



MANAKULA VINAYAGAR

INSTITUTE OF TECHNOLOGY

(An Autonomous Institution)



Approved by the AICTE, New Delhi - Affiliated to Pondicherry University
Accredited by NAAC WITH 'A' Grade and NBA (National Board of Accreditation)
Kalitheerthalkuppam, Puducherry - 605 107
Ph: 0413 2643007 / Website: www.mvit.edu.in



PROPOSED CURRICULUM AND SYLLABUS

for

BACHELOR OF BUSINESS ADMINISTRATION PROGRAMMES





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UG-CURRICULUM&SYLLABUS

CURRICULUM STRUCTURE

Sl.No	Semester	I	II	III	IV	V	VI	Total
1.	Core Courses	12	12	12	16	8	6	66
2.	Employability Enhancement Courses	4	2	-	-	-	-	6
3.	Open (Multi-Disciplinary) Elective course	2	2	2	-	-	-	6
4.	Value added Courses	2	2	2	2	-	-	8
5.	Skill Enhancement courses	-	2	4	2	4	6	18
6.	Professional (Discipline Specific) Elective	-	-	-	-	8	8	16
7.	Core Enrichment Course (Projects / Internships/ Capstone Project / Seminar)	-	-	-	-	2	2	4
	Total	20	20	20	20	22	22	124



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BACHELOR OF BUSINESS ADMINISTRATION (BBA)

SEMESTER - I

S. No.	Subject Code	Subjects	Cat	Periods			Credits	Marks		
				L	T	P		IA	ES	TM
Core Courses										
1.	25UBBT11	Principles of Management	Core Course	3	1	0	04	40	60	100
2.	25UBBT12	Business Statistics	Core Course	3	1	0	04	40	60	100
3.	25UBBT13	Accounting Principles	Core Course	3	1	0	04	40	60	100
Employability Enhancement Course (EEC)										
4.	25UEET14	Business Communication I	EEC	2	0	0	02	40	60	100
5.	25UEET15	General English	EEC	2	0	0	02	40	60	100
6	25UEET16	Modern Indian Languages I Tamil I/ French I	EEC	2	0	0	00	00	00	000
Value Added Course (VAC)										
6.	25UVAT17	Environmental Science and Sustainability	VAC	2	0	0	02	40	60	100
Open (Multi-disciplinary) Elective Course										
7.	25UBBO18	Indian Knowledge System –Indian Health, Wellness and Psychology (including Ayurved)	OEC	2	0	0	02	40	60	100
Total				19	3	0	20	280	420	800



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BACHELOR OF BUSINESS ADMINISTRATION

SYLLABUS – SEMESTER - I

25SUBBT11	<u>PRINCIPLES OF MANAGEMENT</u>	Category	L	T	P	Credit
		CC	3	1	0	4

Course Objective

To provide foundational knowledge of management principles, including planning, organizing, directing, and controlling, and to introduce modern concepts like MBO, TQM, and CSR.

Course Prerequisite

Basic knowledge of business or commerce at the higher secondary level. No prior management study required.

Course Outcome

CO1	Understand the nature, importance, and functions of management, including key contributions of management thinkers.	Understand
CO2	Explain process of planning, decision-making, and the role of objectives, strategies, and MBO in management.	Analyze
CO3	Identify principles, structures, and types of organisation, and address organisational conflicts.	Evaluate
CO4	Describe the concepts of direction, control, delegation of authority, and responsibility in management.	Understand
CO5	Distinguish between centralisation and decentralisation, and discuss emerging concepts like TQM, MBO, MBE, core competency, and CSR.	Analyze

UNIT I Nature And Approaches To Management

(12hours)

Nature of Management - Importance of Management – Functions of Management – Administration and Management – Management Science or Art – Functional Areas of Management – Evolution of

Management Thought - Contributions of F.W Taylor, Henri Fayol and Elton Mayo.

UNIT II Planning And Decision-Making

(12hours)

Planning and Decision Making: Planning - Purpose of Planning – Steps in Planning – Types of Plans – Objectives – Strategies – Policies – Procedures – Management by Objectives (MBO) – Process Benefits and Problems - Decision Making.

UNIT III Organising(12 Hours)

Organising: Principles of Organisation – Formal and Informal Organisation – Different Forms of Organisation – Line and Staff Conflict – Committee form of Organisation – Organisation Structure.

UNIT IV Direction And Control

(12hours)

Direction – Meaning – elements – characteristic – importance, and principles of direction. Control – Introduction – Definition – Characteristics – objectives – necessity – elements - process of control – importance – limitations – Budgets and Budgetary Control. Delegation of Authority & Responsibility: features of Authority - Responsibility: Features of Responsibility – Accountability - Principles of Delegation – steps involved in Delegation process – Advantages and obstacles of Delegation.

UNIT V Decentralisation And Contemporary Management Practices

(12hours)

Importance – Advantages & Disadvantages – factors determining the degree of Decentralisation – Delegation and Decentralisation – Centralisation Vs. Decentralisation. Emerging concepts in Management: TQM, MBO, MBE - Core Competency – CSR.

TEXT BOOK:

1. **Pagare Dinkar**, Principles of Management
2. **Prasad B M L**, Principles and Practice of Management
3. **Satya Narayan and Raw VSP** Principles and Practice of Management
4. **Srivastava and Chunawalla** Management Principles and Practice

Reference Book & Web Resources

- 1 **Gupta C.B.**, Business Management
2. **Harold Koontz, Cyril O Donnel, Heinz Wehrich**, Management
3. **James A.B. Stoner & Charles Wankel**, Management

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	1	2	3	3
CO2	2	3	3	2	1	1
CO3	1	2	2	1	0	0
CO4	2	1	1	2	3	3
CO5	2	3	3	2	1	1

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Nature And Approaches To Management	12
II	Planning And Decision-Making	12
III	Organizing	12
IV	Direction And Control	12
V	Decentralization And Contemporary Management Practices	12

Assessment Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written test covering (short answers, descriptive, and case-based questions).	25
Assignment / Case Study	Practical Management Case Study – Analysis of an organization or management practice (e.g., MBO application, TQM implementation, delegation practices).	5
MCQ Quiz (Unit-wise)	10 MCQs per unit administered online/offline to reinforce key concepts and management theories.	5
Attendance & Class Participation	Regular attendance, active involvement in discussions, role plays (e.g., planning exercises, delegation scenarios).	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all five units (theory + application).	60
Grand Total	—	100

25UBBT12	BUSINESS STATISTICS	Category	L	T	P	Credit
		CC	3	1	0	4

Course Objective

To understand and apply statistical tools such as averages, dispersion, correlation, regression, probability, hypothesis testing, and time series for effective business decision-making.

Course Prerequisite

Basic mathematical knowledge at the higher secondary level. No prior statistics background required.

Course Outcome

CO1	Explain the concepts of statistics, data types, classification, tabulation, and graphical representation.	Understand
CO2	Calculate and interpret measures of central tendency, variation, skewness, and kurtosis for business data	Analyze
CO3	Determine and interpret correlation and regression equations for understanding variable relationships.	Analyze
CO4	Apply probability concepts and distributions (Binomial, Poisson, Normal) to solve business problems.	Apply
CO5	Use appropriate sampling methods, perform hypothesis testing, and apply interpolation, extrapolation, and time series techniques for business forecasting.	Evaluate

Syllabus

Unit I Introduction To Statistics And Data Presentation (12hours)

Statistics: Concept, significance & Limitation Type of Data, Classification & Tabulation, Frequency Distribution & graphical representation.

Unit IIMeasures Of Central Tendency, Dispersion, Skewness, And Kurtosis (12 hours)

Measures of Central Tendency (Mean, Medium, and Mode) Measures of Variation: Significance & Prosperities of a good measure of variation: Range, Quartile Deviation, Mean Deviation and Standard Deviation, Measures ofSkewness & Kurtosis.

Unit III Correlation And Regression Analysis (12hours)

Correlation: Significance of Correlation, Types of correlation, Simple correlation, Scatter Diagram method, Karl Pearson Coefficient of Correlation. Regression: Introduction, Regression lines, and

Regression Equation & Regression coefficient.

UNIT IV Probability And Probability Distributions (12hours)

Probability: Concept, Events, Addition Law, Conditional Probability, Multiplication Law & Baye's theorem [Simple numerical], Probability Distribution: Binomial, Poisson and Normal.

UNIT V Time Series Analysis (12hours)

Sampling Method of sampling, sampling and Non-sampling errors. Test of Hypothesis, Type- I and Type – II Errors, Large sample tests. Interpolation and Extrapolation and Time Series Analysis: Interpolation, Extrapolation – Meaning, uses, Measurements – Estimation Methods – Time series Analysis – Techniques of Measurements – Business Forecasting.

Text Book

1. Gupta S P, Statistics for Commerce Students
2. Gupta, C.B. Introduction of Statically Method

Reference Book & Web Resources

1. Elhance D N, Fundamentals of Statistics Gupta S.P., Statistical Methods,
2. Sanchall D.C.& V.K. Kapoor, Statistics Theory, Methods & Applications,
3. Levin, R.I. Statistics for Management
4. Feud, J.E. Modern Elementary Statistics

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	1	2	3	3
CO2	2	3	3	2	1	2
CO3	2	3	3	2	1	2
CO4	3	2	2	3	2	2
CO5	1	2	2	1	0	0

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Introduction To Statistics And Data Presentation	12
II	Measures Of Central Tendency, Dispersion, Skewness, And Kurtosis	12
III	Correlation And Regression Analysis	12
IV	Probability And Probability Distributions	12
V	Time Series Analysis	12

Assessment Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written test covering (problem solving + short theory)	25
Assignment / Industry Case	Practical statistical problem set or real-life data analysis (e.g., frequency distribution, correlation analysis).	5
MCQ Quiz – Unit-wise	10 MCQs per unit, conducted online/offline after completion of each unit to reinforce formulas & concepts.	5
Attendance & Class Participation	Regular attendance, participation in numerical practice, group problem-solving.	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all five units (theory + numerical problems).	60
Grand Total	—	100

Course Designer(s):

25SUBBT13	ACCOUNTING PRINCIPLES	Category	L	T	P	Credit
		CC	3	1	0	4

Course Objective

To introduce the basic concepts and procedures of accounting, including journal entries, trial balance, final accounts, error rectification, bank reconciliation, and accounting for shares and debentures.

Course Prerequisite

Basic numerical and business knowledge at the higher secondary level. No prior accounting background required.

Course Outcome

CO1	Understand basic concepts, principles, and users of accounting information.	Understand
CO2	Record business transactions using journal, cash book, ledger, and trial balance.	Apply
CO3	Prepare bank reconciliation statements and handle rectification of errors.	Apply
CO4	Apply accounting treatment for stock, depreciation, and prepare final accounts.	Apply
CO5	Explain the procedures for issue and redemption of shares and debentures.	Understand

Syllabus

Unit I Accounting Fundamentals (12hours)

Meaning of book keeping. Process of book keeping and accounting, Basic terminology of accounting, subsidiary books of accounts, Difference between accounting & book keeping. Importance & Limitations of Accounting, Various users of Accounting Information, Accounting Principles, conventions & Concepts.

Unit II Subsidiary Books (12hours)

Accounting Equation, Dual Aspect of Accounting Types of accounting Rules of debit & Credit, Preparation of Journal and Cash book including banking transaction, Ledger and Trial balance.

Unit III Basic Financial Statements (12hours)

Rectification of errors preparation of bank reconciliation Statement, Bills of Exchange And promissory notes.

Unit IV Accounting For Non-Profit Entities (12hours)

Valuation of stocks, Accounting treatment of depreciation. Reserve and provision, Preparation of final accounts along with adjustment entries.

Unit V Accounting From Incomplete Records**(12hours)**

Issue of shares and debentures, Issue of bonus shares and right issue, Redemption preference shares and debentures.

Text Book

1. **Agarwal B.D.** Advanced Accounting
2. **Chawla & Jain** Financial Accounting
3. **Chakrawarti K.S.** Advanced Accounts

Reference Book & Web Resources

1. **Gupta R.L. & Radhaswamy** Fundamentals of Accounting
2. **Jain & Narang** Advanced Accounts
3. **Shukla & Grewal** Advanced Accounts

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	1	2	3	3
CO2	3	2	2	3	1	1
CO3	3	2	2	3	1	1
CO4	3	2	2	3	1	1
CO5	2	1	1	2	3	3

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Accounting Fundamentals	12
II	Subsidiary Books	12
III	Basic Financial Statements	12
IV	Accounting For Non-Profit Entities	12
V	Accounting From Incomplete Records	12

Assessment Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written test covering theory + practical problems (journal entries, ledger posting, trial balance).	25
Assignment / Case Study	Practical accounting problems or mini-project (e.g., preparation of journal, cash book, bank reconciliation, or financial statements).	5
MCQ Quiz – Unit-wise	10 MCQs per unit conducted online/offline to reinforce basic accounting concepts and terminologies.	5
Attendance & Class Participation	Regular attendance, active engagement in problem-solving sessions, group discussions.	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all five units (theory + problem-solving).	60
Grand Total	—	100

Course Designer(s):

EMPLOYEE ENHANCEMENT COURSE

25UEET12	<u>BUSINESS COMMUNICATION – I</u>	Category	L	T	P	Credit
		EEC	2	0	0	2

Course Objective

This course helps students understand the basics of communication and its role in business. It builds written and oral communication skills, with focus on real-world application. Students will also improve their presentation and negotiation abilities for professional success.

Course Prerequisite

Basic knowledge of English language and an interest in learning business communication skills. No prior experience in communication studies is required.

Course Outcome

CO1	Understand basic English grammar, sentence structure, and business vocabulary.	Understand
CO2	Write effective business emails, letters, memos, and reports.	Apply
CO3	Plan and deliver structured business presentations with visual aids.	Evaluate

Syllabus

Unit 1: Basic English Language Skills (10 hours)

Introduction to English grammar: Parts of speech, sentence structure, Vocabulary building: Commonly used words and phrases in business contexts. Reading comprehension: Short passages related to business and economics. Speaking practice: Basic conversation skills, greetings, and introductions.

Unit 2: Written Communication in Business (10 hours)

Email etiquette: Writing formal emails, memos, and letters, Business correspondence: Formatting and structuring business documents, Introduction to report writing: Basics of writing concise and clear business reports, Editing and proofreading: Techniques for error detection and correction in written communication.

Unit 3: Presentation Skills (10 hours)

Planning and structuring presentations: Introduction, main points, conclusion, Effective use of visual aids: Designing and incorporating slides for presentations, Delivery techniques: Voice modulation, body language, eye contact, Practice sessions: Delivering short presentations on business topics.

Text Book

1. "English for Business Communication" by **Simon Sweeney**
2. "Effective Business Writing: A Guide For Those Who Write OnThe Job" by **Maryann V.Piotrowski**
3. "Business English for Success" by **Scott McLean.**

Reference Book & Web Resources

1. "English for Business Communication" by **Sunita Mishra and ShaliniVerma**
2. "Effective Presentation Skills: A Practical Guide for Better Speaking" by **Sanjay Singh**

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	1	2	3	3
CO2	3	2	2	3	1	1
CO3	1	2	2	1	0	0

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Basic English Language Skills	10
II	Written Communication in Business	10
III	Presentation Skills	10

Assessment Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written test covering grammar, vocabulary, reading comprehension, and basic business writing.	25
Assignment / Practical Task	1) Business Writing Task – Writing formal emails, memos, letters, or short reports. 2) Speaking Task – Short oral presentation or role-play.	5
MCQ / Quiz – Unit-wise	10 MCQs per unit conducted online/offline to reinforce grammar, vocabulary, and comprehension skills.	5
Attendance & Class Participation	Active engagement in classroom discussions, conversation exercises, a Presentation practice sessions.	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written and oral exam covering all three units.	60
Grand Total	—	100

Course Designer(s):

25UEET15	GENERAL ENGLISH	Category	L	T	P	Credit
		EEC	2	0	0	2

Course Objective

To develop students' verbal communication skills for professional, academic, and social contexts; to enhance fluency, clarity, and confidence in speech.

Course Prerequisite

Basic understanding of English grammar and ability to comprehend simple texts, with willingness to engage in speaking activities and accept peer feedback for improvement

Course Outcome

CO1	Apply effective vocabulary, pronunciation, and intonation in various contexts.	Apply
CO2	Participate actively in group discussions, presentations, and interviews.	Apply
CO3	Use appropriate verbal and non-verbal communication skills in professional and social situations	Apply

SYLLABUS

Unit 1 – Vocabulary & Pronunciation Skills (10 hours)

Building an active vocabulary for daily and professional use - Word stress, intonation, and pronunciation drills- Commonly mispronounced words in Indian English - Using a dictionary and online tools for pronunciation - Idioms, phrases, and expressions for conversational fluency.

Unit 2 – Speaking in Formal & Informal Contexts (10 hours)

Self-introduction and elevator pitch - Conversational skills for informal settings - Group discussions – rules, strategies, and practice - Public speaking basics: planning, structuring, and delivering a speech - Handling stage fright and anxiety.

Unit 3 – Professional Communication Skills (10 hours)

Telephone and video call etiquette - Presentation skills – content, visuals, and delivery - Interview speaking techniques (HR & technical rounds) - Negotiation and persuasion skills - Conducting and moderating meetings

Text Book

1. “English for Effective Communication” – M.A. Zuraida
2. “Improve Your English: English in the Workplace” – BBC Learning English

3. “Public Speaking for Success” – Dale Carnegie
4. AICTE Model Curriculum Guidelines for Communication Skills

Reference Book & Web Resources

1. Bovee, Courtland L., & Thill, John V. *Business Communication Today*. Pearson Education, 15th ed., 2022.
2. Guffey, Mary Ellen & Loewy, Dana. *Essentials of Business Communication*. Cengage Learning, 12th ed., 2022.
3. Lucas, Stephen E. *The Art of Public Speaking*. McGraw-Hill Education, 13th ed., 2020.
4. Kumar, Sanjay & Lata, Pushp. *Communication Skills*. Oxford University Press, 2018.

Mapping with Programme Outcomes

Cos	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	1	2	1
CO2	3	3	2	2	2	2
CO3	2	3	3	3	3	2

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Vocabulary & Pronunciation Skills	10
II	Speaking in Formal & Informal Contexts	10
III	Professional Communication Skills	10

Assessment Component	Assessment Tools / Description	Marks
Test	Written test covering grammar, vocabulary, reading comprehension, and basic business writing.	25
Assignment / Practical Task	1) Business Writing Task – Writing formal emails, memos, letters, or short reports. 2) Speaking Task – Short oral presentation or role-play.	5
MCQ / Quiz – Unit-wise	10 MCQs per unit conducted online/offline to reinforce grammar, vocabulary, and comprehension skills.	5
Attendance & Class Participation	Active engagement in classroom discussions, conversation exercises, a Presentation practice sessions.	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written and oral exam covering all three units .	60
Grand Total	—	100

Course Designer(s):

25UVAT17	ENVIRONMENTAL SCIENCE AND SUSTAINABILITY	Category	L	T	P	Credit
		VAC	2	0	0	2

Course Objective

This course aims to familiarize students with fundamental environmental concepts and their relevance to business operations, preparing them to address forthcoming sustainability challenges. It is designed to equip students with the knowledge and skills needed to make decisions that account for environmental consequences, fostering environmentally sensitive and responsible future managers.

