceive and understand group dynamics & behavioral aspects in an organization. Develop decision making skills through case discussions and role play.
- To make the students understand the basics of individual behaviour and group behaviour of people at work.
- To gain knowledge relating to overall development of the organisation.

**UNIT – I :**

Organisational Behaviour – Meaning – Characteristics – Disciplines contributing to OB – Relationship with other Social Sciences – Approaches to OB – Hawthorne Experiments.

**UNIT – II :**

Perception: Process – Factors influencing perceptual selection and Distortion in Perception – Learning Theories of Learning – Attitudes: Factors influencing formation of Attitude OB Modification.

**UNIT – III :**

Personality: Theories of Personality – Determination – Types of Emotional Intelligence – Features – Group Dynamics: Formal and Informal Groups – Group Cohesiveness – Stress Management: Causes and Effects of Stress – Coping strategies for stress.

**UNIT – IV :**

Leadership: Theories and styles – Motivation – Theories of Motivation – Communication Conflict Management: Role Conflict – Goal Conflict and inter personal conflict.

**UNIT – V :**

Organisation change – Resistance to change and Overcoming resistance to change – Organisation Development – OD Process and Techniques – Organisation Culture – Factors influencing organisation culture – Organisational Effectiveness – Process and factors influencing organizational effectiveness.

**UNIT– VI CURRENT CONTOURS (For Continuous Internal Assessment Only) :**

Case studies relating to Perception of employee, work life balance, employee motivation and job satisfaction. Role play relating to team building and Group discussion.

### **TEXT BOOKS :**

1. Stephen P. Robbins and Edward H Judge., Organizational Behavior, 18th Edition, Pearson, 2018.
2. Robbins, Stephen P., Organizational behavior, Prentice-Hall of India Pvt. Ltd., New Delhi, 2013, 10th ed.
3. Luthans, Fred, Organizational behavior, Irwin McGraw-Hill International edition, 8th ed, 2021.
4. Keith Davis, Organisational Behaviour and Human Behaviour at work, 2017.
5. Mullins, L. Organisational Behaviour in the Workplace (12th ed.). Pearson, 2019.

### **REFERENCES :**

1. Greenberg, Jerald and Baron, Robert A., Behavior in Organizations, Prentice-Hall of India Private Ltd., New Delhi, 2013, 8th ed.
2. Mehta, Anil and Chouhan, Bhumija, Organizational behaviour, Ramesh Book Depot, Jaipur, 2019.
3. Richard Pettinger, Organizational Behaviour: Performance Management in Practice Rout ledge, Taylor and Francis Group, London and Newyork, 2018.
4. Lee G. Bolman and Terrence E. Deal, Reframing Organizations: Artistry, Choice, and Leadership 5th Edition, Jossey-Bass, 2019.
5. C. Otto Scharmer, The Essentials of Theory U: Core Principles and Applications, Read How You Want, 2018.

### **E-RESOURCES :**

1. <https://www.classcentral.com/course/swayam-organizational-behaviour-17720>
2. [https://onlinecourses.nptel.ac.in/noc20\\_mg51/preview](https://onlinecourses.nptel.ac.in/noc20_mg51/preview)
3. <https://bibliophilevirtuallibrary.com/2020/07/20/online-course-on-human-resource-development-at-swayam-enrollment-ends-21-09-20/>
4. <https://learn.saylor.org/course/BUS209>
5. <https://www.questia.com>

### **COURSE OUTCOMES :**

At end of the course, the students will be able to:

- Analysing the behaviour of individuals and groups in organisations in terms of the key factors that influence organisational behaviour.
- Assessing the potential effects of organisational level factors (such as structure, culture and change) on organisational behaviour.
- Evaluating the potential effects of important developments in the external environment (such as globalisation and advances in technology) on organisational behaviour.
- Analysing organisational behavioural issues in the context of organisational behaviour theories, models and concepts.
- Discussing the development of the field of organizational behaviour and explain the micro and macro approaches

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**Second Year**

**CORE CHOICE COURSE-III**  
**2. INSTITUTIONS FACILITATING**  
**INTERNATIONAL BUSINESS**  
**(Theory)**

**Semester-III**

**Code**

**Credit: 4**

**COURSE OBJECTIVES :**

- To understand the international business, essential for students in today's interdependent global world.
- To provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate.
- To examine the strategies and structures of international business and assess the special roles of an international business's various functions.

**UNIT – I :**

Export promotion in India – Department of Commerce – Functional divisions – Advisory bodies – Commodity organizations – Export promotion councils (EPCs)- Commodity Boards – Autonomous bodies – Service Institutions and organizations – Government trading organizations – State trading corporations – Major STC's in India – State Export – Promotion agencies – Impediments in export promotion.

**UNIT – II :**

Role of RBI in export finance – Role of commercial banks – Small industrial Development Bank of India (SIDBI) – Objectives – Schemes – Export and Import Bank of India (EXIM)- Objectives – Functions – Export Credit Guarantee Corporation of India (ECGC) – Functions – Special functions of ECGC.

**UNIT – III :**

World Trade Organisation – GATT – Objectives – Evolution of WTO – functions – Principles of WTO – Organisation structure – WTO agreements – GATS – TRIMS – TRIPS – Objectives of IPRS benefits – Limitations – Procedure of dispute settlement – WTO and anti-dumping measures – Evaluation of WTO – drawbacks.

**UNIT – IV :**

International Monetary Fund (IMF)-Objectives – Organisation and Management – Resources – Financing facilities – Conditions on borrowers – Special drawing rights – World Bank – Purpose – Organisation structure – Guiding principle – Leading programs.

**UNIT – V :**

International Development Association (IDA)- Objectives – Memberships – Loan assistance – International Financial Corporation (IFC) – Objectives Main features – Asian Development Bank (ADB) – Objectives – UNCTAD – Functions Basic principles – International Trade Centre.

## **UNIT– VI CURRENT CONTOURS (For Continuous Internal Assessment Only) :**

Contemporary Developments Related to Institutions Facilitating International Business - Practical: Analysing the international organizations like WTO, GATT and WRO. Group Discussion on International trade assistant.