Course Outcome

CO1	Explain the scope, concepts, and interdisciplinary nature of environmental studies	Understand
CO2	Evaluate environmental policies, laws, and sustainable development practices.	Understand
CO3	Apply sustainability concepts to business, industry, and community development.	Analyze,

Syllabus

Unit 1: Multidisciplinary Nature of Environmental Studies (10 hours)

Definition, scope, and importance; environmental ethics; sustainability concepts; relationship between environment and society; role of individuals in environmental protection; global environmental issues—climate change, ozone depletion, acid rain; introduction to Sustainable Development Goals (SDGs).

Unit : Environmental Policies, Laws, and Management (10 hours)

Environmental Protection Act, Air and Water Acts, Wildlife Protection Act, Forest Conservation Act; environmental impact assessment (EIA); environmental ethics and corporate social responsibility (CSR); role of NGOs, community participation, and green business initiatives.

Unit 3: Sustainability Practices and Contemporary Issues (10 hours)

Sustainable cities and green buildings; renewable energy technologies; waste minimization and recycling; sustainable transportation; climate change adaptation and mitigation; environmental management systems (ISO 14001); life cycle assessment; business case studies on sustainability

Text Book

1. Basak, A. "Environmental Studies." Pearson Education.
2. Rajagopalan, R. "Environmental Studies: From Crisis to Cure." Oxford University Press.
3. Benny Joseph, "Environmental Studies." McGraw Hill Education

Reference Book & Web Resources

1. Bharucha, E. "Textbook of Environmental Studies for Undergraduate Courses." University Press.
2. Cunningham, W.P. & Cunningham, M.A. "Principles of Environmental Science." McGraw Hill Education.
3. UNEP and UN Sustainable Development Goals resources – www.unep.org
4. AICTE Model Curriculum for Environmental Science – www.aicte-india.org

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	2	2	3
CO2	2	2	2	3	3	3
CO3	1	2	2	3	3	3

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
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I	Multidisciplinary Nature of Environmental Studies	10
II	Environmental Policies, Laws, and Management	10
III	Sustainability Practices and Contemporary Issues	10

Assessment Component	Assessment Tools / Description	Marks
Test	Written test	25
Assignment / Practical Task	1) Google Form	5
MCQ / Quiz – Unit-wise	10 MCQs per unit conducted online/offline to reinforce grammar, vocabulary, and comprehension skills.	5
Attendance & Class Participation	Active engagement in classroom discussions, conversation exercises, a Presentation practice sessions.	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written and oral exam covering all three units .	60
Grand Total	—	100

Course Designer(s):

25UBBO18	INDIAN KNOWLEDGE SYSTEM	Category	L	T	P	Credit
		OEC	2	0	0	2

Course Objective

To provide knowledge on the fundamental principles of Ayurveda and Yoga as holistic health systems.
 To understand the relationship between body, mind, and environment through traditional Indian perspectives.
 To develop awareness of healthy regimens (daily, seasonal, and social) for physical, mental, and spiritual wellbeing.

Course Prerequisite

Basic awareness of human health, hygiene, and general lifestyle practices. No specialized background required.

Course Outcome

CO1	Analyze the interconnection between body, mind, and environment using Ayurvedic and Yogic principles	Remember
CO2	Analyze the interconnection between body, mind, and environment using Ayurvedic and Yogic principles	Analyze
CO3	Apply the concepts of Swasthavritta (daily and seasonal regimen), diet, and lifestyle practices for promoting holistic health	Apply

Unit I Introduction to IKS

Understanding human body

Introduction to Ayurveda, the Knowledge of Life, Health and treatment aspects in Ayurveda, Influence of Panchamahabhuta on Internal environment of Human being, Understanding composition of Human body through the concept of DoshaDhatu Mala, Understanding Prakruthi , the Mind – Body Constitution.

Unit II – Understanding the communication between body & Mind

Establishing communication between body and mind by understanding the language of body. Understanding the concept of Agni, Koshta, Sara and Ojas and their relevance in enhancing our immunity to protect from various infections. Looking at the world through the lenses of Dravya, Guna and Karma Applying the principle of Samanya and Vishesha in every aspect of life to achieve perfect health.

Unit III – Introduction to Health Regimen

Understanding Swasthavritta, the healthy regimen to maintain state of wellbeing Dinacharya, the Daily regimen including Daily detoxification, exercise, Intake of Food, Water, Air and Sunlight, work and ergonomics, Rest and sleep hygiene. Ritucharya, the seasonal regimen, Sadvritta and the concept of social wellbeing, understanding trividhaupastambhas, three pillars to health, Concept of Shadrasa in choosing appropriate nourishment to the body and mind.

Text Book

1. Dr Deepak Chopra, Perfect Health--Revised and Updated: The Complete Mind Body Guide, Harmony publication, 2001
2. Vasant lad, Ayurveda, the Science of Self-healing: A Practical Guide: Science of Self- healing, lotus press, 1984
3. BKS Iyengar, Light on Yoga: The Classic Guide to Yoga by the World's Foremost Authority, thronson publication, 2006
4. SwamySatyanandaSaraswati, Asana, Pranayama, Mudra and Bandha, Bihar School of Yoga, 2002

Reference Book & Web Resources

1. The Charaka Samhita
2. The Susruta Samhita
3. TehAshtangaHridaya
4. The Hatha yoga pradipika
5. The Patanjali yoga sutras
6. The Gherandasamhita

Mapping with Programme Outcomes

Cos	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	2	2	2
CO2	2	3	2	3	2	3
CO3	1	2	3	2	3	3

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Introduction to Indian Knowledge System – Human body, Ayurveda, PanchaMahabhuta, Dosha–Dhatu–Mala, Prakruthi.	10
II	Body–Mind Communication – Agni, Koshta, Sara, Ojas, immunity, Dravya–Guna–Karma, Samanya–Visesha.	10
III	Health Regimen – Swasthavritta, Dinacharya, RituCharya, Sadvritta, TrividhaUpastambha, Shadrasa.	10

Assessment Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written test covering Short notes, descriptive questions, and concept-based application of Ayurveda principles.	25
Assignment / Case Study	1) Practical or observational assignment on body-mind connection , Dosha analysis, or application of SwasthaVritta principles. 2) Mini-project on daily or seasonal health regimens.	5
MCQ / Quiz – Unit-wise	10 MCQs per unit on basic IKS concepts, Ayurveda terminology, and health practices.	5
Attendance & Class Participation	Active participation in discussions, group exercises, demonstrations, or practical sessions.	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all three units (theory + application).	60
Grand Total	—	100

Course Designer(s):



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SEMESTER II

S. No.	Subject Code	Subjects	Cat	Periods			Credits	Marks		
				L	T	P		IA	ES	TM
Core Courses										
1.	25UBBT21	Organization Behavior	Core Course	3	1	0	04	40	60	100
2.	25UBBT22	Business Economics	Core Course	3	1	0	04	40	60	100
3.	25UBBT23	Mercantile Law	Core Course	3	1	0	04	40	60	100
Employability Enhancement Course (EEC)										
4.	25UEET24	Business English - II	EEC	2	0	0	02	40	60	100
5	25UEET25	Modern Indian Languages II Tamil II / French II	EEC	2	0	0	00	00	00	000
Value Added Course (VAC)										
5.	25UVAT25	Indian Constitution	VAC	2	0	0	02	40	60	100
Open (Multi-disciplinary) Elective Course										
6.	25UBBO26	Media Literacy and Critical Thinking	OEC	2	0	0	02	40	60	100
Skill Enhancement Course (SEC)										
7.	25USET27	Emerging Technologies and applications	SEC	2	0	0	02	40	60	100
Total				19	3	0	20	280	420	700

SYLLABUS

CORE COURSES

25UBBT21	ORGANIZATIONAL BEHAVIOUR	Category	L	T	P	Credit
		CC	3	1	0	4

Course Objective

This course introduces key concepts of Organizational Behavior, focusing on individual and group behavior, motivation, leadership, communication, culture, and stress management within organizations.

Course Prerequisite

Basic understanding of management principles or completion of an introductory course in Management or Business Studies is recommended.

Course Outcome

CO1	Explain the concept, development, and models of Organizational Behavior.	Understand
CO2	Evaluate how individual factors like attitude, personality, and perception affect workplace behavior.	Evaluate
CO3	Apply motivation and leadership theories to enhance employee performance.	Apply
CO4	Demonstrate understanding of group dynamics, team building, and conflict resolution.	Apply
CO5	Analyze the role of organizational culture and manage stress in a multicultural work environment.	Analyze

Syllabus

UNIT 1: Introduction to Organizational Behavior (12hours)

Introduction to Organizational Behavior : Definition, Evolution of the Concept of OB, Contributions to OB by major behavioral science disciplines, Challenge and Opportunities for OB managers, Models of OB study

UNIT 2: Foundations of Individual Behavior (12hours)

Foundations of Individual Behavior Attitudes and Job Satisfaction, Components of Attitude, Major Job Attitude, Job Satisfaction, Personality and Values, Personality Determinants, MBTI, Big – Five Model, Values, Formation, Types of Values, Perception, Factors influencing perception.

UNIT 3: Motivation and Leadership (12hours)

Motivation and Leadership Motivation and Leadership Concept of motivation, Definition, Theories of Motivation, Maslow’s need Theory, ERG Theory, Theory X and Theory Y, Two Factor Theory, McClelland’s Theory, Equity Theory, Vroom’s Expectancy Theory. Concept of

Leadership, Theories of leadership, Traits of good Leader, Difference between Leader and Manager

UNIT 4: Group Dynamics and Teamwork (12hours)

Groups and Teams Foundations of Group Behaviour, Formation of Group, Group - Classification, Properties, Roles, norms, status, size and cohesiveness, Group decision making, Understanding teams, creating effective teams, Conflict Process, Conflict management communication.

UNIT 5 :Organizational Culture and Stress Management (12hours)

Culture, Definition, Culture's function, need and importance of Cross Cultural management, Stress and its Management

TEXT BOOK:

- 1) Kavita Singh, Organizational Behavior, Vikas Publications
- 2) Robbins, Timothy Judge, SeemaSanghi, Organizational Behavior, Stephen Pearson Prentice Hall,12 edition

Reference Book

- 1) Fred Luthans, Organizational Behavior, McGraw Hill Inc.
- 2) John Newstrom and Keith Davis, Organizational Behavior, Tata McGraw Hill, 11 edition
- 3) AshwaThapa, Organizational Behavior

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	1	2	3	3
CO2	1	2	2	1	0	0
CO3	3	2	2	3	1	1
CO4	3	2	2	3	1	1
CO5	2	3	3	2	1	1

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Introduction To Organizational Behavior	12
II	Foundations Of Individual Behavior	12
III	Motivation And Leadership	12
IV	Group Dynamics And Teamwork	12
V	Organizational Culture And Stress Management	12

Assessment Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written test covering Unit 1 & 2 (short answers, essays, case-based questions).	25
Assignment	Industry-based case study analysis or report on real-life OB practices (e.g., leadership styles, group behavior, stress management).	5
MCQ Quizzes (Unit-wise)	10 MCQs per unit to assess key concepts (conducted online/offline after completion of each unit).	5
Class Participation & Attendance	Active participation in discussions, group activities, and consistent attendance.	5
Total (Internal Assessment)		40
End-Semester Examination	Comprehensive written exam covering all 5 units (theory + application).	60
Grand Total		100

Course Designer(s):

25SUBBT22	BUSINESS ECONOMICS	Category	L	T	P	Credit
		CC	3	1	0	4

Course Objective

This course introduces core economic concepts and their application in business decisions, covering consumer behavior, production, pricing, and economic fluctuations.

Course Prerequisite

Basic knowledge of commerce or introductory economics is recommended to grasp key managerial economics concepts.

Course Outcome

CO1	Explain the basic concepts of economics, including its definition, scope, and relevance to business management.	Understand
CO2	Analyze consumer demand, utility theories, and elasticity of demand to aid in managerial decision-making.	Analyze
CO3	Apply production laws and production function concepts to achieve producer equilibrium and understand cost behavior.	Apply
CO4	Distinguish between different market structures and pricing strategies such as perfect competition, monopoly, monopolistic competition, and oligopoly	Analyze
CO5	Evaluate theories of factor pricing (rent, interest, wages, profit), national income concepts, methods of measurement, and understand the phases of business cycles.	Evaluate

Syllabus

UNIT I: Introduction To Economics And Global Economic Environment (12hours)

Definition, Nature, Scope & Limitation of Economics as an art or Science. Relevance of Economics in Business Management, Utility analysis, Marginal Theory of utilities and Equi-Marginal theory of utility.

Globalization – Implication to the Indian Economy – Theory of International Trade – Balance of Trade – Balance of Payments – Current Situation and Future Prospects.

UNIT II: Consumer Behavior And Demand Analysis (12hours)

Meaning of demand. Demand theory and objectives, Demand analysis. Demand schedule.

Demand Curve and Nature of Curves, Laws of Demand Elasticity of Demand Types & Measurement, Indifference curves analysis Consumer Equilibrium & Consumer Surplus. Price,

Income and substitution effect.

UNIT III Production Theory And Producer Behavior (12hours)

Production-Meaning and Analysis Production function. Laws of production, Laws of increasing returns & Laws of constant returns. Equal product curves and Producer equilibrium.

UNIT IV Market Structures And Pricing Mechanisms (12hours)

Market analysis-Nature of market, Types of markets and their characteristics Pricing under different market structures- Perfect Monopoly, oligopoly and Monopolistic completion. Price discrimination under monopoly competition.

UNIT V Factor Pricing And National Income Analysis (12hours)

Theories of factor pricing, factor pricing v/s product pricing. Theories of rent theories of interest theories of wages theories of profit, Concept of profit maximization.

National Income – Concepts – Measurement of National Income – Difficulties in Measurement – Business Cycles – Various Phases

Text Book

1. Adhikari Management Economics
2. Gupta G.S. Managerial Economics
3. Varshney R.L.&Maheswari, Managerial Economics
4. Lal S.M. Principles of Economics

Reference Book

1. Joel Dean, Managerial Economics
2. Mithani and VSR.Murthy, Fundamentals of Business Economics
3. Reddy P.N and Appanniah H.R., Principles of Business Economics
4. Sundharam K.P.M and Sundharam E.N., Business Economics

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	1	2	3	3
CO2	2	3	3	2	1	2
CO3	3	2	2	3	1	1
CO4	2	3	3	2	1	2
CO5	1	2	2	1	0	0

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Introduction To Economics And Global Economic Environment	12
II	Consumer Behavior And Demand Analysis	12
III	Production Theory And Producer Behavior	12
IV	Market Structures And Pricing Mechanisms	12
V	Factor Pricing And National Income Analysis	12
Course Designer(s):		

Assessment Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written test covering Unit I & II (short answers, descriptive questions, and application-based problems).	25
Assignment	Industry/Economic Case Study – Analysis of current Indian/global economic issues such as globalization impacts, demand forecasting, or market pricing.	5
MCQ Quizzes (Unit-wise)	Online/Offline Quiz after completion of each unit (10 MCQs per unit) to reinforce key concepts.	5
Attendance & Participation	Regular attendance and active involvement in classroom discussions, presentations, and debates.	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all 5 units (theory + practical applications).	60
Grand Total	—	100

25UBBT23	MERCANTILE LAW	Category	L	T	P	Credit
		CC	3	1	0	4

Course Objective

This course provides a foundational understanding of law and legal systems, focusing on contract law, special contracts like indemnity and bailment, agency relationships, and the legal aspects of the sale of goods and negotiable instruments in business.

Course Prerequisite

Basic knowledge of business operations or an introductory course in Business or Commerce is recommended to understand the legal context of business activities.

Course Outcome

CO1	Describe the basic legal concepts such as rights, duties, liabilities, and legal personality in the context of business law.	Understand
CO2	Identify and apply the essential elements required for a valid contract and analyze the consequences of breach or discharge.	Apply
CO3	Explain the nature and illustrate the implications of special contracts like indemnity, guarantee, bailment, and pledge.	Apply
CO4	Evaluate the roles, duties, and liabilities in the contract of agency and explain the process of its termination.	Apply
CO5	Interpret and apply the legal provisions related to the Sale of Goods Act and Negotiable Instruments Act in business situations.	Apply

Syllabus

UNIT I Introduction To Law And Legal Systems (12hours)
 Law: Rights, Duties and Liabilities – Legal Personality – Law and Fact – Cases and Legislation
 Mercantile Law and commercial Law – Sources

UNIT II General Principles Of The Law Of Contracts (12hours)
 Law of Contracts – Contracts – Essentials of a valid Contract – Proposal – Acceptance
 Communication Revocation – Consideration – Capacity of Parties – Consent – Misrepresentation
 – Fraud – Undue Influence – Coercion – Mistake – Void and Voidable Contract – Discharge of
 Contract – Breach

UNIT III: Special Contracts**(12hours)**

Special Contracts – Indemnity and Guarantee – Rights and Liabilities of Surety – Bailment and Pledge – Duties of Bailor and Bailee – Bailer’s Lien – Pledge – Pawner and Pawnee

UNIT IV: Law Of Agency**(12hours)**

Agency – Contract of Agency – Kinds of Agency – Duties and Rights of the Agent – Scope of Agent’s Authority - liabilities of Principal and Agent to Third Parties – Termination of Agency

UNIT V: Law Of Sale Of Goods And Negotiable Instruments (12hours)

Law of Sales of Goods – Contract of Sale – Conditions and Warranties – Transfer of Property and Title to Goods – Rights and Duties of Seller and Buyer – Rights of Unpaid seller. Law relating to Negotiable Instruments: Important Provisions regarding Cheque – bill of exchange and Promissory Note

Text Book

- 1) Elements of Mercantile Law & Elements of Company Law Kapoor N.D., (Sulthan Chand & Sons)
- 2) Business Laws, Dhandapani, M.V. (Sultan Chand & Sons)

Reference Book

- 1) Company Law Kuchal M.C., Bagrial A.K (Mahavir Publication)
- 2) Mercantile Law Sreenivasan M.R., (Margham Publications)

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	1	2	3	3
CO2	3	2	2	3	1	1
CO3	3	2	2	3	1	1
CO4	3	2	2	3	1	1
CO5	3	2	2	3	1	1

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Introduction To Law And Legal Systems	12
II	General Principles Of The Law Of Contracts	12
III	Special Contracts	12
IV	Law Of Agency	12
V	Law Of Sale Of Goods And Negotiable Instruments	12

Assessment Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written test covering Unit I & II (short answers, descriptive and case-based questions).	25
Assignment	Legal Case Study – Analysis of real or hypothetical contract/agency/sale of goods cases to apply legal principles.	5
MCQ Quizzes (Unit-wise)	10 MCQs per unit conducted as an online/offline quiz to reinforce key legal concepts and statutes.	5
Attendance & Class Participation	Regular attendance, participation in discussions, role plays (e.g., mock contract/agency scenarios).	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all five units , including problem-based legal application.	60
Grand Total	—	100

25UEET24	<u>BUSINESS ENGLISH – II</u>	Category	L	T	P	Credit
		EEC	2	0	0	2

Course Objective

This course helps students understand the basics of communication and its role in business. It builds written and oral communication skills, with focus on real-world application. Students will also improve their presentation and negotiation abilities for professional success.

Course Prerequisite

Basic knowledge of English language and an interest in learning business communication skills. No prior experience in communication studies is required.

Course Outcome

CO	Course Outcome	Bloom's Taxonomy Level
CO1	Create descriptive and narrative paragraphs demonstrating coherence and creativity.	Create
CO2	Apply correct grammatical structures such as tense, voice, and modals in both writing and speaking tasks.	Apply
CO3	Evaluate visual data and justify viewpoints confidently during group discussions.	Evaluate

Syllabus

UNIT I: Interactive Communication and Descriptive Writing (10 hours)

Listening and Speaking – Giving and following instructions- Asking for and giving directions - Continuing discussions with connecting ideas . Reading and writing- Reading feature articles (from newspapers and magazines)-Reading to identify point of view and perspective (opinion pieces, editorials etc.) -Descriptive writing – writing a short descriptive essay of two to three paragraphs. Grammar in Context:-Involving Action: Verbal's - Gerund, Participle, Infinitive Modals

UNIT II: Opinion sharing and Narrative Writing Skills (10 hours)

Listening and Speaking -a. Giving and responding to opinions 2. Reading and writing a. Note taking b. Narrative writing– writing narrative essays of two to three paragraphs 3. Grammar in Context: Tense •Present •Past• Future

UNIT III: Group Communication and Data Interpretation in Writing (10 hours)

Listening and Speaking A .Participating in a Group Discussion Reading and writing Reading diagrammatic information-interpretations maps, graphs and pie charts- Writing short essays using the language of comparison and contrast 3. Grammar in Context: Voice (showing the relationship

between Tense and Voice).

Text Book

- 1) Business Communication – Monippally&Monipally
- 2) Commercial Correspondence – Ghosh & Bhushan (Palala Press)

Reference Book

- 1) Business Communication-Dr.V.K.Jain (S.ChandPublication)
- 2) English For Practical Purposes-Z.N.Patil (MacmillanIndiaLtd.)

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	0	1	1	0	0	0
CO2	3	2	2	3	1	1
CO3	1	2	2	1	0	0

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Interactive Communication and Descriptive Writing	10
II	Opinion Sharing and Narrative Writing Skills	10
III	Group Communication and Data Interpretation in Writing	10
Assessment Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written test covering Unit I & II (Listening comprehension, descriptive/narrative writing, grammar in context).	25
Assignment / Practical Activity	1) Descriptive Writing Task – Write a descriptive/narrative essay based on a real-life topic. 2) Listening & Speaking Exercise – Participation in oral communication activities (directions, group discussion).	5
MCQ / Quiz (Unit-wise)	10 MCQs per unit (online/offline) to assess grammar (verbals, modals, tense, voice) and reading comprehension.	5
Attendance & Class Participation	Active involvement in group discussions, opinion sharing, and classroom communication tasks.	5
Total (Internal Assessment)	—	40
End-Semester	Comprehensive written and oral exam covering all three units.	60

Examination		
Grand Total	—	100

Course Designer(s):

25UVAT25	INDIAN CONSTITUTION	Category	L	T	P	Credit
		VAC	2	0	0	2

Course Objective

1. Develop an understanding of the Indian Constitution beyond legal and political lenses, emphasizing its significance for business students.
2. Recognize the importance of comprehending constitutional basics and their impact on trade, economy, and business practices.
3. Analyze the inclusion of economic justice in the preamble and its implications for post-colonial economic policies.
4. Explore the legal history of competing claims between economic development and principles of equity and justice in India.
5. Examine the transition from state-led industrialization to liberalization, highlighting the constitutional underpinnings of these economic shifts.
6. Investigate the constitutional provisions relevant to business, such as the fundamental right to practice any profession, occupation, trade, or business as enshrined in Article 19

Course Prerequisite

A basic interest in community service and social issues is recommended. No prior experience is required.

Course Outcome

CO	Course Outcome	Bloom's Taxonomy Level
CO1	Explain the fundamental rights in the Indian Constitution and their historical evolution.	Understand
CO2	Analyze landmark case laws related to trade, business, and reasonable restrictions.	Analyze
CO3	Evaluate the implications of constitutional provisions on business, commerce, and professional practices	Evaluate

Syllabus

Unit 1: An Economic History of the Constitution of India

(10 Hours)

Historical understanding of the constitution as an economic document. Understanding the Preamble, Starting from the land reform cases in the 1950s to the validity of the bitcoin ban imposed by the RBI, this module signpost all of the important economic moments in the constitutional history of post-colonial India; Constitutional design, Legal Regulation and economic justice.

Unit 2: Fundamental Rights and Business in India

(10 Hours)

Article 19(1)(g), grants every citizen the right, to practise any profession, or to carry on any profession, occupation, trade, or business. Like other fundamental rights, this right is subject to reasonable restrictions impose by the state. This particular provision of the Constitution has been one of the most severely litigated freedoms. Fundamental Duties.

Unit 3: Fiscal Federalism

(10 Hours)

Article articles 301 to 307 of the Constitution pertains to Trade, Commerce and Intercourse within the Territory of India; Challenges associated with fiscal federalism in India including the vertical fiscal imbalance; Article 280 of the Constitution

TEXT BOOK:

1. Ministry of Youth Affairs & Sports (Govt. of India) – *NSS Manual* (Revised Edition)
2. Kaushik, R. (2013). *National Service Scheme in India: A Case Study of Karnataka*. Concept Publishing Company.
3. Bhatia, H.S. (2005). *Community Development and Social Action*. Deep & Deep Publications.

Reference Book & Web Resources

References

1. *The Oxford Handbook of the Indian Constitution*, Oxford University Press.

Case Laws

1. *RustomCavasjee Cooper v. Union of India*, (1970) 1 SCC 248.
2. *State of Rajasthan v. Mohan Lal Vyas*, AIR 1971 SC 2068 – Confirmation of a private monopoly, not a violation of fundamental right.

3. *Mithilesh Garg v. Union of India*, (1992) 1 SCC 168 : AIR 1992 SC 221 – Right to carry on business, not breached when it is liberalised.
4. *Chintamanrao v. The State of Madhya Pradesh*, AIR 1951 SC 118 – Scope of reasonable restrictions in relation to trade and occupation.
5. *Cooverjee B. Bharucha v. Excise Commissioner, Ajmer*, AIR 1954 SC 220 – Reasonableness of restriction depends on nature of business and conditions including public health and morality.
6. *T. B. Ibrahim v. Regional Transport Authority, Tanjore*, AIR 1953 SC 79.
7. *Harman Singh v. RTA, Calcutta*, AIR 1954 SC 190.
8. *Dwarka Prasad LaxmiNarain v. State of U.P.*, AIR 1954 SC 224.
9. *State of Bombay v. R.M.D. Chamarbaugwala*, AIR 1957 SC 699.
10. *Parbhani Transport Coop. Society Ltd. v. Regional Transport Authority, Aurangabad*, AIR 1960 SC 801.
11. *State of Bombay v. R.M.D. Chamarbaugwala*, (1957) S.C.R. 874.
12. *G.K. Krishnan v. State of Tamil Nadu*, 1975 SCC (1) 375.
13. *Automobile Transport (Rajasthan) Ltd. v. State of Rajasthan*, AIR 1962 SC 1406

Text Books

1. M.P. Jain – *Indian Constitutional Law*, LexisNexis.
2. J.N. Pandey – *Constitutional Law of India*, Central Law Agency.
3. V.N. Shukla (Revised by M.P. Singh) – *Constitution of India*, Eastern Book Company.
4. H.M. Seervai – *Constitutional Law of India*, Universal Law Publishing.
5. Subhash C. Kashyap – *Our Constitution: An Introduction to India's Constitution and Constitutional Law*, National Book Trust.
6. D.D. Basu – *Introduction to the Constitution of India*, LexisNexis.
7. P.M. Bakshi – *The Constitution of India* (updated with

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO 1	3	2	3	1	2	1
CO 2	2	3	3	2	2	2
CO 3	2	3	3	3	2	3

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Introduction to Indian Constitution – Historical background, framing of the Constitution, salient features, and significance in governance.	10
II	Fundamental Rights and Duties – Rights guaranteed under Part III, reasonable restrictions, Directive Principles of State Policy, and fundamental duties.	10
III	Governance and Constitutional Bodies – Structure of Parliament, Judiciary, Executive; Role of Election Commission, UPSC, and other constitutional	10

	authorities in upholding democracy and legal frameworks.	
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Assessment Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written test covering short answers, descriptive, and case-based questions on media literacy concepts.	25
Assignment / Case Study	Analysis of media texts, media campaigns, or media-related case studies; submission via report or online form.	5
MCQ Quiz (Unit-wise)	10 MCQs per unit administered online/offline to reinforce key concepts of media literacy.	5
Attendance & Class Participation	Regular attendance, active participation in discussions, and group exercises or presentations.	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all units (theory + application of media literacy concepts).	60
Grand Total	—	100
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25UBBO26	Media Literacy and Critical Thinking	Category	L	T	P	Credit
		OEC	2	0	0	2

Course Objective

1. Develop critical thinking skills to analyse various media forms effectively and identify underlying biases.
2. Foster media literacy principles for navigating digital media landscapes and evaluating credibility.
3. Explore media production dynamics and ownership structures in the Indian context.
4. Address ethical and regulatory considerations in media practices. 5. Enhance digital media literacy for responsible online engagement and combating misinformation.

Course Prerequisite

Basic familiarity with using computers and the internet is recommended. No advanced technical background is required.

Course Outcome

CO1	Explain the principles, evolution, and significance of media literacy and critical thinking in the Indian context	Understand
CO2	Analyze and deconstruct various forms of media texts to identify underlying messages, representations, and biases.	Apply
CO3	Evaluate media production, distribution, and consumption patterns, and apply critical perspectives to assess their societal impact	Evaluate

SYLLABUS

Unit 1: Foundations of Media Literacy and Critical Thinking

Core principles of media literacy and critical thinking; Definition and significance of media literacy, its historical evolution within the Indian context; Understanding media as a powerful communication tool and its role in shaping societal perceptions and behaviors.

Unit 2: Deconstructing Media Texts

Forms of media texts, including print, broadcast, digital, and social media; Textual analysis and the deconstruction of visual media using semiotics; The impact of media representations on individual perceptions and societal attitudes, from relevant case studies in the Indian context.

Unit 3: Media Consumption and Production Dynamics

Dynamics of media production, distribution, and consumption in India: Influence of ownership and control structures on media content; Techniques for critically evaluating media content and analysing audience consumption patterns

TEXT BOOK:

1. Text Books (Latest Editions): 1. Potter, W. J. Media literacy (8th ed.). SAGE Publications.
2. Hobbs, R. Media literacy in the digital age. Routledge.
3. Halpern, D. F. Thought & knowledge: An introduction to critical thinking (5th ed.). Psychology Press.
4. Kahneman, D. Thinking, fast and slow. Farrar, Straus and Giroux.
5. Baran, S. J., & Davis, D. K. Mass communication theory: Foundations, ferment, and future (8th ed.). Cengage Learning.

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	2	1	2
CO2	2	3	2	3	2	3
CO3	2	2	3	3	2	3

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Foundations of Media Literacy and Critical Thinking – Core principles, definition, historical evolution in India, media as a communication tool, and its role in shaping perceptions and behaviors. professional life, introduction to computers, operating systems, basic computing skills.	10
II	Deconstructing Media Texts – Forms of media (print, broadcast, digital, social), textual and semiotic analysis, representations in media, and their impact on individuals and society (with Indian case studies).	10
III	Media Consumption and Production Dynamics – Media production, distribution, and consumption in India, ownership and control structures, critical evaluation techniques, and audience analysis.	10

Assessment Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written test covering short answers, descriptive, and case-based questions on media literacy concepts.	25
Assignment / Case Study	Analysis of media texts, media campaigns, or media-related case studies; submission via report or online form.	5
MCQ Quiz (Unit-wise)	10 MCQs per unit administered online/offline to reinforce key concepts of media literacy.	5
Attendance & Class Participation	Regular attendance, active participation in discussions, and group exercises or presentations.	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all units (theory + application of media literacy concepts).	60
Grand Total	—	100
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Course Designer(s):

25USET27	EMERGING TECHNOLOGIES AND APPLICATIONS	Category	L	T	P	Credit
		CC	2	0	0	2

Course Objective

1. To provide a comprehensive understanding of emerging technologies such as block chain, IoT, cloud computing, robotics, AR/VR, etc.
2. To explore the applications, implications, and strategic advantages of emerging technologies in business for competitive advantage

Course Prerequisite

Basic knowledge of business or commerce at the higher secondary level. No prior management study required.

Course Outcome

CO1	Understand foundational knowledge of emerging technologies such as blockchain, IoT, cloud computing, AR/VR, etc., comprehending their principles, components, and functionalities.	Understand
CO2	Analyze the practical applications of these technologies in various business contexts, evaluating how they can optimize operations, enhance decision-making, and drive innovation	Analyze
CO3	Evaluate the strategic implications of adopting emerging technologies, including potential challenges, risks, and opportunities, to formulate informed strategies for competitive advantage.	Evaluate

UNIT I Cloud Computing (10 hours)

Unit-1: Cloud service models (IaaS, PaaS, SaaS) – Deployment models (public, private, hybrid) - Cloud-based -enterprise solutions – Cost-benefit analysis and scalability – Security and Governance – Data security and compliance in the cloud – Cloud governance framework Nature of Management - Importance of Management – Functions of Management – Administration and Management – Management Science or Art – Functional Areas of Management – Evolution of Management Thought - Contributions of F.W Taylor, Henri Fayol and Elton Mayo.

Unit-II: Internet of Things (IoT) & Industry 4.0 (10 hours)

Sensor technologies and connectivity - IoT Applications in Smart cities and infrastructure – Industrial IoT and manufacturing – IoT data processing and storage – Real-time analytics and decision-making – Concept of Industry 4.0 – Automation and smart manufacturing – Cyber-physical systems and digital twins – Robotics and advanced manufacturing technologies – Impact on Business Models – Transformation of production and supply chains – Business process

optimization

Unit-3: Block chain Technology

(10 Hours)

Fundamentals of Block chain – Decentralization and distributed ledger – Cryptography and consensus mechanisms – Smart contracts – Financial services and digital identity – Challenges and Opportunities – Security and privacy issues – Regulatory and compliance considerations

TEXT BOOK:

1. Emerging Technologies by Errol S. van Engelen
2. Internet of Things by Jeeva Jose, Khanna Book Publishing
3. Digital Transformation: A Strategic Approach to Leveraging Emerging Technologies, AnupMaheshwari
4. Blockchain for Business by Jai Singh Arun, Jerry Cuomo and Nitin Gaur.
5. Blockchain, Artificial Intelligence, and the Internet of Things: Possibilities and Opportunities" by Pethuru Raj, Ashutosh Kumar Dubey, Abhishek Kumar, Pramod Singh Rathore

Reference Book & Web Resources

1. Abdi, S., Kitsara, I., Hawley, M. S., & de Witte, L. P. (2021). Emerging technologies and their potential for generating new assistive technologies. *Assistive Technology*, 33(sup1), 17–26. <https://doi.org/10.1080/10400435.2021.1945704>
2. Seokbeom Kwon, Xiaoyu Liu, Alan L. Porter, Jan Youtie, Research addressing emerging technological ideas has greater scientific impact, *Research Policy*, Volume 48, Issue 9, 2019, 103834, <https://doi.org/10.1016/j.respol.2019.103834>
3. Philip, J. (2022), "A perspective on embracing emerging technologies research for organizational behavior", *Organization Management Journal* , Vol. 19 No. 3, pp. 88 98. <https://doi.org/10.1108/OMJ-10-2020-1063>

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	1	2	3	3
CO2	2	3	3	2	1	1
CO3	1	2	2	1	0	0

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Cloud Computing	10
II	Internet of Things (IoT) & Industry 4.0	10
III	Block chain Technology	10

Assessment Methodology	Assessment Tools	Marks
Test		25
Assignment	Google Form	5
Subject based Seminar	Presentation	5
Attendance		5
		40

Assessment Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written test covering short answers, descriptive, and case-based questions on emerging technologies concepts.	25
Assignment / Case Study	Practical analysis of a technology application or business case (e.g., IoT implementation, blockchain use case).	5
Subject-based Seminar / Presentation	Presentation on a selected emerging technology or its business applications.	5
Attendance & Class Participation	Regular attendance, active participation in discussions, and engagement in exercises or demos.	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all units (theory + practical applications).	60
Grand Total	—	100

SEMESTER III

S. No.	Subject Code	Subjects	Cat	Periods			Credits	Marks		
				L	T	P		IA	ES	TM
Core Courses										
1.	25UBBT31	Cost and Management Accounting	Core Course	3	1	0	04	40	60	100
2.	25UBBT32	Legal and Ethical issues in business	Core Course	3	1	0	04	40	60	100
3.	25UBBT33	Human Resource Management	Core Course	3	1	0	04	40	60	100
Value Added Course (VAC)										
4.	25UVAT34	Yoga/Sports/NCC/NSS/Disaster Management	VAC	2	0	0	02	40	60	100
Open (Multi-disciplinary) Elective Course										
5.	25UBBO35	Indian Systems of Health and Wellness	OEC	2	0	0	02	40	60	100
Skill Enhancement Course (SEC)										
6.	25USEP36	Management Information System (MIS)	SEC	2	0	2	04	60	40	100
Total				17	3	2	20	260	340	600

25UBBT31	Cost and Management Accounting	Category	L	T	P	Credit
		CC	3	1	0	4

Course Objective

To familiarize the learners with the basic concepts and processes used to determine product costs and ascertain Material, Labour and Overhead cost and enrich the knowledge of the learners in knowing and applying various tools like ratio analysis, cash flow statement, marginal costing for analysing the financial statements for managerial information also to provide with the basic understanding of budgetary control to develop the knowledge of the learners to understand and prepare a management report.