### **TEXT BOOKS :**

1. International Monetary Fund. Communications Department, Finance & Development, 2022.
2. Youssef Cassis and Jacqueline Collier, Capitals of Capital: The Rise and Fall of International Financial Centres 1780–2009, Cambridge, 2010.
3. Francis Cherunilam, International Business: Text and Cases, Prentice-Hall of India Pvt.Ltd, 2017.
4. Asian Development Bank, Asian Economic Integration Report 2022: Advancing Digital Services Trade in Asia and the Pacific (Asian Economic Integration Reports), 2022.
5. [Francis Cherunilam](#), International Business Environment, Himalaya, 2019.

### **REFERENCES :**

1. Rakesh Mohan Joshi, International marketing, Oxford University Press 2e, 2017.
2. P.SubbaRao, International Business Text and cases, Himalaya Publishing House, 2019.
3. Dominick Salvatore, International Economics, 13ed, An Indian Adaptation, Wiley, 2021.
4. KishanBarai, Export Import Marketing Made Very Easy: International Marketing with Strategies, 2017.
5. Wild, J., & Wild, K. *International Business: The Challenges of Globalization (What's New in Management)* (9th ed.). Pearson, 2021.

### **E-RESOURCES :**

1. <https://www.edx.org/learn/international-business>
2. <https://alison.com/course/introduction-to-international-business>
3. <https://www.coursera.org/courses?query=international%20business>
4. <https://www.mooc-list.com/tags/international-business>
5. [https://learn.org/articles/free\\_online\\_international\\_business\\_courses\\_with\\_certificates.html](https://learn.org/articles/free_online_international_business_courses_with_certificates.html)

### **COURSE OUTCOMES :**

At end of the course, the students will be able to:

- Understand the most widely used international business terms and concepts.
- Identify the role and impact of political, economic, social and cultural variables in international business.
- Analyse international business from a multi-centric perspective, avoiding ethnocentrism.
- An integrated teaching model will be adopted by combining lecturing with group discussions, individual assignments, home exercises, case analysis and presentations.
- Understand the international organizations which regulates the international business movement across the globe.

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**Second Year**

**CORE CHOICE COURSE-III**  
**3. INTERNATIONAL CARGO**  
**MANAGEMENT**  
**(Theory)**

**Semester-III**

**Code**

**Credit: 4**

**COURSE OBJECTIVES:**

- To equip the student with knowledge and skills, used in Air Cargo Operations Management, with systematic process involved in this process.
- To familiarize students with the operations and management of different types of cargo.
- Terminologies used in cargo operation, air cargo rates and documentations, packaging, IATA
- Cargo handling and acceptance, dangerous goods.

**UNIT- I:**

Cargo History – Concepts and Common terms used in Cargo handling – Rules governing acceptance of Cargo – Cargo Rating – Familiarization of Cargo Tariffs – Rounding off of the weights / Dimensions / currencies – Chargeable weight rating – Specific commodity rates, class rates, general cargo rates, valuation charges.

**UNIT –II:**

Introduction to Air Cargo – Air Cargo Terminology - IATA Cargo agent and agency Operation – ABC Air Cargo Guidebook Air Cargo Guides – TACT Rules, TACT Tariff etc.

**UNIT- III:**

Cargo Booking Acceptance – Acceptance of special cargo – IATA Dangerous Goods regulation – Perishable cargo, valuable cargo, Baggage Shipped as Cargo, Human Remains Life Saving Drugs, Live Animals Regulations – Restrictions in acceptance of Cargo – Identification of Cargo, Documentation, Labels.

**UNIT –IV:**

Documentation – Air way bill – The Function and Completion of the airway Bills, Labelling & Marking of Packages – charges correction advice – irregularity report – cargo manifesto – cargo transfer Manifesto – documents concerning postal mails and diplomatic mails – Shippers declaration for dangerous goods – SMTP, IGM, SOB, LOC, FCL.

**UNIT –V:**

Handling Cargo capacity of Air and Ships – Cargo needing special attention – introduction to dangerous goods regulations – Some important Cargo companies.



## **UNIT -VI CURRENT CONTOURS (For Continuous Internal Assessment Only)**

Contemporary Developments Related to International Cargo Management - Studying: Handling Cargo capacity of Air and Ships, Air way bill and Shippers declaration for dangerous goods. Group Discussion dangerous goods regulations.

### **TEXT BOOKS:**

1. Michel Sales, Air Cargo Management: Air Freight and the Global Supply Chain, Routledge 2e, 2016.
2. Dhar P. N., Global Cargo Management, Kanishka Publishing House, 2020.
3. Mark Rowbotham, Break Bulk and Cargo Management, Informa Law from Routledge, 2022.
4. Rex Tester, Air Cargo Claims, Informa Law from Routledge, 2020.
5. Pierre Turrión, Air Cargo Security, Nova Science, 2017.

### **REFERENCES:**

- 1.Dzemydienė, D., Burinskienė, A., Čižiūnienė, K., & Miliauskas, A. Development of Smart Context-Aware Services for Cargo Transportation: An Operational Management Approach (International Series in Operations Research & Management Science, 330) (1st ed. 2022 ed.), 2022 Springer.
- 2.Air Freight Directory, Air Cargo, Inc., 2018.
- 3.Nolan, J., & Peoples, J. The International Air Cargo Industry: A Modal Analysis (Advances in Airline Economics, 9), 2022 Emerald Group Pub Ltd.
- 4.Sales, M. Air Cargo Management (2nd ed.), 2016Routledge.
- 5.Ph.D., P. P. M. The 2023–2028 World Outlook for Aviation Cargo Management Systems, 2022 ICON Group International, Inc.

### **E-RESOURCES:**

1. <https://alison.com/careers/distribution/cargo-and-freight-agent>
2. <https://www.classcentral.com/course/supply-chain-logistics-6929>
3. <https://www.coursera.org/lecture/supply-chain-principles/air-transport-HCz7V>
4. <https://collegedunia.com/courses/air-cargo-management>
5. [https://onlinecourses.swayam2.ac.in/cec21\\_ge24/preview](https://onlinecourses.swayam2.ac.in/cec21_ge24/preview)

### **COURSE OUTCOMES:**

At end of the course, the students will be able to:

- Develop knowledge on Air Cargo Management.
- Develop knowledge in issues of Logistics and Supply Chain Management in Air transportation
- Develop knowledge in Air Cargo Rates and Documentations,
- Develop knowledge in Cargo and Packaging
- Develop knowledge in Insurance Claim and Scope of Liability.

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**Second Year**

**ELECTIVE COURSE-III**  
**1. EXPORT MANAGEMENT**  
**(Theory)**

**Semester-III**

**Code**

**Credit: 3**

**COURSE OBJECTIVES:**

- To understand international trade regulations
- To be able to identify products and markets for export/import and draw the export/import strategies
- To familiarise with export/ import procedures and important documentation

**UNIT- I:**

Introduction - Composition of Exports – Traditional and non-traditional products – principle products of export, Direction of Export Trade – Export potential analysis in agricultural products – marine products, Textiles, engineering goods – software and information technology.

**UNIT –II:**

Product planning – discipline of management – manager skills - export planning objectives, programming – organisation – building a team executive action – management control designing products for export product positioning in overseas, markets new product planning for export markets.

**UNIT –III:**

Export services – product servicing tourism software and IT enabled services – financial services – deemed services – product and service organization Exim Bank – advisory services– effects on exports GATT-WTO.

**UNIT- IV:**

Export pricing and costing pricing decisions –factors influencing pricing – export costing – breakeven point – export offer quotation –export contract pricing strategies marginal costing and export pricing – transfer pricing exchange rates – forward contracts.

**UNIT –V:**

Export promotion council / organisations – export oriented industrial part – FIEO, IIFT, IIP, ICA, ITPO, STC, MMTC, FTC-100% export oriented units India's export potential by 2020 Abdul Kalam's vision of 2020- international comparisons and India export target by 2020.

## **UNIT -VI CURRENT CONTOURS (For Continuous Internal Assessment Only):**

Contemporary Developments Related to Export Management - Studying: export contract pricing strategies marginal costing and export pricing. Group Discussion on Export potential analysis in agricultural products.

### **TEXT BOOKS:**

1. S.Ramakrishana, Quality Control and Pre-Shipment Inspection for Exports, Al Exim Bank Publications, 2018.
2. MadhuVij, International Financial Management, Excel Books, 2016.
3. Thomas A. Cook, Mastering Import & Export Management, AMACOM, 2021.
4. Richard Harrison, The Export Gardener: A Clumsy Australian Starts a Gardening Business in the UK, 2019.
5. Bade, D. Export/Import Procedures and Documentation (Fifth ed.). AMACOM, 2016.

### **REFERENCES:**

1. TAS Baragopal, Export Management, Himalaya Publishing House, 2018.
2. International Trade & Export Management: Francis Chernutrilam, Himalaya Publishing House, 2019.
3. Charles W.L., Hill McGraw and Hill Irwing, Global Business Today, 2019.
4. Victor Luis Anthuvan, International Business Francis Chernutrilam (EEE) PHI New Delhi, 2017.
5. Foreign Exchange Manual, RBI

### **E-RESOURCES:**

1. <http://www.customs.gov.au/site/>
2. [www.eximbankindia.com](http://www.eximbankindia.com)
3. <http://india.vishaq.in/customs/>
4. <http://www.wto.org/>
5. <http://www.imf.org/external/index.htm>

### **COURSE OUTCOMES:**

At end of the course, the students will be able to:

- Develop network thinking with reference to export, which includes the role of import in relation to export, including the role of business relationships with customers, suppliers, supporting actors such as consultants, financial institutions, logistics service providers.
- Appreciate the role of export/import process in the globalised world market.
- Broad overview of the export-import process and its related literature and research streams.
- To create export and export plans.
- To understand the role of export and import at a societal level.

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**Second Year**

**ELECTIVE COURSE-III  
2. UNDERSTANDING OF  
BEHAVIOURAL FINANCE  
(Theory)**

**Semester-III**

**Code**

**Credit: 3**

**COURSE OBJECTIVES:**

- This course aims to investigate of psychology contribution to finance and economics and discuss the theories.
- To understand the decision behavior of an individual investor within a market context
- To help the students have a better understanding of financial market dynamics.

**UNIT –I:**

Standard Finance: Introduction – Modern Portfolio theory – Miller and Modigliani Theory –Capital Asset Pricing Model – Arbitrage Pricing Theory – The Random Walk Hypothesis. Behaviour and Decision Making: Introduction – Foundations of behaviour – Cognition – Emotional Bias – Behavioural Models – Perception – Behavioural Decision Making. Relevant Case Studies

**UNIT- II:**

Evolution of Behavioural Finance: Introduction-Assumptions of Behavioural Finance-Building Blocks of Behavioural Finance-Elimination of Uncertainty-Important Contributors- History of Behavioural Finance. Financial Markets Anomalies: Fundamental Anomalies – Technical Anomalies – Calendar Anomalies - Accounting Anomalies. Relevant Case Studies

**UNIT –III:**

Theories of Behavioural Finance: Introduction-Asymmetric Information-Egocentricity-Human Behavioural Theories-Heuristics-Biases-Bias: Groupthink Bias, Interaction between Biases, Outcomes of Biases, Dealing with Biases, Overcoming the Biases and Debiasing- Prospect Theory-Uses of Behavioural Finance Relevant Case Studies

**UNIT- IV:**

Neurofinance: Introduction-The Brain-Neural Process during Financial Decision Making-Experiments in Neuro finance –The Future of Neuro finance. Relevant Case Studies

**UNIT –V:**

Forensic Accounting: Introduction-Classification of Fraud-Behavioural Aspects of Fraud-Types of Fraud Perpetrators-Origin and Growth of Forensic Accounting-Forensic Auditing- Fraud Theories-Tools in Forensic Accounting-Anti Fraud Measures-E-Fraud-Forensic Accounting in India-Government Agencies that combat Frauds. Relevant Case Studies

## **UNIT -VI CURRENT CONTOURS (For Continuous Internal Assessment Only)**

Dynamic Component for Continuous Internal Assessment only: Contemporary issues Related to the Course during the Semester concerned - Practical: the area of Behavioural finance in the lime-light- Mini Project in the behavioural biases of investors.