Course Prerequisite

Basic knowledge of such as Financial Accounting and Business Mathematics / Statistics prior to or concurrently with the Cost & Management Accounting course.

Course Outcome

CO1	Explain the fundamental concepts, objectives, and scope of cost and management accounting.	Understand
CO2	Prepare cost sheets and calculate material, labour, and overhead costs for effective cost control.	Apply
CO3	Apply various costing methods (such as marginal, standard, and absorption costing) to support decision making.	Analyze
CO4	Analyze budgets, variance reports, and financial statements to evaluate organizational performance.	Analyze
CO5	Use cost and management accounting information to aid planning, controlling, and strategic business decisions.	Evaluate / Create

Syllabus

UNIT I Introduction to Cost and management accounting (12 hours)

Definitions, features, objectives, functions, scope, advantages and limitations.

Relationship and differences between Cost accounting, Management accounting and Financial Accounting. Cost Concepts-Cost classification – Elements of cost - Preparation of cost sheet and quotation. Material cost- direct and indirect material cost, Inventory control techniques-stock levels, EOQ, ABC analysis

Unit II: Pricing Methods: (12 hours)

Issue of materials to production pricing methods-FIFO, LIFO and Average methods. Labor cost: direct and indirect labour cost-methods of payment of wages including incentive plans -Halsey and Rowan plans, Tailors Piece Rate method. Overheads: features, classification, methods of

allocation and apportionment of overheads, primary and secondary distributions

Unit III: Marginal Costing and Budgetary control (12 hours)

Marginal Costing-Meaning - Importance - Marginal Cost Equation - Difference between Marginal costing and Absorption costing - Break Even Analysis-Meaning and Importance - Break even chart- P/V ratio - Cost Volume Profit Analysis- Margin of Safety-Angle of Incidence- Problems in Marginal costing. Budgets - Meaning and importance - Budgetary Control-Meaning and Importance-Types of Budgets, practical problems - Flexible Budget and cash Budget

Unit-III: Financial Statement Analysis (12 hours)

Comparative Income Statements and Balance Sheets- Common Size Income Statements and Balance Sheet analysis- Trend Analysis. Ratio Analysis – Introduction, Classification & Interpretation of Ratios-Liquidity ratios, Solvency ratios, Proprietary ratios, Profitability ratios, Leverage ratios and Turnover ratios.

Unit-IV: Cash flow statement and Management Reporting (12 hours)

Introduction- Concept of Cash- Sources of cash flow Cash from operation- cash from Financing and cash from investment- Inflow and outflow of cash- Preparation of cash flow statements with adjustments. Management Reporting – Meaning and Definitions of reports- Objectives and Purpose-Reports to top level management – Reports to lower level management- Sample Reports

TEXT BOOK:

1. . Arora, M. N. Cost and Management Accounting, New Delhi: Himalaya Publishing house
2. . Jain, S.P., & Narang, K.L. Cost Accounting. Principles and Practice, New Delhi: Kalyani Publishers.
3. . Kishor, R.M. Cost and Management Accounting. New Delhi: Taxman Allied Services.
4. Pillai, R.S.N, Bagavathi, V., Cost Accounting. New Delhi: Sultan Chand.
5. Arora, M.N. Management Accounting, New Delhi: Himalaya Publishing House
6. Lal, J. Srivastav, Seema., Singh, Manisha. Cost Accounting: Test, Problems and Cases, New Delhi: Tata McGraw Hill Education

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	1	1	2
CO2	3	3	1	1	2	2
CO3	3	3	2	1	2	2
CO4	3	3	2	2	2	3
CO5	3	3	2	2	2	3

3-High**2-Medium****1-Low****Course Contents and Lecture Schedule**

Unit/Module No	Topic	No. of Periods
I	Meaning, objectives, functions, scope; Difference between Cost, Financial & Management Accounting; Installation of cost system	12
II	Material, Labour and Overheads – Types, Computation of cost, Control techniques; Preparation of Cost Sheet.	12
III	Job, Batch, Process, Contract, Operating Costing; Marginal and Absorption costing; Cost-Volume-Profit analysis.	12
IV	Types of budgets, Flexible budgets, Preparation of budgets, Variance analysis (Material, Labour, Overhead).	12
V	Ratio analysis, Cash Flow & Funds Flow statements, Decision making (make or buy, pricing, product mix, shut down decisions).	12

Assessment Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written test covering short answers, descriptive, and problem-solving questions on cost accounting fundamentals and cost sheet preparation.	25
Assignment / Case Study	Practical analysis of a costing problem, preparation of cost sheets, or evaluation of a management accounting scenario.	5
Subject-based Seminar / Presentation	Presentation on topics such as budgeting, variance analysis, or contemporary issues in management accounting.	5
Attendance & Class Participation	Regular attendance, active participation in class discussions, and engagement in exercises or costing demonstrations.	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all units (theory, numerical problems, and decision-making applications).	60
Grand Total	—	100

25UBBT32	Legal and Ethical issues in business	Category	L	T	P	Credit
		CC	2	0	0	2

Course Objective

1. The course aims to provide students with the understanding of key legal and ethical issues in the business context of India.
2. The course will help students analyze ethical dilemmas in business decisions.
3. The course will help the students understand the legal and regulatory aspects of business ethics that concern the financial, competitive and charitable responsibilities of organizations.
4. The course will help the students gain knowledge about the ways in which organizational and individual factors impact business ethics

Course Prerequisite

Basic understanding of business management principles and organizational functions, to be familiarity with fundamental legal concepts and ethical reasoning also

Course Outcome

CO1	Recall major laws and regulations and ethical principles that guide business conduct.	Remember
CO2	Analyse case studies to identify legal and ethical challenges within business operations.	Analyze
CO3	Evaluate the effectiveness of existing legal frameworks in governing business	Evaluate
CO4	Propose solutions to ethical dilemmas based on ethical theories and principles that align with corporate social responsibility	Create
CO5	Communicate legal and ethical analyses clearly in written and oral forms for professional business contexts.	Apply / Understand

Unit 1: Introduction to Business Law

(12 hours)

Unit-1: Business law – definition, scope, importance of understanding the role of law in business; Elements of a contract – offer and acceptance, consideration, contractual capacity; Essentials of a valid contract; Types of contracts; Performance obligations; Types of contract breaches and remedies; Product liability and consumer protection laws; Business torts; Employment law.

Unit-II: Sales and Leases

(12 hours)

Formation of Sales Contract: Contracts for Leasing Goods, Title and Risk of loss, Performance and remedies, Warranties and Product liability; Introduction to Negotiable Instruments, Negotiability, Negotiation and Holders in due course; Liability and discharge, Bank customer Relations/Electronic Fund Transfers

Unit-3: Introduction to Business Ethics**(12 Hours)**

The definition and importance of business ethics, business ethics in the Indian context; Institutionalization of Business Ethics in the organization, benefits of Ethical Conduct in Business, Ethical Issues and Stakeholder Concerns; Social Responsibility and Regulatory Framework: Corporate social responsibility; Environment & business;

Unit-4: Introduction to Ethics in Marketing, Finance and Human Resource (12 Hours)

Issues related to Business Ethics in marketing, finance & human resource functions. Ethical responsibilities of multinational corporations; Ethical dilemmas facing businesses globally including issues related to discrimination, human rights, environmental impact, and intellectual property.

Unit-5: The Ethical Decision-making process**(12 Hours)**

Philosophical approaches to ethical decision making; Ethics & Religious approaches; Moral & Legal aspects of ethical decision making: Ethical aspects in Bhagvat Gita; Kautaliya's Arthshastra; Swami Vivekanand on Ethics; Swami Vivekanand's message to the youth of India; Ethical Decision Making in Organizations: Individual and Organizational Factors Influencing Ethical Decisions; Karmyog, Indian philosophy of work ethics; Kautilya's Arthshastra; Introduction to Integral Humanism; Ethical Decision-Making Frameworks to Improve Decision-Making Outcomes; Corporate Governance and its Impact on Ethical Decision-Making; Whistleblowing; Conflict Resolution .

TEXT BOOK:

1. Tulsian, P. C. Business and Corporate Laws. S. Chand Publishing.
2. Fernando, A.C. Business Ethics and Corporate Governance. Pearson
3. Bayern, S. Business Law Beyond Business. J. Corp. L., 46, 521.
4. Vivekanand, S. To the Youth of India. Advaita Ashrama.

Reference Book & Web Resources

1. Ratan Tata: Ethical Leadership| By: Ashok K. Dua, Sumita Rai Ivey Publishing
2. [www.https://scroll.in/tag/competition-commission-of-india](https://scroll.in/tag/competition-commission-of-india)
3. Mascarenhas, A. J. O. et al. (2019). J.R.D. Tata: Orations on Business Ethics. Rupa Publications India
4. Holloway, J. E. (2023). The Foundation of the Theory of Law and Business. Am. U. Bus. L. Rev., 12, 51.
5. Vivekanand, S. (2022) Karam Yoga: The Yoga of action. Sanage Publishing House LLP

6. Vivekanand, S. (2015): Lectures on Bhagavad Gita. CreateSpace Independent Publishing Platform
7. Laasch, O. (2022). Principles of Management. Sage Textbook

Suggested Exercises and Cases

Unit 1

Cases:

1. Salomon Vs. Salomon & Co. Ltd
2. Balfour Vs. Balfour
3. Durga Prasad Vs. Baldeo

Unit 2

Cases:

1. Mool Chand Ram Bhagat v. Harish Chandra
2. Coop. Cane Unions Federations v. West U.P. Sugar Mills Assn. (2004).
3. State of Maharashtra v. Champalal (1971).
4. Union of India v. Martin Lottery Agencies Ltd. (2009).
5. Camera House, Bombay v. State of Maharashtra (1969)

Unit 3

1. Reflective exercise on ethics and morality in the context of Mahabharata.
2. Reflective exercise on integral humanism as given by Indian thought leaders.

Cases:

1. Corporate America and Sarbanes-Oxley Act: Costs Vs. Benefits
2. Apple: Privacy vs. Safety (A)| By: Henry W. McGee, Nien-he Hsieh, Sarah McAra, Christian Godwin| Harvard Business School| 321004-PDF-ENG
<https://hbsp.harvard.edu/product/321004-PDF-ENG>
3. Quick Case: Is Legal Compliance Good Enough? By: Bonnie Peter| Harvard Business Publishing| <https://hbsp.harvard.edu/product/8268-HTML-ENG>

Unit- 4

1. Quick Case: Is Legal Compliance Good Enough? By: Bonnie Peter| Harvard Business Publishing| <https://hbsp.harvard.edu/product/8268-HTML-ENG>

Unit-5

Reflective and review Exercise: Karam Yog (Bhagvad Gita): lessons in ethics and selfleadership

Cases:

1. CEO Compensation and Corporate Governance at NYSE
2. ICICI Bank: Restoring Faith in Corporate Governance
<https://hbsp.harvard.edu/product/W19323-PDF-ENG>
3. The Dance of Dharma: On the Difficulty of Being Good
<https://hbsp.harvard.edu/product/821058-PDF-ENG>
4. Blind Spots: The Roots of Unethical Behaviour in Life and Work | Max H. Bazerman, Ann E. Tenbrunsel | Rotman Management | ROT140-PDF-ENG
| <https://hbsp.harvard.edu/product/ROT140-PDF-ENG>
5. Leadership Simulation: Patient Zero <https://hbsp.harvard.edu/product/7215-HTML-ENG>
6. Eliot Spitzer: A Crusader of Corporate Reform

7. Sterlite copper plant shutdown
8. Facebook–Cambridge Analytica data scandal

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	0	3	0	0	0
CO2	0	3	3	0	0	0
CO3	3	0	0	3	0	0
CO4	0	0	3	0	3	0
CO5	0	3	0	0	0	3

3-High

2-Medium

1-Low

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Nature and scope of business law, Importance of ethics in business, Relationship between law, ethics, and business decisions	12
II	Essentials of a valid contract, and types of contracts and breach, Legal aspects of business organizations (companies, partnerships), Regulatory frameworks (Consumer Protection, Competition Law)	12
III	Labour laws and employee rights - Employment contracts - Ethical issues in HR management- Workplace harassment and compliance	12
IV	Principles of corporate governance, Role of boards and management, CSR frameworks and ethical responsibilities, Case studies of governance failures and CSR initiatives.	12
V	Philosophical approaches to ethical decision making - Ethics & religious approaches - Moral & legal aspects of ethical decision making - Ethical aspects in Bhagavad Gita, Kautilya's Arthashastra - Swami Vivekanand on ethics and youth guidance - Individual and organizational factors influencing ethical decisions - Karmyog and Indian philosophy of work ethics - Introduction to Integral Humanism - Ethical decision-making frameworks to improve outcomes - Corporate governance and its impact on ethical decision-making - Whistleblowing and conflict resolution	12

Assessment Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written test covering short answers, descriptive questions, and case-based questions on key course concepts.	25
Assignment / Case Study	Practical analysis of a business case or scenario (e.g., ethical dilemma, legal compliance case study).	5
Subject-based Seminar / Presentation	Presentation on a selected legal or ethical issue in business and its practical applications.	5
Attendance & Class Participation	Regular attendance, active participation in discussions, and engagement in classroom exercises/activities.	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all units, including theoretical concepts and practical applications.	60
Grand Total	—	100

25UBBT33	Human Resource Management	Category	L	T	P	Credit
		CC	3	1	0	4

Course Objective

1. The course will enable students to understand how HR plays a functional role, needed for organizational effectiveness and management.
2. Understand the difference between functional and strategic role of HR
3. Students will analyse the need for HR planning, Innovation, use of technology, and sector specific HR needs
4. Understand the innovation in HRM and best practices

Course Prerequisite

Human Resource Management course will deal with HR policy and HR Function in detail. HR planning, HRD, HR career Management, Performance, compensation and global HRM will be integral part of this course. Industrial relations, compliance and employment relations, HR analytics and Use of AI in HRM to reimagine HR Processes are the content of the course.

Course Outcome

CO1	Explain how Functional HRM contributes in organizational management	Remember
CO2	Analyze all HR Functions like recruitment selection, performance management, compensation benefit, Training and Development and Career Management/TalentManagement	Analyze
CO3	Apply HR analytics, HR with innovation	Apply
CO4	Create sustainable goals with diversity, Inclusion and wellness	Create
CO5	Evaluate ethical decision-making processes and HR policies for effective and responsible organizational functioning	Evaluate

Unit 1: The Nature of HRM

(12 hours)

Human Resource Management—An Introduction; Human Resource Business Partnership HRM; HRM policies, HRM in globally competitive environment; Functional HRM; strategic human resource management

Unit-II: Plan, Acquire, Develop, Career Management

(12 hours)

Employee life cycle approach, Human Resource Planning; Recruitment and Selection; Training and Development; Competency Management; Career Management Talent Management, Managing the GIG employees and Virtual employees and team

Unit-3: Engagement, Performance, compensation management, Industrial Relations, Compliance, Employment relations (12 Hours)

Changing nature of Employee Engagement; Performance Management; Compensation and Benefits; Compensation for Special Groups, Industrial relations; Workplace Laws and Regulations; Employment Relations

Unit-4: Technology, HR Analytics, Innovation (12 Hours)

Human Resource Information and Analytics; Human Resource Management Innovations; Human Resource Management in Small and Medium Enterprises; Human Resource Management in the Service Sector, Organization Transformation and the Human Resource Leadership; Diversity, Equity and Inclusion; workplace wellness, sustainability goals and HRM , Green HRM and challenges

Unit-5: The Ethical Decision-making process (12 Hours)

Meaning of ethics and ethical behavior, Importance of ethics in Human Resource Management
Role of HR professionals as ethical stewards Ethical issues commonly faced in HR: recruitment, performance appraisal, compensation, employee privacy, discrimination, harassment, grievances
Models of Ethical Decision-Making traditional models: Utilitarian approach-Rights-based approach
Justice and Fairness approach-Virtue ethics approach-Contemporary models- Ethical decision-making framework (Rest's Model)- The PLUS model-HR-specific decision-making models-Steps in the Ethical Decision-Making Process Identifying conflicting values-Distinguishing between ethical dilemmas and business dilemmas-Collecting facts, policies, rules, and laws-Identifying stakeholders and their interests
Applying ethical principles-Consequence analysis-Weighing long-term vs short-term impact

TEXT BOOK:

1. DeNisi, A.S. ,Griffin,R.W and Sarkar,Anita Human Resource Management, Cengage Learning
2. Sengupta Amitabha, Human Resource Management: Concepts, Practices, and New Paradigms
3. Cascio, Wayne F., Managing Human Resources, Tata McGraw Hill, New Delhi
4. DeCenzo, David A, and Stephan P. Robbins, Fundamentals of Human Resource Management, Wiley India, New Delhi
5. Bhattacharyya, Dipak Kumar, Human Resource Management, Excel Books, New Delhi

Reference Book & Web Resources

1. Innovations in People Management, Bhatnagar, J, Bajaj, Ghosh Somanth, Lakshmi Publications, New Delhi (book of cases)
2. relevant cases-*1. Prabhjot, Kaur and Bhatnagar, Jyotsna (2022) The HappyTurtle: Womanpreneur and Talent in a Circular Economy, published, Richard Ivey School Case collection, Product Number Product# W25373
3. Bohra, Rakesh and Bhatnagar, Jyotsna, (2022) One Employee Went Freelance. Now Everyone Wants the Same Deal, Harvard Business Review, March, 2022, (ABDC/A / FT 50)
4. Mukherjee A, and Bhatnagar J(2022) - Conceptualizing and theorizing green human resource management: a narrative review--International Journal of Manpower, Jul 2022;(ABDC/A)

Practical Exercises resources:

1 Innovations In People Management, Bhatnagar, J, Bajaj, Ghosh Somanth, Lakshmi Publications, New Delhi (book of cases)

2. Mukherjee A, and Bhatnagar J(2022) - Conceptualizing and theorizing green human resource management: a narrative review--International Journal of Manpower, Jul 2022;(ABDC/A)

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	1	2	1
CO2	3	3	2	2	2	1
CO3	3	3	2	2	2	2
CO4	2	2	3	3	2	2
CO5	2	2	3	2	2	2

3-High

2-Medium

1-Low

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Introduction to HRM: Nature, Scope, Functions of HRM, Role of HR Manager, HRM vs PM, Emerging Trends in HRM	12
II	Human Resource Planning & Recruitment: HRP Process, Job Analysis, Job Description & Specification, Recruitment Sources & Methods, Selection Process	12
III	Training & Development: Need Assessment, Training Methods (On-the-job & Off-the-job), Management	12

	Development, Career Planning & Development	
IV	Performance Management & Compensation: Performance Appraisal Methods, Errors in Appraisal, Wage & Salary Administration, Incentives, Benefits & Rewards	12
V	Employee Relations & HR Practices: Employee Engagement, Grievance Handling, Discipline, Industrial Relations, HR Policies, New HR Trends (HR Analytics, AI in HR, Remote HRM)	12

Assessment Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written Test covering Units I–II	25
Assignment / Case Study	Individual/Group Assignment / HR-related Case Analysis	5
Subject-based Seminar / Presentation	Seminar/Presentation on HRM topics (Unit-based)	5
Attendance & Class Participation	Regularity, Involvement, Interaction	5
Total (Internal Assessment)	----	40
End-Semester Examination	University Exam (3 Hours)	60
Grand Total	—	100

25USEP36	Management Information System (MIS)	Category	L	T	P	Credit
		SEC	2	1	2	4

Course Objective

The course aims to provide students with comprehensive knowledge management and practical skills in managing information systems (MIS), database management, information system applications, and project management using modern tools and methodologies. Students will learn to analyze, design, and implement effective MIS solutions in various business

Course Prerequisite

Students should be familiar with computer operations, including the use of operating systems, MS Office tools (Word, Excel, PowerPoint), and internet navigation interaction. Awareness of human behavior, motivation, and workplace dynamics. Ability to analyze data, think critically, and solve business problems using structured approaches will support learning in MIS.