### **TEXT BOOKS:**

- 1.Prassanna Chandra, Behavioural Finance, Mcgraw Hill Education, 2020.
- 2.Richard H Thaler, Misbehaving: The Making of Behavioral Economics, Penguin, 2016.
- 3.M.M.Sulphey,Behavioural Finance. PHL Learning Private Limited, 2019.
4. James Montier, Behavioural Finance: Insights into Irrational Minds and Markets, Wiley, 2022.
5. SujataKapoor and Jaya MamtaProsad, Behavioural Finance, Sage, 2019.

### **REFERENCES:**

1. MalenaJohnsson, HenrikLilndom and Peter Paltan, 2002, Behavioral Finance – And the Change of Investor Behavior during and After the Speculative Bubble.
2. Martin Sewell, 2007, Behavioral Finance.
3. Brian Bruce, Handbook of Behavioral Finance, Edward Elgar Publishing.
4. Lucy Ackert and Richard Deaves, Behavioral Finance: Psychology, Decision Making and Markets.
5. Baker, K. H., Filbeck, G., &Nofsinger, J. R. (2019). Behavioral Finance: What Everyone Needs to Know® (Reprint ed.). Oxford University Press.

### **E-RESOURCES:**

1. <https://www.coursera.org/learn/duke-behavioral-finance>
2. <https://www.classcentral.com/course/duke-behavioral-finance-6635>
3. <https://www.edx.org/course/introduction-to-behavioural-finance>
4. <https://www.udemy.com/course/financial-habits-and-behaviours/>
5. [https://onlinecourses.nptel.ac.in/noc20\\_mg33/preview](https://onlinecourses.nptel.ac.in/noc20_mg33/preview)

### **COURSE OUTCOMES**

At end of the course, the students will be able to:

- Understand and critically discuss the differences between a behavioural finance perspective and traditional finance perspective
- Understand and critically discuss the cognitive biases and errors of judgment that affect financial decisions
- Critically evaluate behavioural influences involving individual's investment decisions
- Critically evaluate behavioural influences involving corporate (executive) financial decisions.
- Critically discuss important developments in this new area and the associated practical insights they provide.

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**Second Year**

**ELECTIVE COURSE-III**  
**3. CORPORATE FINANCE**  
**(Theory)**

**Semester-III**

**Code**

**Credit: 3**

**COURSE OBJECTIVE:**

- To understand the concept of Business Finance and Financial Techniques.
- To gain experience in financial policies and strategies.
- To practice towards efficient corporate financial accounting and management.

**UNIT- I:**

Indian Capital Market – Basic problem of Industrial Finance in India. Equity – Debenture financing – Guidelines from SEBI, advantages and disadvantages and cost of various sources of Finance - Finance from international sources, financing of exports – role of EXIM bank and commercial banks – Finance for rehabilitation of sick units. Relevant Case Studies

**UNIT- II:**

Appraisal of Projects, certainty equivalent of cash flows and risk adjusted discount rate, risk analysis in the context of DCF methods using Probability information, nature of cash flows, Sensitivity analysis; Simulation and investment decision, Decision tree approach in investment decisions. Relevant Case Studies

**UNIT –III:**

Simulation and financing decision - cash inadequacy and cash insolvency- determining the probability of cash insolvency- Financing decision in the Context of option pricing model and agency costs- Inter-dependence of investment- financing and Dividend decisions. Relevant Case Studies

**UNIT –IV:**

Corporate Valuation: Meaning, Methods/Techniques, Process, Introduction to Merger and Acquisition: Meaning of mergers and acquisitions (M & A), motives behind the M & A, advantages and disadvantages of M & A, types of mergers and steps for a successful merger. Relevant Case Studies

**UNIT –V:**

Corporate Governance - SEBI Guidelines- Corporate Disasters and Ethics- Corporate Social Responsibility- Stakeholders and Ethics- Ethics, Managers and Professionalism. Relevant Case Studies

## **UNIT -VI CURRENT CONTOURS (For Continuous Internal Assessment Only)**

Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course - Practical: Studying corporate governance issues and practices in Indian perspectives- Group Discussion, Role Play.

### **TEXT BOOKS:**

1. Richard A. Brealey, Stewart C. Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 9th Edition, 2019.
2. I.M. Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12th Edition, 2021.
3. Michael Taillard, Corporate Finance, For Dummies, 2018.
4. Aswath Damodhar, Applied Corporate Finance, Wiley, 2019.
5. Stanley J. Feldman, Principles of Private Firm Valuation: 251, Wiley, 2022.

### **REFERENCES:**

1. Brigham and Ehrhardt, Corporate Finance - A Focused Approach, Cengage Learning, 2nd Edition, 2019.
2. M.Y Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 2017.
3. Smart, Megginson, and Gitman, Corporate Finance, 2nd Edition, 2021.
4. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2018.
6. Website of SEBI.
7. Advanced financial management-BPP Learning Media Ltd, 2017.

### **E-RESOURCES:**

1. <https://www.edx.org/learn/corporate-finance>
2. <https://www.classcentral.com/tag/corporate-finance>
3. <https://www.mygreatlearning.com/academy/learn-for-free/courses/introduction-to-corporate-finance>
4. <https://alison.com/course/introduction-to-corporate-finance>

### **COURSE OUTCOMES:**

At end of the course, the students will be able to:

- Understand various forms of market imperfections and their implications for financial managers
- Be able to generate a valuation range for a project or a company with multiples and discounted cash flow valuation approaches
- Understand how to evaluate a cross-border project
- Understand how to apply option theory to solve corporate finance problems
- Understand the value impact of capital structure

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**Second Year**

**NON MAJOR ELECTIVE COURSE-II**  
**DIGITAL MARKETING**  
**(Theory)**

**Semester-III**

**Code**

**Credit:2**

**COURSE OBJECTIVE:**

- To examine and explore the role and importance of digital marketing in today's rapidly changing business environment.
- To focus on how digital marketing can be utilised by organisations and how its effectiveness can measure.
- To investigate globalisation, adaptation, and real-time communication issues together with new forms of segmentation and an entire new paradigm of understanding consumer in this rapidly changing digital environment.

**UNIT- I:**

Online Market space- Digital Marketing Strategy- Components -Opportunities for building Brand- Website - Planning and Creation- Content Marketing.

**UNIT- II:**

Search Engine optimisation - Keyword Strategy- SEO Strategy - SEO success factors - On-Page Techniques - Off-Page Techniques. Search Engine Marketing- How Search Engine works- SEM components- PPC advertising -Display Advertisement

**UNIT -III :**

E- Mail Marketing - Types of E- Mail Marketing - Email Automation - Lead Generation - Integrating Email with Social Media and Mobile- Measuring and maximising email campaign effectiveness. Mobile Marketing- Mobile Inventory/channels- Location based; Context based; Coupons and offers, Mobile Apps, Mobile Commerce, SMS Campaigns-Profiling and targeting.

**UNIT- IV:**

Social Media Marketing - Social Media Channels- Leveraging Social media for brand conversations and buzz.Successful /benchmark Social media campaigns. Engagement Marketing- Building Customer relationships - Creating Loyalty drivers - Influencer Marketing.

**UNIT –V:**

Digital Transformation & Channel Attribution- Analytics- Ad-words, Email, Mobile, Social Media, Web Analytics - Changing your strategy based on analysis- Recent trends in Digital marketing.



## **UNIT -VI CURRENT CONTOURS (For Continuous Internal Assessment Only)**

Contemporary Developments Related to the Digital Marketing- Practical: Studying SEO, SEM, SMO and SMM - Group Discussion on traditional marketing vs digital marketing.

### **TEXT BOOKS:**

1. Puneet Singh Bhatia, Fundamentals of Digital Marketing, Pearson Education, 2017.
2. Vandana Ahuja, Digital Marketing, Oxford University Press, 2016.
3. Philip Kotler, Marketing 4.0: Moving from Traditional to Digital, Wiley, 2019.
4. Ryan. D., Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited, 2020.
5. Pulizzi.J, Beginner's Guide to Digital Marketing, McGraw Hill Education, 2016.

### **REFERENCES:**

1. Barker, Barker, Bormann and Neher, Social Media Marketing: A Strategic Approach, 2E South-Western, Cengage Learning, 2017.
2. Ryan Deiss and Russ Henneberry, Digital Marketing for Dummies Paperback, Wiley, 2020.
3. David Meerman Scott, The New Rules of Marketing and PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases, and Viral Marketing to Reach Buyers Directly, 2018.
4. Eric Enge, Stephan Spencer and Jessie Stricchiola, Art of SEO 3/ed Mastering Search Engine Optimization, Shroff/ O'Reilly, 2016.
5. **Joe Pulizzi, Epic Content Marketing: How to Tell a Different Story, Break through the Clutter, and Win More Customers by Marketing Less, McGraw Hill, 2020.**

### **E-RESOURCES:**

1. <https://collegedunia.com/courses/seo/seo-courses-on-udemy>
2. <https://collegedunia.com/courses/social-media-marketing/udemy-social-media-marketing>
3. <https://collegedunia.com/courses/google-ads>
4. <https://collegedunia.com/courses/google-analytics>
5. <https://collegedunia.com/courses/web-designing>

### **COURSE OUTCOMES:**

At end of the course, the students will be able to:

- To examine and explore the role and importance of digital marketing in today's rapidly changing business environment.
- To focus on how digital marketing can be utilised by organisations.
- To know the key elements of a digital marketing strategy
- To study how the effectiveness of a digital marketing campaign can be measured
- To demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs.

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**Second Year**

**CORE COURSE-X  
E-COMMERCE  
(Theory)**

**Semester-IV**

**Code**

**Credit:5**

**COURSE OBJECTIVES:**

- To understand the conceptual foundations of marketing management as a functional area of business.
- Analyse the impact of E-commerce on business models and strategy.
- Explain the process that should be followed in building an E-commerce presence.

**UNIT –I:**

Introduction to E-Commerce– Electronic Commerce Framework– Electronic commerce and Media convergence – The anatomy of E-Commerce Applications – Components of the I Way –Network Access Equipment – Global Information Distribution Networks – Internet Terminology –NSFNET: Architecture and Components- National Research and Educational Network.

**UNIT-II:**

Electronic Commerce and World Wide Web: Architectural Frame work for E-Commerce – WWW Architecture–Hypertext Publishing–Consumer Oriented Applications– Mercantile Process Models – Consumer’s Perspective – Merchant’s Perspective – Electronic Payment Systems (EPS) –Types- Designing EPS -Smart Cards and EPS – Credit Cards and EPS.

**UNIT-III:**

Electronic Data Interchange(EDI): Applications–Security and Privacy Issues–Software Implementations – Value Added Networks – Internal Information System – Work-flow Automation and Coordination – Customization– Supply Chain Management.

**UNIT-IV:**

Marketing on the Internet: Advertising on the Internet – Charting the On-Line Marketing Process –E-Commerce Catalogs or Directories – Information Filtering – Consumer-Data Interface: Emerging Tools.

**UNIT-V:**

Multimedia and Digital Video: Concepts – Digital Video and E-Commerce – Video Conferencing –Frame Relay– Cell Relay – Mobile Computing -Frame Work –Wireless Delivery Technology –Cellular - Data Communication Protocols.

**UNIT -VI CURRENT CONTOURS (For Continuous Internal Assessment Only)**

Contemporary Developments Related to the E - Commerce- Studying: Electronic data interchange, Security and Privacy Issues - Group Discussion ethical issues on E – Commerce.