Course Outcome

CO1	Understand the basic concepts, types, dimensions, and components of MIS, and evaluate the benefits and evolution of IT infrastructure in the digital firm era.	Understand
CO2	Apply database management principles by setting up and managing DBMS packages, creating Entity-Relationship diagrams, and understanding data models, data warehouses, and administration techniques.	Analyze
CO3	Analyze various MIS applications, including DSS, GDSS, and knowledge Management systems, and develop e-commerce solutions by leveraging enterprise models, business process reengineering, and digital communication strategies.	Evaluate
CO4	Evaluate project management objectives and methodologies, including agile practices such as SCRUM, and manage projects effectively to control risk factors and understand ethical, social, and political issues in the information era.	Understand
CO5	Develop strategies to address HR challenges and improve organizational performance.	Create

Unit 1: Fundamentals concepts of MIS (12 hours)

Basics concepts of MIS/ Types of MIS, Dimension and components of IS, Benefits of MIS, IT infrastructure, and IT infrastructure evolution, Components of IT infrastructure, New approaches for system building in the digital firm era environment; Functional HRM; strategic human resource management

Unit 2: Data base management system: (12 hours)

Objectives of data base approach- Characters of database Management systems-Data processing system- Components of DBMS packages - Data base administration- Entity – Relationship

(conceptual)

Unit-3: Information system applications: (12 Hours)

MIS applications, DSS – GDSS - DSS applications in E enterprise – Knowledge Management System and Knowledge Based Expert System - Enterprise Model System and E-Business, E-Commerce, E-communication, Business Process Reengineering

Unit-4: Managing Projects (12 Hours)

Objectives of project management, Fundamentals of project management information systems with agile methodologies -Introduction of SCRUM, Roles and meetings, User stories, Project risk, Controlling risk factors, Ethical, social, and political issues in the information era.

UNIT-5 :Recent Trends & Applications in MIS (12 Hours)

Emerging Trends in MIS-Decision Support Systems (DSS)- Executive Information Systems (EIS)- Artificial Intelligence & Expert Systems-Business Intelligence & Data Analytics-Knowledge Management Systems-ERP, CRM, SCM – Overview & Applications-MIS Applications in Functional Areas (HR, Finance, Marketing, Operations)

TEXT BOOK:

1. Laudon, K. C., & Laudon, J. P.. Management information systems: managing the digital firm. Fifteenth Edition. Pearson.
2. Coronel, C., & Morris, S.. Database systems: design, implementation, & management. Cengage Learning.
3. Olson, D. . Information systems project management (First;1; ed.). US: Business Expert Press.
4. Schiel, J. The ScrumMaster Study Guide. Auerbach Publications.
5. The Scrum Master Guidebook: A Reference for Obtaining Mastery" , CHANDAN LAL PATARY
6. Scrum: The Art of Doing Twice the Work in Half the Time", Jeff Sutherland, J.J. Sutherland
7. Stair, R., & Reynolds, G. Fundamentals of information systems. Cengage Learning.

Case Studies

1. Developing MIS for National Innovation Foundation: Choosing Process, Product and Vendor, Sanjay Verma; Priyanka Sharma, <https://hbsp.harvard.edu/product/A00137-PDF-ENG?Ntt=MIS>
2. Enterprise-Wide Business-IT Engagement In An Empowered Business Environment: The Case Of FedEx Express EMEA, Stijn Viaene; Steven DeHertogh, <https://hbsp.harvard.edu/product/JIT025-PDF-ENG?Ntt=MIS>
3. From Products to Product-Service Systems: IT-Driven Transformation of a Medical Equipment Manufacturer, Jens Fahling; Felix Kobler; Jan Marco Leimeister; Helmut Krcmar, <https://hbsp.harvard.edu/product/JIT062-PDFENG? Ntt=MIS>

Practical Work List (Suggestive):

1. Analyze a real-world Management Information System (MIS) implementation case, identifying the types of MIS used, benefits realized, and challenges faced. Present findings using written and visual formats.
2. Set up and manage a Database Management System (DBMS), perform basic operations, and create an Entity-Relationship diagram for a business scenario to demonstrate database conceptual design.
3. Design and build an e-commerce website, incorporating features of digital markets, digital goods, and e-commerce business models.
4. Manage a mock project using agile methodologies, including roles, meetings, user stories, and risk management.

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	1	2	2
CO2	3	3	1	1	2	2
CO3	3	3	2	2	3	2
CO4	3	3	3	2	3	2
CO5	2	2	3	2	3	2

3-High

2-Medium

1-Low

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Definition, nature, scope, and objectives of MIS Characteristics and functions of MIS, Role of MIS in decision making and competitive advantage, Types of Information Systems: Transaction Processing Systems (TPS), Decision Support Systems (DSS), Executive Support Systems (ESS), Management Information Systems	12
II	Understanding business processes and information needs, Data, information, and knowledge concepts, IS in functional areas – Marketing, Finance, HR, Production, Operations	12
III	Decision-making process and models, Role of MIS in decision support, Structured, semi-structured, and unstructured decisions Tools for decision support: DSS, ERP, Business Intelligence	12
IV	Components of IT infrastructure: hardware, software, networks, databases, Cloud computing and digital transformation, Enterprise systems (ERP, CRM, SCM), Emerging trends: AI, IoT, Big Data in MIS	12

V	MIS development and implementation strategies, System Development Life Cycle (SDLC) • Data security, privacy, and ethical considerations • Legal issues and compliance in information management	12
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Assessment Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written test covering short answers, descriptive, and case-based questions on MIS concepts, applications, and decision-support tools.	25
Assignment / Case Study	Practical analysis of a business scenario involving MIS (e.g., ERP implementation, business analytics application, IT infrastructure planning).	5
Subject-based Seminar / Presentation	Presentation on an emerging MIS technology or innovation (e.g., AI in MIS, cloud computing, data analytics, IoT integration).	5
Attendance & Class Participation	Regular attendance, active participation in discussions, group activities, and class exercises.	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all units (theory + practical applications, case analysis).	60
Grand Total	—	100

25UBBO35	Indian Systems of Health and Wellness	Category	L	T	P	Credit
		OEC	2	0	0	2

Course Objective

1. To understand the importance of a healthy lifestyle.
2. To familiarize students about physical and mental health
3. To create an awareness of various lifestyles related diseases
4. To provide understanding of stress management

Course Prerequisite

Fundamental knowledge of human anatomy, physiology, and general health concepts to grasp traditional health practices and familiarity with Indian philosophies, cultural practices, and holistic wellness approaches will help connect ancient concepts with modern health management an openness to explore integrative and preventive healthcare systems such as Ayurveda, Yoga,

Course Outcome

CO1	Explain the concept and nature of health, wellness and its various implications	Understand
CO2	Demonstrate adequate knowledge on well-being and promotion of healthy behavior.	Apply
CO3	Analyze the principles and practices of Indian systems of health such as Ayurveda, Yoga, Siddha, and Naturopathy to enhance physical and mental well-being.	Analyze
CO4	Evaluate the relevance of traditional Indian health systems in addressing modern health challenges and sustainable wellness practices.	Evaluate

Syllabus

<p>UNIT I Introduction to Health & Wellness (10 hours)</p> <p>Definition of Health Importance of health in everyday life, Components of health – physical, social, mental, spiritual and its relevance, Concept of wellness, Mental health and wellness, Determinants of health behavior</p> <p>Unit-II: Mind Body and Well-Being (10 hours)</p> <p>Mind body connection in health – concept and relation, Implications of mind-body connection Wellbeing – why it matters?, Digital wellbeing</p> <p>Unit-3: Deficiency & Diseases (10 Hours)</p> <p>Malnutrition, under nutrition and over nutrition, Body system and common diseases, Sedentary lifestyle and risk of disease, Modern lifestyle and associated health risks</p> <p>Unit 4 : Indian system of well being (10 Hours)</p> <p>Health beliefs of India, Health systems in India – AYUSH, Perspective of indigenous people towards health, Happiness and well-being in India</p> <p>Unit-5: Contemporary Applications of Indian Systems of Health & Wellness</p> <p>Contemporary Applications of Indian Systems of Health & Wellness- AYUSH Systems: Policies, Institutions & Promotion in India- Role of Lifestyle Management (Ahara, Vihara, Achar) in Preventive</p>

Health- Mind–Body Wellness: Meditation, Pranayama, and Stress Management- Traditional Dietetics & Nutrition in Indian Systems- Holistic Wellness Models: Panchakosha, Triguna, and Dosha Balance- Indigenous Therapies and their Modern Relevance- Wellness Tourism in India- Digital Health, Telemedicine & Wellness Apps inspired by Indian traditions- Globalization of Indian Wellness Systems (International Demand & Adoption)

TEXT BOOK:

1. Emerging Technologies by Errol S. van Engelen
2. Internet of Things by Jeeva Jose, Khanna Book Publishing
3. Digital Transformation: A Strategic Approach to Leveraging Emerging Technologies, Anup Maheshwari
4. Blockchain for Business by Jai Singh Arun, Jerry Cuomo and Nitin Gaur.
5. Blockchain, Artificial Intelligence, and the Internet of Things: Possibilities and Opportunities" by Pethuru Raj, Ashutosh Kumar Dubey, Abhishek Kumar, Pramod Singh Rathore

Reference Book & Web Resources

1. Carr, A. Positive Psychology: The science of happiness and human strength. UK: Routledge
2. C. Nyambichu & Jeff Lumiri, , Lifestyle Disease: Lifestyle Disease management

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	1	3	1	2
CO2	2	2	2	3	2	3
CO3	2	3	2	3	2	3
CO4	2	3	2	3	1	3

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Introduction to Indian Systems of Health & Wellness: Historical Background, Philosophy of Wellness, Concept of Holistic Health, Panchamahabhutas, Trigunas, Tridosha Theory	10
II	Ayurveda and Siddha Systems: Fundamental Principles, Preventive & Curative Approaches, Dinacharya & Ritucharya, Concepts of Diet & Nutrition (Ahara), Siddha Foundations	10
III	Yoga, Naturopathy & Unani Systems: Eightfold Path of Yoga, Pranayama, Meditation, Naturopathy Principles, Unani Concept of Health & Temperament (Mizaj)	10
IV	Applications in Modern Wellness: Lifestyle Disorders &	10

	Indian Remedies, Stress Management Techniques, Integrative Health, Digital Wellness Tools, Role of AYUSH in Public Health	
IV	Contemporary Trends & Globalization: AYUSH Policy Framework, Wellness Tourism in India, Global Acceptance of Ayurveda & Yoga, Evidence-Based Research in Indian Systems, Digital Health & Tele-Wellness Platforms, Integration of Traditional and Modern Healthcare Models	10

Assessment Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written test covering short answers, descriptive, and case-based questions on emerging technologies concepts.	25
Assignment / Case Study	Practical analysis of a technology application or business case (e.g., IoT implementation, blockchain use case).	5
Subject-based Seminar / Presentation	Presentation on a selected emerging technology or its business applications.	5
Attendance & Class Participation	Regular attendance, active participation in discussions, and engagement in exercises or demos.	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all units (theory + practical applications).	60
Grand Total	—	100



MANAKULA VINAYAGAR INSTITUTE OF TECHNOLOGY

(An Autonomous Institution)

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BACHELOR OF BUSINESS ADMINISTRATION (BBA)

SEMESTER – IV

S. No.	Subject Code	Subjects	Cat	Periods			Credits	Marks		
				L	T	P		IA	ES	TM
Core Courses										
1.	25UBBT41	Entrepreneurship and Startup Ecosystem	Core Course	1	1	0	02	40	60	100
2.	25UBBT42	Operations Management	Core Course	3	1	0	04	40	60	100
3.	25UBBT43	Financial Management	Core Course	3	1	0	04	40	60	100
4.	25UBBT44	Business Research methodology	Core Course	3	1	0	04	40	60	100
5.	25UBBT45	International Business	Core Course	2	0	0	02	40	60	100
Value Added Course (VAC)										
6.	25UVAT46	Geo Politics and impact on business	VAC	2	0	0	02	40	60	100
Skill Enhancement Course (SEC)										
7.	25USET47	Design Thinking and Innovation	SEC	2	0	0	02	40	60	100
Total				16	4	0	20	320	480	800

25UBBT41	Entrepreneurship and Start-up Ecosystem	Category	L	T	P	Credit
		CC	1	1	0	2

Course Objective

1. To understand Entrepreneurship and its types
2. To understand that not all ideas can be turned into viable business models and guestimate business potential of an idea
3. To understand different type of finances available and financing methods
4. To be able to draft business plans on an identified idea
5. To understand the nuances of operating a startup – low budget marketing, stabilizing operations, build a team from scratch and scaling the business
6. To know what is a Family Business and how is it different from Entrepreneurship

Course Prerequisite

Basic understanding of management and business principles. Familiarity with business planning, marketing, and finance concepts will be an added advantage.

Course Outcome

CO1	Understand basic building blocks of creating a venture	Understand
CO2	Identify a business opportunity and translate it into a viable businessmodel	Identify
CO3	Recognize the elements of the Indian entrepreneurship ecosystem and take relevant benefits from the constituents	Recognize
CO4	Understand thethe legacy of family businesses and key differentiations fromentrepreneurship	Understand
CO5	Analyze Indian family business case studies and evaluate their contribution to economic growth and sustainability.	Analyze

Syllabus

Unit-I:Introduction to Entrepreneurship & Family Business

(12 Hours)

Definition and Concept of entrepreneurship, Entrepreneur Characteristics, Classification of Entrepreneurs, Role of Entrepreneurship in Economic Development –Start-ups, Knowing the characteristics of Family business with discussion on few Indian cases, of Family Business like

Murugappa, Dabur, Wadia, Godrej, Kirloskaretc

Unit-II: Introduction to Family Business (12 Hours)

Concept and Characteristics of Family Business, Importance and Challenges of Family Business, Discussion of Indian Family Business Cases: Murugappa Group ,Dabur,Wadia, Godrej, Kirloskar-Role of Family Business in Indian Economy.

Unit-III: Evaluating Business opportunity (12 hours)

Sources of business ideas and opportunity recognition, Guesstimating the market potential of a business idea, Feasibility analysis of the idea, Industry, competition and environment analysis

Unit-IV: Building Blocks of starting ventures (12 Hours)

Low cost Marketing using digital technologies, Team building from scratch, Venture Funding, Establishing the value-chain and managing operations, Legal aspects like IPR and compliances

Unit-V: Start-up Ecosystem (12 Hours)

Know the components of the start-up ecosystem including Incubators, Accelerators, Venture Capital Funds, and Angel Investors etc, Know various govt. schemes like Start-up India, Digital India, MSME etc. Sources of Venture Funding available in India, Source of Technology, Intellectual Property management .

TEXT BOOK:

1. Startup India Leaning Program by Start Up India available at www.startupindia.gov.in
2. *Entrepreneurship*, Rajeev Roy, Oxford University Press
3. *Entrepreneurship: Successfully Launching New Ventures* by R. Duane Ireland BruceR. Barringer, Pearson Publishing
4. *Family Business Management* by Rajiv Agarwal, Sage Publishing
5. Anish Tiwari , “Mapping the Startup Ecosystem in India”, Economic &Political Weekly
6. Ramachandran, K, *Indian Family Businesses: Their survival beyond threegerations*, ISB Working Paper Series

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	1	2	2
CO2	3	3	2	2	2	2
CO3	2	2	2	3	1	2
CO4	2	1	2	2	2	2
CO5	2	3	2	3	2	2

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Fundamentals of Entrepreneurship: Definition and concept of Entrepreneurship ,characteristics of an Entrepreneur classification of Entrepreneurs ,role of Entrepreneurship in economic development ,introduction to Start-ups and entrepreneurial ecosystem	12
II	Introduction to Family Business: Definition and characteristics of family business, Importance of family businesses in India ,Challenges in succession planning Governance and professionalization in family business, Key differentiations from entrepreneurship	12
III	Business Opportunity and Business Models: Idea generation and opportunity identification ,Feasibility analysis and risk assessment •,Developing a business model ,Value proposition, customer segments, and revenue models , Case studies of successful start-ups.	12
IV	Building Blocks of Starting Ventures: Idea generation, opportunity identification, market research, feasibility analysis, value proposition, revenue models, and business model development, Legal and regulatory aspects of starting ventures, funding sources, and case studies on successful new venture creation.	12
V	Start-up Ecosystem: Structure and components of the Indian start-up ecosystem including incubators, accelerators, angel investors, venture capitalists, and government initiatives like Start-up India, Make in India, and Digital India, role of policy support, networking, and mentorship in nurturing entrepreneurship, with case illustrations of successful Indian start-ups.	12

Assessment Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written test covering short answers, descriptive, and case-based questions	25
Assignment / Case Study	Practical analysis of entrepreneurial/start-up or family business case	5
Subject-based Seminar / Presentation	Presentation on start-up ecosystem, venture creation, or family business legacy	5
Attendance & Class Participation	Regular attendance, classroom interaction, and contribution to discussions	5
Total (Internal Assessment)	-	40
End-Semester Examination	Comprehensive exam covering all units	60
Grand Total	-	100

25UBBT42	Operations Management	Category	L	T	P	Credit
		CC	3	1	0	4

Course Objective

1. Operations Management introduces students to the fundamental principles and practices essential for managing business operations efficiently.
2. This course covers various production systems, process design, quality management, and emerging trends in operations management.