### TEXT BOOKS:

1. Philip Kotler “Principles of Marketing Management”, New Delhi: Prentice Hall of India 2017.
2. Philip Kotler, “Marketing Management, Planning Analysis and Control”, New Delhi, Pearson Education 2022.
3. Turban, E., Outland, J., King, D., Lee, J. K., Liang, T., & Turban, D. C. Electronic Commerce: A Managerial and Social Networks Perspective (Springer Texts in Business and Economics) Springer, 2017.
4. Pribyl, I., & Pribyl, R. From Nothing: Everything You Need to Profit from Affiliate Marketing, Internet Marketing, Blogging, Online Business, e-Commerce and More. The Free Internet Marketing Project, 2019.
5. Chaffey, D., Hemphill, T., & Edmundson-Bird, D. (2019). Digital Business and E-Commerce Management (7th ed.). Pearson 2018.

### REFERENCES:

1. Frontiers of Electronic Commerce-Ravi Kalakota, Andrew Winston, 2018.
2. Chakraborty, S., & Tyagi, P. E-Commerce for Entrepreneurs. BPB PUBLN, 2021.
3. Mba, C. N. Progressive Marketing and Growth Plan for a Winning E-commerce Store: A Detailed Template with Innovative Growth Strategies. Independently published, 2020.
4. Roslan, R., & AbdGhafar, N. E-COMMERCE CHALLENGES AMONG DIGITAL ENTREPRENEURSHIP STUDENTS, DEPARTMENT OF COMMERCE, 2021.
5. Turban, E., & King, D, Managerial and Social Networks Perspectives (7th Edition) (7th ed.). Pearson, 2018.

### E – RESOURCES:

1. <https://www.edx.org/learn/ecommerce>
2. <https://www.coursera.org/courses?query=e-commerce>
3. <https://www.udemy.com/topic/e-commerce/>
4. <https://ecommerce-platforms.com/articles/best-online-learning-platforms>
5. <https://alison.com/tag/e-commerce>

### COURSE OUTCOMES:

At end of the course, the students will be able to:

- To identify core concepts of marketing and the role of marketing in business and society. Knowledge of social, legal, ethical and technological forces on marketing decision-making.
- Appreciation for the global nature of marketing and appropriate measures to operate effectively in international settings.
- Ability to develop marketing strategies based on product, price, place and promotion objectives.
- Ability to create an integrated marketing communications plan which includes promotional strategies and measures of effectiveness.
- Ability to communicate the unique marketing mixes and selling propositions for specific product offerings.

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**Second Year**

**CORE COURSE-XI  
CROSS CULTURAL BUSINESS  
MANAGEMENT  
(Theory)**

**Semester-IV**

**Code**

**Credit:5**

**COURSE OBJECTIVES:**

- This course explores the effect of cultural differences on management in organizations.
- It aims to provide students with an understanding of the challenges and opportunities that arise when people of diverse cultural backgrounds interact in the workplace.
- Learn to manage cultural difference in applications such as cross-border alliances.

**UNIT-I:**

Introduction: Concept of Culture for a Business Context: Brief wrap up of organizational culture & its dimensions; Cultural Back ground of business take-holders (Managers, Employees, Share Holders, Suppliers, Customers and Others)–An Analytical frame work.

**UNIT-II:**

Culture and Global Management: Global Business Scenario and Role of Culture – A Frame Work for Analysis – Elements & Processes of Communication across Cultures: Communication Strategy for of an Indian MNC and Foreign MNC& High Performance Winning Teams and Cultures; Culture Implications for Team Building.

**UNIT-III:**

Cross Culture – Negotiation & Decision Making – Process of Negotiation and Needed Skills & Knowledge Base–International and Global Business Operations–Strategy Formulation & Implementation–Aligning Strategy, Structure & Culture in an organizational Context.

**UNIT-IV:**

Global Human Resources Management–Staffing and Training for Global Operations. Developing a Global Management Cadre– Motivating and Leading –Developing the values and behaviors necessary to build high performance organization personnel (Individual and teams).

**UNIT-V:**

Corporate Culture: The Nature of Organizational Cultures–Designing the Strategy for a Culture Change Building: Successful implementation of Culture Change Phase; Measurement of ongoing Improvement.

**UNIT -VI CURRENT CONTOURS (For Continuous Internal Assessment Only)**

Contemporary Developments Related to the Cross Cultural Business Management - Studying: Nature of Organizational Cultures and designing the Strategy for a Culture Change Building - Group Discussion on Global Business Scenario on Cross Culture Environment.

### **TEXT BOOKS:**

1. Browaeys, M. Understanding Cross-Cultural Management. PEARSON, 2022.
2. Thomas, D. C., & Inkson, J. H. Cross-Cultural Management: An Introduction (1st ed.). SAGE Publications, Inc, 2021.
3. Szkudlarek, B., Romani, L., Caprar, D., & Osland, J. The SAGE Handbook of Contemporary Cross-Cultural Management (1st ed.). SAGE Publications Ltd, 2020.
4. Nguyen-Phuong-Mai, M. Cross-Cultural Management: With Insights from Brain Science (Routledge International Business Studies) (1st ed.). Routledge, 2019.
5. Thomas, D. C., & Peterson, M. F. Cross-Cultural Management: Essential Concepts (4th ed.). SAGE Publications, Inc, 2017.

### **REFERENCES:**

1. Mahadevan, J. A Very Short, Fairly Interesting and Reasonably Cheap Book About Cross-Cultural Management (Very Short, Fairly Interesting & Cheap Books) (First ed.). SAGE Publications Ltd, 2017.
2. Maude, B. Managing Cross-Cultural Communication: Principles and Practice (2nd ed.). Red Globe Press, 2016.
3. Thomas, D. C., & Peterson, M. F. Cross-Cultural Management: Essential Concepts (Third ed.). SAGE Publications, Inc, 2016.
4. Thomas, D. C. Cross-Cultural Management: Essential Concepts (2nd ed.). SAGE Publications, Inc, 2018.
5. Dumetz, J., Trompenaars, F., Belbin, M., Covey, S. M. R., Hampden-Turner, C., Saginova, O., Woolliams, P., Storti, C., Tournand, J., & Schein, E. H. Cross-cultural management textbook: Lessons from the world leading experts in cross-cultural management (Student ed.). CreateSpace Independent Publishing Platform, 2016.