Course Prerequisite

Students are expected to have a basic understanding of Management Principles, Business Environment, and Quantitative Techniques/Business Statistics. Familiarity with concepts such as productivity, organizational functions, and simple problem-solving methods will help in better understanding of Operations Management.

Course Outcome

CO1	Understand the core principles of operations management and their significance in enhancing efficiency, quality, and customer satisfaction.	Understand
CO2	Analyze different production systems and develop strategies aligned with business objectives.	Analyze / Apply
CO3	Optimize operational processes through effective process design, layout decisions, and capacity planning.	Apply / Analyze
CO4	Implement quality management principles to enhance product/service quality and reduce defects.	Apply / Evaluate
CO5	Evaluate emerging trends in operations management, such as sustainable operations and technological advancements.	Evaluate

UNIT I Introduction to Operations

(10 Hours)

Operations management is the backbone of any organization, involving the planning, Organizing and supervision of processes. This unit covers the significance of operations management in achieving organizational success by enhancing efficiency, ensuring quality and delivering customer satisfaction. Students will explore different production systems, the alignment of operations with business strategies, and the key functions of operations management, including planning, organizing, staffing, leading, and controlling

Unit-II: Process Design and Analysis

(10 Hours)

This unit delves into the strategic decisions involved in selecting and designing processes

And layouts. Students will learn to analyze processes using tools like flowcharts and Process maps and explore various techniques for continuous improvement. The unit also Covers capacity planning, providing strategies to balance capacity and demand effectively. Emphasis is placed on understanding process choices, layout decisions, and the Importance of space utilization, flexibility, cost, safety, and comfort.

Unit-III: Quality Management (10 hours)

Quality management is crucial for delivering products and services that meet customer expectations and adhere to industry standards. This unit explores essential quality concepts, the principles of Total Quality Management (TQM), and the implementation of Six Sigma and Lean Manufacturing. Students will learn various tools and techniques to enhance quality, reduce defects, and improve operational efficiency, leading to higher customer satisfaction and competitive advantage.

Unit-IV: Sustainable and Responsible Operations (10 Hours)

Introduction to sustainable operations management, Importance of environmental and social responsibility in operations, Green practices and circular economy concepts, Integrating sustainability into supply chains, Case studies on sustainable operational excellence

Unit-V: Emerging Trends in Operations Management (10 Hours)

The field of operations management is continuously evolving with new trends and technologies. This unit focuses on sustainable operations, the impact of technology, and the complexities of global operations. Students will understand the importance of integrating sustainable practices, leveraging advanced technologies like AI and IoT, and managing operations in a global context. These insights will prepare students to adapt to the dynamic business environment and drive operational excellence.

TEXT BOOK:

1. Operations Management by William J. Stevenson
2. Operations Management: Processes and Supply Chains by Lee J. Krajewski, Manoj K. Malhotra, and Larry P. Ritzman
3. The Goal: A Process of Ongoing Improvement by Eliyahu M. Goldratt and Jeff Cox
4. Introduction to Operations and Supply Chain Management by Cecil C. Bozarth and Robert B. Handfield

Case Topics:

- Case study on Toyota's Production System: Exploring Lean Manufacturing.
- Analysis of Amazon's supply chain operations for customer satisfaction and efficiency.
- Case on Zara's fast fashion operations strategy and its global supply chain management.

Reference Paper

- Jaboob, A. S., Awain, A. M. B., & Ali, K. A. M. (2024). Introduction to Operation and Supply Chain Management for Entrepreneurship. In Applying Business Intelligence and Innovation to Entrepreneurship (pp. 52-80). IGI Global

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	1	2	2
CO2	3	3	1	2	2	2
CO3	3	2	1	2	3	2
CO4	3	2	2	2	2	2
CO5	2	3	2	3	2	3

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Introduction to Operations Management – Nature, scope, importance, and principles of operations; Role of operations in achieving efficiency, quality, and customer satisfaction.	12
II	Production Systems – Types of production systems; Strategy formulation for aligning operations with business objectives; Process design and facility layout decisions.	12
III	Process Optimization and Capacity Planning – Capacity analysis, forecasting, aggregate planning, scheduling, inventory management; Lean systems and Just-in-Time (JIT).	12
IV	Sustainable and Responsible Operations – Introduction to sustainable operations management; Environmental and social responsibility; Green practices; Circular economy; Sustainable supply chains; Case studies.	12
V	Technology and Global Operations – Impact of technology (AI, IoT, robotics, automation); Role of data analytics and digital transformation; Managing global supply chains; Outsourcing/off shoring challenges; Future trends	12

Assessment Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written test including short answers, descriptive, and case-based questions from Units I & II	25
Assignment / Case Study	Practical analysis of an operational problem, production system, or process optimization scenario	5
Subject-based Seminar / Presentation	Seminar/presentation on topics such as lean systems, quality management practices, or emerging trends	5
Attendance & Class Participation	Regular attendance, active participation in discussions, case analysis, and classroom exercises	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all five units (theory + practical application cases)	60
Grand Total	—	100

25UBBT43	Financial Management	Category	L	T	P	Credit
		CC	3	1	0	4

Course Objective

Financial Management is offered with intent to equip the students with the basic knowledge of finance theory and its application to develop relevant financial strategies pertinent to profit-seeking organizations. The theme of financial management is structured around three decision making financial areas: Investment-long and short term, Financing and Dividend policy. This imbues students with analytical and decision-making skills in managing finance through application of theoretical questions and practical problems.

Course Prerequisite

Basic Knowledge of Accounting:

Understanding of fundamental accounting principles, preparation of financial statements (Balance Sheet, Income Statement, Cash Flow Statement), and basic bookkeeping.

Quantitative & Analytical Skills:

Familiarity with mathematical concepts, ratios, percentages, and basic statistics to analyze financial data.

Economic Fundamentals:

Basic understanding of micro and macroeconomic concepts such as demand, supply, cost, revenue, and time value of money.

Computer Proficiency:

Ability to use spreadsheets (Excel) and basic financial tools for calculations, analysis, and reporting.

Course Outcome

CO1	Summarize the motives behind financial decision making.	Apply
CO2	Interpret the relevant theories and concepts of various practices of financial management and ethics in Finance	Analyze / Apply
CO3	Analyze the relationship among capital structure, cost of capital, dividend decisions, and value of the business.	Analyze / Evaluate
CO4	Evaluate projects for profitability	Apply / Evaluate
CO5	Evaluate working capital management and short-term financing decisions to ensure organizational liquidity and profitability.	Evaluate

Syllabus:

UNIT I Introduction to Financial Management (12 hours)

Meaning of finance and financial management, Types of finance, Objective and Scope of financial management– profit maximization and wealth maximization - merits and criticisms- Financial decisions, Internal relation of financial decisions, Factors influencing financial decisions, Functional areas of financial management, Functions of a finance manager, Agency Cost, Definition of ethics and the importance of ethics in Finance, Sources of Finance: Ownership securities – Equity shares, Preference shares, Deferred shares, No par stock/shares, Shares with differential rights, Sweat Equity Creditor ship securities – Debentures – Zero coupon bonds, Zero interest bonds, Callable bonds, Deep discount bonds Internal financing or ploughing back of profit – short term and long term sources. Startup finance-Bootstrapping, Series Funding.

Unit-II: Capital Structure & Capitalization (12 Hours)

Meaning of capitalization – Theories of capitalization – cost theory and earnings theory. Over capitalization and under capitalization (Theory) – causes – effects and remedies, Watered stock, Over trading and under trading. Meaning of capital structure and financial structure, principles of capital structure, Optimum Capital Structure, Determinants of capital structure, capital gearing-Theories of Capital structure, Effect of capital structure on EPS, EBIT-EPS Analysis, Point of indifference-Practical Problems.

Unit-III: Cost of Capital, Leverages and Managing Working Capital (12 hours)

Meaning of cost of capital, significance of cost of capital, components of cost of capital – Computation of Cost of capital and Weighted Average Cost of Capital, CAPM-Practical Problems. Meaning of Leverage, Types of Leverages – operating, financial and combined leverage, risk and leverage – practical problems.

Unit-IV: Managing Working Capital (12 Hours)

Managing working Capital - Meaning of working capital, types of working capital, working capital cycle, adequate working capital, determinants of working capital, estimation of working capital-Practice problems. Management of cash. Management of inventory and debtors.

Unit-V: Capital Budgeting and Dividend policy (12 Hours)

Meaning of Capital Budgeting, Importance, Need, Time value of money-Present and Future Value (Simple Problems), Capital budgeting process, project appraisal by using traditional methods and modern methods, Practical problems on Payback Period, Net Present Value, Profitability Index, IRR and MIRR methods, Dividend policy-Meaning, Kinds, Theories of dividend decisions, determinants of dividend policy decisions, Companies Act, 2013 and SEBI Guidelines on Dividend Distribution.

TEXT BOOK:

1. Khan, M, Y, & Jain, P, K . Financial Management. Tata Mc Graw Hill.
2. Chandra, P. Financial Management. New Delhi, India. Tata McGraw Hill Book Co.
3. Pandey,I.M. Financial Management. New Delhi, India. Vikas Publishing House.
4. Kumar, A. Financial Management, Khanna Publishing House.
5. Gupta, S, K., Sharma, R.K. & Gupta, N . Financial Management. Kalyani Publishers.
6. Khan, M, Y, & Jain, P, K . Financial Management. Tata Mc Graw Hill.
7. Brigham and Houston. Fundamentals of Financial Management, Cengage Learning.

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	2	2	2
CO2	3	3	2	2	2	2
CO3	3	3	2	2	2	2
CO4	3	2	1	2	2	2
CO5	3	3	2	3	2	3

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Introduction to Financial Management: Objectives, scope, functions, and importance; Financial environment; Role of finance manager	12
II	Financial Analysis and Planning: Financial statements analysis, ratio analysis, cash flow analysis, forecasting financial needs	12
III	Capital Structure and Cost of Capital: Concepts, theories, determinants; Weighted average cost of capital; Dividend decisions and policies	12
IV	Capital Budgeting: Techniques for evaluating projects – Payback period, NPV, IRR, Profitability Index; Risk analysis in capital budgeting	12
V	Working Capital and Short-Term Financing: Concepts, determinants, management of cash, inventory, receivables, and payables; Short-term financing options	12

Assessment Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written test including short answers, descriptive, and case-based questions on all units	25
Assignment / Case Study	Practical analysis of financial management problems, capital budgeting, or working capital cases	5
Subject-based Seminar / Presentation	Presentation on financial topics such as capital structure, dividend policy, or short-term financing	5
Attendance & Class Participation	Regular attendance, active participation in discussions, problem-solving exercises, and case analysis	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all five units (theory + practical applications)	60
Grand Total	—	100

25UBBT44	Business Research methodology	Category	L	T	P	Credit
		CC	3	1	0	4

Course Objective

1. To grasp the fundamentals of research methodology and apply them in various research or project works.
2. To identify and utilize appropriate research methods aligned with research objectives.
3. To master the techniques of data collection, editing, and analysis to prepare for advanced studies and professional requirements.
4. To learn the intricacies of interpreting data and writing comprehensive research reports.

Course Prerequisite

Basic Understanding of Management Concepts:

Knowledge of management principles, business functions, and organizational behavior to contextualize research problems.

Statistics and Quantitative Skills:

Familiarity with basic statistics, probability, and data analysis techniques (mean, median, standard deviation, correlation, regression) to analyze research data effectively.

Analytical and Critical Thinking:

Ability to analyze problems, interprets data, and draw meaningful conclusions.

Communication Skills:

Proficiency in written and oral communication to prepare research reports and present findings clearly.

Computer Literacy:

Basic knowledge of spreadsheet software (Excel), statistical tools (SPSS, R, or similar), and data visualization tools for research analysis.

Course Outcome

CO1	Prepare a detailed research plan covering all essential aspects of a research project.	Create
CO2	Construct and administer effective research instruments like questionnaires	Create
CO3	Execute data collection strategically to gather relevant information.	Apply
CO4	Apply advanced statistical techniques for data interpretation.	Analyze
CO5	Draft comprehensive research reports tailored to specific audience needs.	Create

Syllabus

UNIT I Introduction to Research

(12 hours)

This unit explores the definition, history, evolution, and types of scientific inquiry and research. It addresses the ethical considerations in research, the process of research, and the characteristics and components of good research work.

Unit-II: Formulating the Research Problem

(12 hours)

Students will learn how to identify and formulate research problems, conduct literature reviews, and develop research questions and objectives. This unit also covers the process of creating effective research designs.

Unit-III: Measurement and Data Collection

(12 Hours)

This unit focuses on measurement and scaling, discussing different types of data, sources of measurement error, and scale construction techniques. It also covers various data collection methods, including questionnaires, interviews, and observations.

Unit-IV: Data Analysis and Interpretation

(12 Hours)

Topics include sampling methods, data preparation (editing and coding), and hypothesis testing using parametric and non-parametric tests. This unit also discusses the tools and techniques for data visualization like charts, tables, and box plots.

Unit-V: Research Reporting & Presentation

(12 Hours)

Structure of a research report: Introduction, Methodology, Results, Conclusion, Recommendations, Tailoring reports for different audiences: Managers, Academicians, Investors, Ethical considerations and proper referencing

TEXT BOOK:

1. Malhotra, N. K., Nunan, D., & Birks, D. F. , Marketing research. Pearson UK.
2. Research Methodology by Ranjit Kumar.
3. Research Methods for Business by Uma Sekaran.
4. Methodology of Research by C.R. Kothari.

Suggested Pedagogy:

The course utilizes a combination of lectures, hands-on projects, case studies, and practical assignments to provide a comprehensive learning experience. Students are encouraged to engage with statistical software for data analysis and participate in group discussions to enhance their understanding and application of research methodologies.

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	1	2	1	1
CO2	3	3	1	1	2	1
CO3	2	3	2	1	2	1
CO4	3	2	1	1	1	2
CO5	3	3	2	1	2	1

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Introduction to Business Research Methodology: Nature, Scope, Importance, Types of Research	12
II	Research Process & Planning: Problem Identification, Research Design, Formulating Objectives & Hypotheses	12
III	Research Instruments: Questionnaire Design, Interviews, Observation, Scaling Techniques, Pilot Testing	12
IV	Data Collection & Analysis: Sampling Methods, Primary & Secondary Data, Descriptive & Inferential Statistics	12
V	Research Reporting & Presentation: Report Structure, Ethical Considerations, Tailoring Reports for Different Audiences	12

Assessment Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written test covering short answers, descriptive, and case-based questions on research methodology concepts	25
Assignment / Case Study	Practical analysis of a research problem, instrument design, or data analysis case	5
Subject-based Seminar / Presentation	Presentation on a selected research topic, methodology, or recent trends in business research	5
Attendance & Class Participation	Active participation in class discussions, quizzes, and engagement	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all units of the course	60
Grand Total	—	100

25UBBT45	International Business	Category	L	T	P	Credit
		CC	2	0	0	2

Course Objective

The course aims to help students to understand the evolution and significance of international trade in contemporary business environment and examine various economic integration by analyzing the emerging trends in International Business

Course Prerequisite

Global Business Environment:

- Understanding international markets, trade policies, and economic factors.
- Awareness of cultural, political, and legal aspects affecting international operations.

International Trade & Investment:

- Basics of import-export procedures, foreign direct investment (FDI), and trade regulations.
- Knowledge of international financial systems and currency exchange mechanisms.

Cross-border Strategy & Management:

- International business strategies, global supply chain management, and market entry modes.
- Understanding of strategic decision-making in multinational firms.

Course Outcome

CO1	Demonstrate and interpret the fundamental theories of international business and trade.	Understand / Analyze
CO2	Develop an understanding of the concept of Foreign Direct Investment and its impact on various world economy	Understand / Apply
CO3	Analyse the significance of economic Integration in International Business	Analyze
CO4	Appraise and develop a comprehensive understanding of global emerging understand stakeholder engagement	Evaluate / Create
CO5	Formulate strategies for multinational enterprises to operate effectively in diverse international markets	Create

Syllabus

Unit I: Introduction to International Business

(12 hours)

Introduction to International Business Stages of Internationalization – EPRG Framework- International Trade Theories: Theories of International Trade Mercantilists, Absolute Cost and Comparative Advantage, Factor Proportions, Neo-factor Proportions Theories, Country Similarity Theory, Intra-industry Trade, Tariff and Non-Tariff Barriers in Global Businesses

Unit-II: Introduction of Foreign Direct Investment

(12 hours)

Introduction Foreign Direct Investment in the World Economy, Trends in FDI Theories of Foreign Direct Investment, Greenfield and Brownfield FDI, Benefits and Costs of FDI, International Institutions and the Liberalization of FDI, CAGE Model

Unit-III: Economic Integration (12 Hours)

Economic indicators and their impact on international business decisions, Regional Economic Integration and Trade Blocs, Basic Principles of Multilateral Trade Negotiations, Instruments of Trade Regulation, FDA, custom union, common market economic union, Emerging Markets and Developing Economies.

Unit-IV: Emerging Trends in International Business (12 Hours)

International Entrepreneurship and Born Global Firms, Ethical Considerations – CSR frameworks and Approaches and ethical considerations, ESG investing and reporting standards, corporate responses to climate change and social justice issues Implications of Brexit on international business laws, the rise of digital platforms, and ecommerce. Re-shoring and Near shoring Trend, Impact of pandemic on international business.

Unit-V: Emerging Trends and Strategic Issues in International Business (12 Hours)

Global Emerging Trends: Technological advancements and digital globalization, Impact of geopolitical changes on international trade, Sustainability and green business practices in global markets Stakeholder Engagement in International Business: Identifying key stakeholders: Governments, NGOs, Investors, Consumers Corporate Social Responsibility (CSR) and ethical business practices Strategies for effective cross-cultural stakeholder communication, Risk management in international operations, Trade agreements (WTO, regional trade blocs), Impact of economic integration and trade liberalization

TEXT BOOK:

1. International Business: Competing in the Global Marketplace" by Charles W. L. Hill.
2. International Business: Concept, Environment and Strategy, 3e by VyuptakeshSharan Pearson Education
3. International Business: The Challenges of Globalization by John J. Wild and Kenneth L. Wild.
4. Rakesh, M. J. International Business, New Delhi, Oxford University Press.
5. Aswathappa, A. . International Business, 2e. Tata McGraw-Hill Education.

Reference Book & Web Resources

1. Cuervo-Cazurra, A. (2006). Who cares about corruption? Journal of internationalbusiness studies, 37, 807-822.
2. Hofstede, G. (2006). What did GLOBE really measure? Researchers' minds versus respondents' minds. Journal of international business studies, 37, 882-896.