### **E – RESOURCES:**

1. <https://www.coursera.org/learn/cross-cultural-communication-management>
2. <https://www.udemy.com/course/successful-cross-cultural-management/>
3. <https://alison.com/course/understanding-cross-cultural-communication-in-international-business-revised>
4. <https://www.newcastle.edu.au/course/GSBS6009>
5. [https://www.concordia.ca/cce/courses/details.html?subject=CEBU&catalog\\_number=1160](https://www.concordia.ca/cce/courses/details.html?subject=CEBU&catalog_number=1160)

### **COURSE OUTCOMES:**

At end of the course, the students will be able to:

- Evaluate different definitions and models of culture
- Generate strategies for working with individuals from different national cultures
- Acquire the soft skills needed to manage in a global context
- Learn to manage cultural differences in applications such as cross – border alliance.
- Apply effective managerial process including planning, organizing, staffing, coordinating, and monitoring workers in a global context

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**Second Year**

**ENTREPRENEURSHIP /  
INDUSTRY BASED COURSE  
ENTREPRENEURIAL DEVELOPMENT  
(Theory)**

**Semester-IV**

**Code**

**Credit:5**

**COURSE OBJECTIVES:**

- To encourage the spirit of self-employment among entrepreneurs and develop small and medium enterprises.
- To encourage new venture establishment and expansion of the existing ones in rural areas through designing special programmes.
- To inculcate the entrepreneurial skills to potential entrepreneurs and help develop the same in existing entrepreneurs

**UNIT –I:**

Meaning - Types - Qualities of an Entrepreneur - Classification of Entrepreneurs - Entrepreneurial Personality- Knowledge and Skills of Entrepreneur - Functions of Entrepreneurs.

**UNIT- II:**

Commercial Banks - District Industries Centre - All India Financial Institutions - IDBI – FCI - ICICI - IRDBI- Entrepreneurial Development Programmes (EDP) - Role, relevance, and achievements - Role of Government in organizing EDPs - Critical evaluation.

**UNIT –III:**

Business idea generation techniques - Identification of Business opportunities – Feasibility study - Marketing, Finance, Technology & Legal Formalities - Preparation of Project Report- Tools of Appraisal.

**UNIT –IV:**

Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

**UNIT –V:**

Role of entrepreneur in economic growth - Strategic approaches in the changing Economic scenario for small scale Entrepreneurs - Networking, Niche play, Geographic concentration, Franchising / Dealership - Development of Women Entrepreneurship.

**UNIT -VI CURRENT CONTOURS (For Continuous Internal Assessment Only)**

Contemporary Developments Related to the Course during the Semester concerned. - Practical: Training on entrepreneurial skill development among students - role play, Group discussions, Industrial visit to various entrepreneurial units.

### **TEXT BOOKS:**

1. S.S.Khanka, "Entrepreneurial Development" S.Chand& Co. Ltd. Ram Nagar New Delhi, 2018.
2. Kurahko&Hodgetts," Entrepreneurship – Theory, process and practices", Thomson learning 6th edition.
3. Donald F Kuratko, "Entrepreneurship – Theory, Process and Practice", 9 th Edition, Cengage Learning, 2017.
4. Khanka. S.S., "Entrepreneurial Development" S.Chand& Co. Ltd., Ram Nagar, New Delhi, 2019.
5. Sergi, B. S., & Scanlon, C. C.,Entrepreneurship and Development in the 21st Century (Lab for Entrepreneurship and Development). Emerald Group Pub Ltd,2020.
6. Vohra, M..ENTREPRENEURIAL DEVELOPMENT-PB. ANMOL PUBLICATIONS PVT LTD,2022.

### **REFERENCES:**

1. Charles Smarter Faster Better: The Secrets of Being Productive in Life and Business. Random House publications, 1 st Edition, 2016.
2. Hisrich, "Entrepreneurship", Tata McGraw Hill, New Delhi, 2019.
3. S.S.Khanka, "Entrepreneurial Development", S.Chand and Company Limited, New Delhi,2021.
4. Prasanna Chandra, Projects, "Planning, Analysis, Selection, Implementation and Reviews", Tata McGraw-Hill, 2018.
5. Singh, A. K., Entrepreneurship Development and Management, UniversityScience Press, 2009.UniversityScience Press, 2019.

### **E-RESOURCES:**

1. <https://www.esc.edu/degrees-programs/undergraduate-aos/business-management-economics/learning-resources/entrepreneurship-resources/>
2. <https://www.edx.org/learn/entrepreneurship>
3. [https://midassoe.com/pg-course-admission/entrepreneurship/?utm\\_source=google&utm\\_medium=entrepreneurship\\_cp\\_c\\_entrepreneurship\\_course&gclid=CjwKCAjwzeqVBhAoEiwAOrEmzRZ6Cz5mG2XsICIZ-tD1jr8zcT7vXay7cp0FvU618csSLztP024QihoCRGYQAvD\\_BwE](https://midassoe.com/pg-course-admission/entrepreneurship/?utm_source=google&utm_medium=entrepreneurship_cp_c_entrepreneurship_course&gclid=CjwKCAjwzeqVBhAoEiwAOrEmzRZ6Cz5mG2XsICIZ-tD1jr8zcT7vXay7cp0FvU618csSLztP024QihoCRGYQAvD_BwE)
4. <https://ied.eu/>
5. <https://www.niesbud.nic.in/entrepreneurship-development-programme.htm>

### **COURSE OUTCOMES:**

At end of the course, the students will be able to:

- Have the ability to discern distinct entrepreneurial traits
- Know the parameters to assess opportunities and constraints for new business ideas
- Understand the systematic process to select and screen a business idea
- Design strategies for successful implementation of ideas
- Analyse the business environment in order to identify business opportunities

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Each candidate shall be required to take up a Project Work and submit it at the end of the final year. The Head of the Department shall assign the Guide who, in turn, will suggest the Project Work to the student in the beginning of the final year. A copy of the Project Report will be submitted to the University through the Head of the Department on or before the date fixed by the University.