3. Sharma, P., Leung, T. Y., Kingshott, R. P., Davcik, N. S., & Cardinali, S. (2020). Managing uncertainty during a global pandemic: An international business perspective. *Journal of business research*, 116, 188-192.
4. Bahoo, S., Alon, I., & Paltrinieri, A. (2020). Corruption in international business: A review and research agenda. *International Business Review*, 29(4), 101660.
5. Shams, R., Vrontis, D., Belyaeva, Z., Ferraris, A., & Czinkota, M. R. (2021). Strategic agility in international business: A conceptual framework for “agile” multinationals. *Journal of International Management*, 27(1), 100737.
6. Krueger, A. O. (1990), “Trends in Trade Policies of Developing Countries” in C. S. Pearson and James Riedel (eds.), *The Direction of Trade Policy* (Cambridge, MA.: Basil Blackwell).

Case Study

1. The Battle in Seattle and the Anti-Globalization Movement Pg 82 *International Business, Managing Globalization*, John S. Hill
2. Making the Apple iPhone *International Business, Eleventh Edition* (McGraw Hill 2019), by Charles W.L. Hill, G. tomas M. Hult, Rohit Mehtani
3. Case Study: Pharmeasy Expansion Dilemma amidst Regulatory Uncertainties Ivey Publishing 2020
4. Case Study: Unilever's Lifebuoy in India: Implementing the sustainable plan Harvard Business School Case study 2017

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	1	2	1	1
CO2	3	3	1	2	1	1
CO3	3	3	2	3	2	1
CO4	2	3	3	3	2	2
CO5	3	3	3	2	3	2

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Introduction to International Business: Nature, Scope, Importance, Theories of International Trade	12
II	Foreign Direct Investment (FDI) and its Impact: Types, Trends, and Effects on World Economies	12
III	Economic Integration: Regional Trade Blocs, WTO, Trade Liberalization, and Globalization	12
IV	Global Emerging Trends: Technological Advances, Sustainability, Geopolitical Impacts, and Cross-Cultural Management	12
V	Strategic Issues and Stakeholder Engagement: Risk	12

	Management, MNE Strategies, Corporate Social Responsibility, and Ethical Practices	
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Assessment Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written test covering short answers, descriptive, and case-based questions on international business concepts	25
Assignment / Case Study	Analysis of an international business case, FDI impact study, or economic integration research	5
Subject-based Seminar / Presentation	Presentation on emerging global trends, MNE strategies, or stakeholder engagement in international business	5
Attendance & Class Participation	Active participation in class discussions, quizzes, and engagement	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all units of the course	60
Grand Total	—	100

25UVAT46	Geo Politics and impact on business	Category	L	T	P	Credit
		VAC	2	0	0	2

Course Objective

The course aims to help students to Understand the role and significance of geopolitics and global dimensions of international business and examine the changing nature of global geopolitics and its potential effects of global and persistent geopolitical conflicts on political economy

Course Prerequisite

Students should have a foundational understanding of geopolitical factors and their influence on global business operations before taking this course. This knowledge helps in analyzing international trade investment decisions, and strategic management in a global context.

Course Outcome

CO1	Demonstrate a comprehensive understanding of global events and their implications on geopolitics	Understand
CO2	Identify the role and impact of geopolitics on the International political economic variables in international business	Understand / Apply
CO3	Analyse and evaluate the application of knowledge of Global trade and monetary systems to develop competitive strategies in regional, and global markets	Analyze / Evaluate
CO4	Assess and predict how emerging trends in geopolitics impact strategic decisions of international business	Evaluate / Create
CO5	Formulate strategic recommendations for multinational enterprises to navigate geopolitical risks effectively	Create

Syllabus:

UNIT I Introduction to Geopolitics	(12 hours)
<p>Definition, Nature and Scope of Geopolitics, Theories of Geopolitics- Mackinder's Heartland Theory, Sea Power (Alfred Thayer Mahan), Rimland Theory (Nicholas J Spykman), Robert D Kaplan. Contemporary Issues in Geopolitics- Global Environmental Issues, Geopolitics of Energy and Natural Resources, Geo-economics, Geopolitics of Technology, Globalization and geopolitics, Border Disputes, Popular Culture and Geopolitics, Geopolitics and Risk Analysis. Rise of Protectionism, and Geopolitical Tensions</p>	

Unit-II: Globalization and International Political Economy in geopolitical scenario (12 hours)

Post-War International Economic Order- IMF, World Bank, WTO; New International Economic Order- BRICS, North-South, South-South Cooperation; Globalization, National Differences in Political Economy.

Unit-III: Global Trade and Monetary Systems (12 Hours)

Foreign Direct Investment, Foreign Exchange Market, Global Capital Market, International Monetary System, Supply Chain Disruptions and Management. Case studies on the Suez Canal, COVID Pandemic, US-China trade war, Russia- Ukraine, Israel-Palestine and China-Taiwan conflict.

Unit-IV: Emerging Trends and Issues in Geopolitics and Business (12 Hours)

Ethics and Culture in International Business, Differences and Challenges in International Business trade wars, unfair trade practices by developed and developing economies, anti-dumping, Tariff wars, MNCs and their lobbying and influence in domestic politics, Cyber Warfare and Cyber Attacks and anti-piracy law, Global and Sustainable Trade Practices and its impact on national economies, Issues in Brexit, World Recession, Inflationary Trends

Unit-V: Strategic Decision Making and Risk Management in International Business (12 hours)

Geopolitical Risks and Global Crisis Management Identifying and analyzing geopolitical risks: political instability, sanctions, trade restrictions Impact of global crises on supply chains and international operations Case studies: COVID-19, Russia-Ukraine conflict, US-China trade tensions Strategic Responses, Stakeholder Engagement, and Ethical Practices Formulating strategies for multinational enterprises (market entry, exit, diversification, scenario planning) Engaging with governments, NGOs, investors, and local communities Corporate Social Responsibility (CSR), legal compliance, and ethical business practices.

TEXT BOOK:

1. Kline, J. Ethics for International Business: Decision-making in a globalpolitical economy. London: Routledge.
2. Dodds, Klaus, Geopolitics in a Changing World, Prentice Hall: Essex,England.
3. Mearsheimer, J. J. The tragedy of great power politics. W. W. Norton &Company.
4. Kaplan, R. D. The revenge of geography: What the map tells us about comingconflicts and the battle against fate. Random House.
5. Black, J. ,Geopolitics and the Quest for Dominance. Bloomington:IndianaUniversity Press.

6. Ikenberry, G. J. The Illusion of Geopolitics. *Foreign Affairs*, 93(3), 80.
7. Cavusgil, S.T., Knight, G., & Riesenberger, J.R., *International Business: The New Realities*, Prentice Hall.

Articles

1. Navigating Troubled Waters: Impact to Global Trade of Disruption of Shipping Routes in the Red Sea, Black Sea and Panama Canal. (2024). In UNCTAD Policy Brief. <https://doi.org/10.18356/27082822-114a>.
2. O’Sullivan, M., Overland, I., & Sandalow, D. (2017). The Geopolitics of Renewable Energy. *Social Science Research Network*. <https://doi.org/10.2139/ssrn.2998305>.
3. Doz, Y., & Prahalad, C. K. (1980). How MNCs Cope with Host Government Intervention. *Harvard Business Review*.
4. Schwarzenberg, A. B. (2018b). U.S. Trade Debates: Select Disputes and Actions. https://digital.library.unt.edu/ark:/67531/metadc1311958/m2/1/high_res_d/IF10958_2018Aug28.pdf
5. Abbott, Kenneth and Snidal, Duncan, (1998), ‘Why States Act Through Formal International Organizations’, *Journal of Conflict Resolution*.

References:

Case Study

1. Universal Pictures: Film Cut Dilemma Amid Geopolitical Conflict by Harvinder Singh; Rakesh Gupta, Harvard Business Publishing
2. Ukraine: On the Border of Europe and Eurasia by Rawi Abdelal; Rafael Di Tella; Sogomon Tarontsi, Harvard Business Publishing

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	1	2	1	1
CO2	3	3	1	2	1	2
CO3	3	3	2	3	2	2
CO4	2	3	3	3	2	2
CO5	3	3	3	2	3	2

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Introduction to Geopolitics: Definition, Nature, Scope, Theories (Mackinder's Heartland, Mahan's Sea Power, Rimland Theory, Robert Kaplan), Contemporary Issues (Energy, Technology, Globalization, Border Disputes, Protectionism, Geopolitical Tensions)	12
II	Globalization and International Political Economy: Post-War International Economic Order (IMF, World Bank, WTO), New International Economic Order (BRICS, North-South, South-South Cooperation), National Differences in Political Economy	12
III	Global Trade and Monetary Systems: Foreign Direct Investment, Foreign Exchange Market, Global Capital Market, International Monetary System, Supply Chain Disruptions, Case Studies (Suez Canal, COVID-19, US-China Trade War, Russia-Ukraine, Israel-Palestine, China-Taiwan)	12
IV	Emerging Trends and Issues in Geopolitics and Business: Ethics and Culture in International Business, Trade Wars, Anti-Dumping, Tariff Wars, MNC Lobbying, Cyber Warfare, Sustainable Trade Practices, Brexit, Recession, Inflation Trends	12
V	Strategic Decision Making and Risk Management in International Business: Geopolitical Risk Assessment, Crisis Management, Strategic Responses for MNEs, Stakeholder Engagement, CSR, Legal Compliance, Ethical Practices	12

Assessment Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written test covering short answers, descriptive, and case-based questions on geopolitics, international political economy, trade, and monetary systems	25
Assignment / Case Study	Analysis of a geopolitical event, international trade conflict, or risk assessment scenario	5
Subject-based Seminar / Presentation	Presentation on emerging geopolitical trends, strategic decision-making, or multinational enterprise strategies	5
Attendance & Class Participation	Active participation in class discussions, quizzes, and engagement	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all units of the course	60
Grand Total	—	100

25USET47	Design Thinking and Innovation	Category	L	T	P	Credit
		SEC	2	0	0	2

Course Objective

Operating under turbulent and uncertain business environment, 'innovation' has become the key driver of organizational success for all companies. Managers are expected to be leading this change by navigating companies into rapid evolution of new products/services and business models. The primary focus of DTI is to help learners develop creative thinking skills and apply design based approaches/tools for identifying and implementing innovation opportunities into implementable projects.

Course Prerequisite

Basic knowledge of Geopolitics and Its Impact on Business, students are expected to have a foundational understanding of Design Thinking and Innovation to creatively approach complex global business challenges influenced by geopolitical shifts.

Course Outcome

Taxonomy Levels

CO1	Propose real-time innovative product designs and Choose appropriate frameworks, strategies, techniques during prototype development.	Create
CO2	Know wicked problems and how to frame them in a consensus manner that is agreeable to all stakeholders using appropriate frameworks, strategies, techniques during prototype development.	Understand
CO3	Analyze emotional experience and Inspect emotional expressions to better understand users while designing innovative products	Analyze
CO4	Apply design thinking principles to develop sustainable and user-centered solutions.	Apply
CO5	Evaluate and present prototype solutions with creativity, feasibility, and impact.	Evaluate

Syllabus

UNIT I Basics of Design Thinking

(12 hours)

Understand the concept of innovation and its significance in business Understanding creative thinking process and problem solving approaches, Know Design Thinking approach and its objective, Design Thinking and customer centricity – real world examples of customer challenges, use of Design Thinking to Enhance Customer Experience, Parameters of Product

experience, Alignment of Customer Expectations with Product-Discussion of a few global success stories like AirBnB, Apple, IDEO, Netflix etc-Explain the four stages of Design Thinking Process – Empathize, Define, Ideate, Prototype, Implement

Unit-II: Learning to Empathize and Define the Problem (12 hours)

Know the importance of empathy in innovation process – how can students develop empathy using design tools-Observing and assimilating information-Individual differences & Uniqueness Group Discussion and Activities to encourage the understanding, acceptance and appreciation of individual differences-What are wicked problems-Identifying wicked problems around us and the potential impact of their solutions

Unit-III: Ideate, Prototype and Implement (12 Hours)

Know the various templates of ideation like brainstorming, systems thinking-Concept of brainstorming – how to reach consensus on wicked problems-Mapping customer experience for ideation-Know the methods of prototyping, purpose of rapid prototyping-Implementation

Unit-IV: Feedback, Re-Design & Re-Create (12 Hours)

Feedback loop, focus on User Experience, address ergonomic challenges, userfocused design-Final concept testing,Final Presentation – Solving Problems through innovative design concepts &creative solution

Unit-V:Evaluation and Scaling of Innovative Solutions (12 Hours)

Evaluate prototypes using feasibility, desirability, and viability criteria-Conduct cost–benefit analysis and apply metrics to measure innovation effectiveness-Formulate strategies for scaling solutions and present them through impactful storytelling and case studies.

TEXT BOOK:

1. E Balaguruswamy , Developing Thinking Skills (The way to Success),Khanna Book Publishing Company
2. Tim Brown,“Change by Design: How Design Thinking TransformsOrganizations and Inspires Innovation”, Harvard Business Review
3. 8 steps to Innovation by R T Krishnan & V Dabholkar, Collins Publishing

Reference Book & Web Resources

1. Design Thinking by Nigel Cross, Bloomsbury

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	2	3	2
CO2	2	3	2	2	2	2
CO3	2	3	2	2	2	2
CO4	3	2	2	3	2	2
CO5	2	3	2	2	3	2

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Introduction to Design Thinking: Concepts, Principles, and Process; Understanding Innovation and Its Types	12
II	Empathy and Problem Identification: User Research, Observations, Interviews, Persona Creation	12
III	Ideation Techniques: Brainstorming, Mind Mapping, SCAMPER, Concept Development	12
IV	Prototyping and Testing: Rapid Prototyping, MVP, Feedback, Iteration	12
V	Implementing Innovation: Design Strategy, Organizational Innovation, Case Studies, Emerging Trends	12

Assessment Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written test covering short answers, descriptive questions, and case-based problems on design thinking concepts and innovation techniques	25
Assignment / Case Study	Practical analysis of a design thinking case or innovation project	5
Subject-based Seminar / Presentation	Presentation on a selected topic in design thinking or innovation, demonstrating understanding and application	5
Attendance & Class Participation	Active participation in class discussions, activities, and workshops	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive exam covering all units, testing conceptual understanding, application, and problem-solving	60
Grand Total	—	100



MANAKULA VINAYAGAR

INSTITUTE OF TECHNOLOGY

(An Autonomous Institution)



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Semester VI

25SUBBT41	<u>PROJECT MANAGEMENT</u>	Category	L	T	P	Credit
		PC	3	0	0	3

Course Objective

1. To provide a comprehensive understanding of the project management lifecycle from inception to closure.
2. To enhance skills in using project management tools such as Microsoft Project for managing complex projects.
3. To explore effective stakeholder management and communication strategies critical for project success.
4. To analyze risk management strategies and their application to ensure project success under varying circumstances.

Course Prerequisite

Basic numerical and business knowledge at the higher secondary level. No prior accounting background required.

Course Outcome

CO No	Course Outcome	Bloom's Level
CO1	Understand and apply key principles of project management to various project environments.	Understand
CO2	Develop proficiency in using Microsoft Project for project planning, execution, monitoring, and closing.	Apply
CO3	Analyze stakeholder requirements and develop effective communication strategies for project success.	Analyze
CO4	Evaluate risk management strategies and implement measures to mitigate potential project issues.	Evaluate
CO5	Compare traditional and Agile project management approaches and apply suitable methods in dynamic environments.	Evaluate

Syllabus

Unit I – Fundamentals of Project Management (12 hours)

Project management core concepts; project life cycle; organizational context of projects; role and responsibilities of a project manager; stages from initiation to closure; ethical considerations in project management.

Unit II – Project Planning and Tools (12 hours)

Project scope and objective setting; Work Breakdown Structure (WBS); scheduling techniques including Gantt Charts and PERT/CPM; practical application using Microsoft Project for planning and resource allocation.

Unit III – Executing and Monitoring Projects (12 hours)

Resource allocation; budgeting; quality control; risk identification, analysis, and response

strategies; practical exercises on resource management and performance tracking using Microsoft Project.

Unit IV – Concluding Projects and Performance Measurement (12 hours)

Project closure activities; performance measurement; post-project evaluation; stakeholder communication; documentation; lessons learned; knowledge transfer.

Unit V – Agile Methodologies and Contemporary Project Management (12 hours)

Agile principles and Scrum framework; comparison with traditional project management; managing projects in dynamic and uncertain environments; contemporary case studies on IT, non-profit, and infrastructure projects.

Textbooks (Latest Editions):

1. Schwalbe, K. *Information Technology Project Management*. Cengage Learning.
2. Meredith, J. R., & Mantel, S. J. *Project Management: A Managerial Approach*. Wiley.

References:

1. PMI. *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*. PMI Publications.
2. Kerzner, H. *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*. Wiley.

Mapping with Programme Outcomes

CO No	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	3	2	1
CO2	3	3	2	3	2	2
CO3	3	2	3	3	2	2
CO4	3	2	3	3	3	2
CO5	2	3	3	3	3	3

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Fundamentals of Project Management	12
II	Project Planning and Tools	12
III	Executing and Monitoring Projects	12
IV	Concluding Projects and Performance Measurement	12
V	Agile Methodologies and Contemporary Project Management	12

Assessment Component:

Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written test covering theory + case-based project analysis	25
Assignment / Activity	Conceptual assignment or case study on project planning/execution	5
MCQ Quiz – Unit-wise	10 MCQs per unit conducted online/offline to reinforce project management concepts	5
Attendance & Participation	Regular attendance, engagement in discussions, and participation in exercises	5

Total (Internal)		40
End-Semester Examination	Comprehensive written exam including theory + case analysis	60
Grand Total		100

Course Designer(s):

25UBBP101	BUSINESS TAXATION	Category	L	T	P	Credit
		PC	2	0	0	2

Course Objective

This course provides a comprehensive understanding of business taxation, focusing on Goods and Services Tax (GST) and Customs Duty. Students will examine the principles, concepts, and practices of key areas, gaining insights into impact on business operations. By the end of the course, students will be equipped with the knowledge and skills necessary to navigate the complexities of GST and Customs Duty in the business environment.

Course Prerequisite

Basic computer knowledge and familiarity with Windows operating system. No prior experience with MS Office required.