The Project will be evaluated by an internal and an external examiner nominated by the University. The candidate concerned will have to defend his/her Project through a Viva-voce.

#### ASSESSMENT /EVALUATION /VIVA-VOCE:

##### 1. PROJECT REPORT EVALUATION (Both Internal & External):

- |  |            |
|--|------------|
| I. Plan of the Project   | - 20 marks |
| II. Execution of the Plan/collection of Data / Organisation of Materials / Hypothesis, Testing etc and presentation of the report. | - 45 marks |
| III. Individual initiative   | - 15 marks |

##### 2. VIVA-VOCE / INTERNAL& EXTERNAL - 20 marks

**TOTAL - 100 marks**

#### PASSING MINIMUM:

Project	Vivo-Voce 20 Marks 40% out of 20 Marks (i.e. 8 Marks)	Dissertation 80 Marks 40% out of 80 marks(i.e. 32 marks)
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A candidate shall be declared to have passed in the Project work if he/she gets not less than 40% in each of the Project Report and Viva-voce but not less than 50% in the aggregate of both the marks for Project Report and Viva-voce.

A candidate who gets less than 40% in the Project must resubmit the Project Report. Such candidates need to defend the resubmitted Project at the Viva-voce within a month. A maximum of 2 chances will be given to the candidate.

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**Second Year**

**VALUE ADDED COURSE –II**  
**WTO: CONSTITUTION AND OPERATION**  
**(Theory)**

**Semester-IV**

**Code**

**Credit:2\***

**COURSE OBJECTIVES**

- To understand the agreements governing international trade
- To acquaint the student with the dispute settlement procedure in this area
- To understand various legal research methods and legal research processes

**UNIT-I :**

World Trade Organization (WTO) Agreement: Introduction to World Trade Organisation  
Bretton woods Conference - General Agreement on Tariffs and Trade(GATT) - World Trade Organisation (WTO) - Establishment, Scope, Functions, Structure, Secretariat, Status, Decision-making, Withdrawal, etc.

**UNIT-II :**

Trade in Goods: General Agreement on Tariffs and Trade (GATT) Rules- Most Favoured Nation (MFN) -. National Treatment - QRs, tariff bindings - Textile and Clothing - Investment Measures - Anti dumping, Safeguard and Countervailing measures -Customs valuation, pre-shipment inspection - Rules of origin, import licensing - Agreement on Agriculture - Sanitary and Phyto-sanitary norms.

**UNIT-III :**

Trade in Services - General Agreement on Trade in Services (GATS) Agreement - Financial Services 3.3. Maritime Transport - Professional services

**UNIT- IV:**

Trade Related Aspects of Intellectual Property (TRIPS) – Patents -Copyrights Industrial Designs - Trademarks - Geographical Indications - Integrated Circuits - Undisclosed Information.

**UNIT-V :**

WTO and developing countries – Introduction – Developing Countries & GATT – New International Economic Order (NIEO) and developing countries – Developing Countries & WTO and other issues – Role of WTO and least Developed Countries (LDCs)

## **UNIT -VI CURRENT CONTOURS (For Continuous Internal Assessment Only)**

Contemporary Developments Related to the WTO during the Semester concerned. - Studying: Trade Related Aspects of Intellectual Property, New International Economic Order and Copyrights Industrial Designs - role play, Group discussions on Role of WTO and least Developed Countries.

### **TEXT BOOKS:**

1. Andrew Byrnes, Mika Hayashi, Christopher Michaelson, International Law in the New Age of Globalization, Martinus Nijhoff Publishers, 2018.
2. Antony Anghie (Editor), The Third World and International Order: Law, Politics, and Globalization, Kluwer Law International, 2017.
3. Mavroidis, P. C. The WTO Dispute Settlement System: How, Why and Where? Edward Elgar Publishing, 2022.
4. World Trade Organization. The WTO Agreements: The Marrakesh Agreement Establishing the World Trade Organization and its Annexes (2nd ed.). Cambridge University Press, 2017.
5. Mavroidis, P. C. The WTO Dispute Settlement System: How, Why and Where? Edward Elgar Publishing, 2022.

### **REFERENCES:**

1. GATT Agreements – World Trade Center Publication, 2016.
2. WTO in the New Millennium – MVIRDC World Trade Centre – ArunGoyal, 2019.
3. Trade, Development and WTO (Handbook) – IMF Publication ed. Bernard Hoekman, AadityaMattoo Philip English, 2019.
4. WTO and Globalisation – NilimaChandiramani. Joseph Stiglitz, Making Globalization Work: The Next Step to Global Justice, Penguin 2017
5. Kai Ambos, Judith Large, MariekeWierda, Building a Future on Peace and Justice: Studieson Transitional Justice, Peace and Development, the Nuremberg Declaration on Peace and Justice, Springer Science & Business Media, 2018.

### **E-RESOURCES:**

1. [https://www.wto.org/english/res\\_e/d\\_learn\\_e/d\\_learn\\_e.htm](https://www.wto.org/english/res_e/d_learn_e/d_learn_e.htm)
2. <https://wtolearning.csod.com/client/wtolearning/default.aspx>
3. <https://www.wto-ilibrary.org/>
4. <https://www.e-ir.info/2018/04/14/online-resources-the-world-trade-organization/>
5. <https://tfelearning.unctad.org/>

### **COURSE OUTCOME**

At end of the course, the students will be able to:

- Learn about the basic principles of International Trade Law.
- Explain about the basic functioning of WTO, GATT and GATS.
- Understand Dispute Settlement Mechanism procedures.
- Understanding sale of goods and international commercial contracts.
- Learn various contemporary developments in the field.

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