Course Outcome

CO1	Analyse the legal provisions governing GST and Customs Duty to comprehend their scope and application in business transactions.	Apply
CO2	Examine the tax implications of GST and Customs Duty on different business activities.	Understand
CO3	Explain procedures and methods to calculate GST liabilities and Customs Duty obligations accurately, ensuring compliance with relevant laws and regulations	Apply
CO4	Orient with the practical application of GST and Customs Duty in business decision-making processes.	Create
CO5	Provide knowledge of latest amendments and changes in GST and Customs duty laws to adapt business strategies and practices accordingly.	Apply

Syllabus

UNIT I GOODS AND SERVICE TAXES (GST) – OVERVIEW AND CONCEPTS (12hours)

Fundamentals of GST, Constitution {101st Amendment} Act 2016, Tax Structure in India, Types of Taxes – Direct and Indirect Taxes. Introduction to GST – need for GST, origin, Constitutional amendment for bringing GST, one nation one tax, objectives, structure, GST council, tax rates, GST vis-à-vis earlier tax laws, advantages, disadvantages. Introduction to Central Goods and services Tax 2017 (CGST), State Goods and Service Tax Act 2017 (SGST), Union Territory Goods and Services Tax Act 2017 (UTGST), Integrated Goods and Services Tax Act 2017, Goods and Service Tax Network (GSTN), GST Council. Dual Model of GST – GSTN. Process of registration, compulsory registration, exemption from registration, liability for registration, deemed registration, cancellation of registration and revocation of registration. GST Unique Identification Number (GSTIN).

UNIT II: Levy, Collection and Input Tax Credit (12 hours)

Meaning of Supply, scope of supply, types of Supplies – Composite and Mixed Supplies. Levy and Composition, Composition of Levy. Persons liable to pay GST, Time of Supply and Value of Supply. Input Tax Credit – eligible and ineligible tax credit. Availability of Tax Credit under special circumstances- Transfer of Input Tax Credit – Input Service

Distributor- Tax Invoice - Bill of Supply- Credit Note -Debit Note - Receipt Voucher - Payment Voucher - Revised Invoice - Transportation of goods without issue of Invoice - Delivery Challan. Payment of Tax -Modes of Payment - Electronic Liability Register - Electronic Credit Ledger - Electronic Cash Ledger- Time line for Payment of Tax - Challan Reconciliation - Interest on Late Payment - Set off of Input Tax Credit - Refunds- Application for Refund of Tax, Interest, Penalty, Fees or any Other Amount

UNIT III FILING OF GST RETURNS AND AUDIT (12 hours)

Creation of Presentation, Creating a Presentation Using a Template, Creating a Blank Presentation, Entering and Editing Text, Inserting And Deleting Slides in a Presentation Preparation of Slides – Viewing A Presentation, Choosing a Set Up for Presentation, Printing Slides And Handouts Slide Show, Running a Slide Show, Transition and Slide Timings, Automating a Slide Show.

UNIT IV CREATING GREAT-LOOKING SLIDES (12 hours)

Overview of GSTR 1- GSTR 3B - GSTR 4 GSTR 5- GSTR6- GSTR7-GSTR8- GSTR – 9 - GSTR10- GSTR11. Audit by tax authority's U/s 65 – Special Audit U/s 66- Audit by department- Power of Departmental Audit – Returns- Authorization to Audit – Audit Procedure – Duration of Audit- Audit Findings-Reply to Audit Findings - Period of Limitation to issue Show Cause Notice - Assessment under Chapter XII- Assessment & Audit Rules (no 98 to 102) - Demands and Recovery. Practical's on online GST Registration Process and Payment of Tax; Enabling GST and Defining Tax Details - Tally ERP; Defining Tax Rates at Master and Transaction Levels; Defining GST Rates at Stock Group Level; Defining GST Rate at Transaction Level; Accounting of GST Transactions; Creation of GST Duty ledgers; GST Reports; Generating GSTR; Exporting GSTR; Uploading of GSTR on GST portal

UNIT V : Goods and Services Tax (GST): Concepts & Applications: (12 hours)

Goods and Services Tax (GST): Introduction to GST, Objectives, Features, Types of GST (CGST, SGST, IGST), Registration Process, Taxable Event – Supply, Exempted and Zero-Rated Supplies, Input Tax Credit (ITC), GST Returns & Filing, Reverse Charge Mechanism (RCM), GST in Business Operations, Practical Computation of GST

TEXT BOOK:

1. Joan Lambert, Curtis Frye, “Microsoft Office 2016 Step by Step”, Microsoft Press, 1st Edition, 2015.
2. Stephanie Krieger, Documents, Presentations, and Workbooks: Using Microsoft Office to Create Content That Gets Noticed- Creating Powerful Content with Microsoft Office, 1st Edition, Microsoft Press, 2011. Academic Curriculum and Syllabi R-2020 42 Bachelor of Business Administration (B.B.A.)
3. Doug Lowe, “Microsoft Power Point 2016 for Dummies”, John Wiley and Sons, 1st Edition, 2016.

Reference Book & Web Resources

1. Miller M, “Computer Basics Absolute Beginner's Guide, Windows 10 Edition”, 8th editions, QUE, 2015.
2. Echo Swinford, “My PowerPoint 2016”, 1st ed, Pearson Education, 2016.
3. Dan Gookin. Word 2019 For Dummies. John Wiley and Sons.

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	3	1	1
CO2	3	2	2	3	1	1
CO3	3	2	2	3	1	1
CO4	0	1	1	0	0	0
CO5	2	3	1	1	1	0

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Introduction to Income Tax: Basic Concepts, Assessment Year, Previous Year, Assessee, Residential Status, Incidence of Tax	12
II	Income from Salary & House Property: Salary Components, Allowances & Perquisites, Computation of Salary Income, Annual Value, Deductions, Computation of Income from House Property	12
III	Profits and Gains of Business or Profession & Capital Gains: Meaning, Allowable & Disallowable Expenses, Depreciation, Computation of Business Income, Types of Capital Assets, Computation of Capital Gains	12
IV	Deductions, Rebates & Total Income: Deductions under Chapter VI-A (80C to 80U), Clubbing of Income, Set-off & Carry Forward of Losses, Computation of Total Income & Tax Liability	12
V	Concept, Features, Types of GST (CGST, SGST, IGST), GST Registration, Taxable Event – Supply, Exempted Goods & Services, Input Tax Credit (ITC), GST Returns Filing, Reverse Charge Mechanism (RCM), GST Computation for Business Transactions.	12

Course Designer(s):

25SUBBE101	VALUE EDUCATION	Category	L	T	P	Credit
		PC	2	0	0	2

Course Objective

To develop awareness of personal, family, ethical, and social values, and understand the influence of global affairs on human values.

Course Prerequisite

No specific prerequisite. Open to all students with an interest in personal development and social responsibility.

Course Outcome

CO1	Demonstrate their conceptual understanding in marketing and marketing mix.	Apply
CO2	Value family structure, responsibilities, emotional balance, and care for others to promote harmony in family life.	Analyze
CO3	Understand the importance of social values	Apply
CO4	Think and act on social values.	Analyze
CO5	Understand the effect of international affairs on values of life.	Evaluate

Syllabus

UNIT I VALUE EDUCATION

(6 hours)

Definition – Relevance to present day – Concept of Human Values – Self-introspection – Self-Esteem.

UNIT II FAMILY VALUES

(6 hours)

Components, Structure and Responsibilities of Family – Neutralization of anger – Adjustability – Threats of family life – Status of women in family and society – Caring for needy and elderly – Time allotment for sharing ideas and concerns.

UNIT III ETHICAL VALUES

(6 hours)

Professional Ethics – Mass Media Ethics – Advertising Ethics – Influence of Ethics on family life – Psychology of children and youth – Leadership qualities – Personality Development.

UNIT IV SOCIAL VALUES

(6 hours)

Faith, service and secularism – Social sense and commitment – Students and Politics – Social Awareness, Consumer Awareness, Consumer rights and responsibilities – Redressal mechanisms.

UNIT V EFFECT OF INTERNATIONAL AFFAIRS ON VALUES OF LIFE

(6 hours)

Issue of Globalization – Modern warfare – Terrorism. Environmental issues – mutual respect of different cultures, religious and their beliefs.

Text Book

1. M. Sivakumar & S. Mugilarasi, "Value Education", Tricy Publishers, 1st Edition, 2018.
2. N. Venkataiah, "Value Education", A P H Publishing Corporation, 4th Edition, 2013.
3. Kiruba Charles & V. Arul Selvi, "Value Education", Neelkamal Publishers, 1st Edition, 2016.

Reference Book & Web Resources

1. S.P. Ruhela, "Human Values and Education", Sterling Publications, 1st Edition, 1986.
2. D.D. Bandiste, "Humanist Values: A Source Book", B.R. Publishing Corporation, 1st Edition, 1999.
Academic Curriculum and Syllabi R-2020 74 Bachelor of Business Administration (B.B.A.)
3. M.S. Das & V.K. Gupta, "Social Values among Young Adults: A changing scenario", M.D. Publications, 1st Edition, 1995.

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	3	2	2
CO2	2	3	3	2	1	1
CO3	3	2	2	3	2	2
CO4	2	3	3	2	1	1
CO5	1	2	2	1	0	0

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Value Education	6
II	Family Values	6
III	Ethical Values	6
IV	Social Values	6
V	Effect Of International Affairs On Values Of Life	6

Course Designer(s):

25SUBBT104	NATIONAL SERVICE SCHEME	Category	L	T	P	Credit
		PC	1	0	0	1

Course Objective

To build life skills and social responsibility through community service, promote awareness of institutional service activities, encourage technological support for rural upliftment, and foster harmony between self and society.

Course Prerequisite

Open to all students. No prior experience required—interest in social service and community development is beneficial.

Course Outcome

CO1	Recognize the importance of national service in community development.	Understand
CO2	Convert existing skills into socially relevant life skills.	Apply
CO3	Differentiate various schemes provided by the government for the social development.	Analyze
CO4	Identify the relevant technology to solve the problems of rural community.	Apply
CO5	Associate the importance harmony of nation with long term development.	Evaluate

Syllabus

UNIT I INTRODUCTION TO NATIONAL SERVICE SCHEME

History and objectives, NSS symbol, Regular activities, Special camping activities, Village adaptation programme, Days of National and International Importance, Hierarchy of NSS unit in college. Social survey method and Data Analysis. NSS awards and recognition. Importance of Awareness about Environment, Health, Safety, Gender issues, Government schemes for social development and inclusion policy, etc.

UNIT II LIFE SKILLS AND SERVICE LEARNING OF VOLUNTEER

Communication and rapport building, problem solving, critical thinking, effective communication skills, decision making, creative thinking, interpersonal relationship skills, self- awareness building skills, empathy, coping with stress and coping with emotions. Understanding the concept and application of core skills in social work practice, Team work, Leadership, Event organizing, resource planning and management, time management, gender equality, understanding rural community and channelizing the power of youth.

UNIT III EXTENSION ACTIVITIES FOR HIGHER EDUCATIONAL INSTITUTIONS

Objective and functions of Red Ribbon Club, Swachh Bharath Abhiyan, Unnat Bharat Abhiyan, Jal Shakthi Abhiyan, Road Safety Club, Environmental club and Electoral literacy club.

UNIT IV USE OF TECHNOLOGY IN SOLVING ISSUES OF RURAL INDIA

Understanding community issues, economic development through technological development. Selection of appropriate technology, Understanding issues in agriculture, fishing, artisans, domestic animals, health and environment.

UNIT V NATIONAL INTEGRATION AND COMMUNAL HARMONY

The role of Youth organizations in national integration, NGOs, Diversity of Indian Nation, Importance of National integration communal harmony for the development of nation, Indian Constitution, Building Ethical human Relationships, Universal Human Values, Harmony of self and Harmony of nation.

TEXT BOOK:

1. National Service Scheme Manual (Revised), Government of India, Ministry of Youth Affairs and Sports, 2018.
2. Radakrishnan Nair and Sunitha Rajan, "Life Skill Education: Evidences form the field", RGNIYD publication, 1st Edition, 2012
3. Joseph, Siby K and Mahodaya Bharat, "Essays on Conflict Resolution", Institute of Gandhian
4. Studies, Wardha, 1st Edition, 2007
5. Barman Prateeti and Goswami Triveni, "Document on Peace Education", Akansha Publishing House, 1st Edition, 2009.

Reference Book & Web Resources

1. <http://www.thebetterindia.com/140/national-service-scheme-nss/>
2. <http://en.wikipedia.org/wiki/national-service-scheme>
3. <http://nss.nic.in/propexpan>
4. <http://nss.nic.In>
5. <http://socialworknss.org/about.html>

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	1	2	3	3
CO2	3	2	2	3	1	1
CO3	2	3	3	2	1	1
CO4	3	2	2	3	1	1
CO5	1	2	2	1	0	0

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Introduction To National Service Scheme	3
II	Life Skills And Service Learning Of Volunteer	3
III	Extension Activities For Higher Educational Institutions	3
IV	Use Of Technology In Solving Issues Of Rural India	3
V	National Integration And Communal Harmony	3

Course Designer(s):



MANAKULA VINAYAGAR

INSTITUTE OF TECHNOLOGY

(An Autonomous Institution)

Approved by the AICTE, New Delhi - Affiliated to Pondicherry University
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ELECTIVES

FINANCE ELECTIVES

25UBBL01	INTERNATIONAL FINANCIAL MANAGEMENT	Category	L	T	P	Credit
			3	1	0	4

Course Objective(s):

1. Understand the unique challenges in managing financial activities of a global corporation.
2. Comprehend the structure, functioning, and importance of Foreign Exchange Markets.
3. Analyze factors determining and impacting foreign exchange rates.
4. Appreciate the challenges of global fund raising, international portfolio investing, and financing of subsidiaries.
5. Apply knowledge to assess real-world cases of global financial management.

Course Prerequisite:

Basic understanding of financial management and international trade concepts at the undergraduate level.

Course Outcome(s):

CO No.	Course Outcome	Bloom's Level
CO1	Explain the differences between domestic and international financial management and the role of multinational corporations.	Understand
CO2	Analyze the determinants of exchange rates, including macroeconomic factors, central bank interventions, and international parity conditions.	Analyse
CO3	Interpret the functioning and structure of foreign exchange markets, including spot, forward, and cross rates.	Apply
CO4	Evaluate international investment opportunities, portfolio diversification, and global financing options.	Evaluate
CO5	Design financial strategies for multinational corporations, considering exchange rate risks, geopolitical shocks, and global macroeconomic trends.	Create

Syllabus

UNIT I Introduction to International Financial Management (12 hours)

Domestic vs. International Financial Management – Multinational Corporations – Exchange Rate Basics – International Trade Theories: Comparative Costs, Heckscher-Ohlin – Free Trade vs Protection – Tariff and Non-Tariff Barriers – Balance of Payments (BOP) Concepts, Components, Disequilibrium and Adjustments, Accounting Principles in BOP.

UNIT II Determinants of Exchange Rates (12 hours)

Fixed, Floating, and Managed Exchange Rates – Factors Affecting Exchange Rates – Purchasing Power Parity, Demand & Supply, Fisher Effect, Interest Rate Parity – Role of Central Banks – Exchange Rate Shocks: Devaluation and Economic Crisis.

UNIT III Foreign Exchange Market (12 hours)

Definition and Participants – Structure of the Foreign Exchange Market – Spot and Forward Rates – Foreign Exchange Quotations – Cross Rates and Inverse Rates – Arbitrage Opportunities.

UNIT IV International Investments and Financing (12 hours)

Raising Global Capital: GDRs, ADRs, Dollar Debt, Masala Bonds – International Portfolio

Investments and Diversification Benefits – Global Macroeconomic Risks – International Capital Investments – Global CAPM – Subsidiary Financing – Exchange Rate and Geopolitical Shocks.

UNIT V Application of International Financial Management (12 hours)

Case Studies: Recent Currency Crises, US Dollar – Indian Rupee Exchange Rate History, Financing Structures of International Subsidiaries – Risk Management in Global Finance – Designing Strategies for Multinational Corporations.

Textbooks

1. Eun, C., Resnick, B., Chuluun, T., *International Financial Management*, McGraw Hill.
2. Apte, P.G., Kapshe, S., *International Financial Management*, McGraw Hill.
3. Seth, A.K., *International Financial Management*, Galgotia Publications, New Delhi.
4. Gautam, A., Jaiswal, T., Keshari, A., *International Financial Management*, PHI.

References:

1. Intervention in foreign exchange markets: Approach of the RBI, BIS Papers No. 73.
2. Prakash, A., Major Episodes of Volatility in the Indian Foreign Exchange Market (1993–2013), RBI Occasional Papers, Vol. 33, No. 1 & 2.
3. External Commercial Borrowings (ECB) Policy – Rupee-denominated Bonds Overseas, RBI Circular No.17/2015-16.

Mapping with Programme Outcomes:

Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	2	2	2
CO2	3	3	2	2	3	2
CO3	3	3	3	2	2	2
CO4	3	3	2	2	2	2
CO5	3	3	3	2	3	2

Course Contents and Lecture Schedule:

Unit/Module No	Topic	No. of Periods
I	Introduction to International Financial Management	12
II	Determinants of Exchange Rates	12
III	Foreign Exchange Market	12

IV	International Investments and Financing	12
V	Application of International Financial Management	12

Assessment Component:

Assessment Tools	Description	Marks
Test – I (Mid-Semester)	Written test covering short answers, descriptive, and case-based questions	25
Assignment / Case Study	Analysis of global financial management cases	5
MCQ Quiz (Unit-wise)	10 MCQs per unit administered online/offline	5
Attendance & Class Participation	Regular attendance and active engagement in discussions	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all five units	60
Grand Total	—	100

25UBBL02	SUSTAINABLE FINANCE	Category	L	T	P	Credit
			3	1	0	4

Course Objective(s):

1. Visualize finance and sustainability as integrated disciplines and identify their origins, drivers, and trends.
2. Introduce basic terms and concepts in sustainable finance.
3. Develop an understanding of sustainability challenges and apply ESG models to address these in financial decision-making.
4. Provide insights into sustainable financial products and diverse investment strategies.
5. Enable application of sustainability principles in risk management, reporting, and investment analysis.

Course Prerequisite:

Basic understanding of financial management and corporate finance concepts at the undergraduate level.

Course Outcome(s):

CO No.	Course Outcome	Bloom's Level
CO1	Analyse the impact of climate change on finance and develop risk management strategies for financial institutions.	Analyse
CO2	Evaluate Environmental, Social, and Governance (ESG) considerations and integrate them into investment decisions.	Evaluate
CO3	Apply principles of carbon credit pricing, carbon markets, offsetting mechanisms, and related global agreements.	Apply
CO4	Assess sustainable financial products including green bonds, climate bonds, and ESG investments.	Evaluate
CO5	Apply global reporting standards, legal frameworks, and circular economy principles for sustainability reporting and disclosure.	Apply

Syllabus

UNIT I Climate Change and Finance (12 hours)

History of sustainable development and UN SDGs – Climate finance: reduction and adaptation strategies – Renewable energy finance – Moral aspects of domestic and international climate finance – Global environmental politics – Impact of climate change on industries and financial institutions – Climate risk management and mitigation strategies.

UNIT II Sustainable Finance and ESG Framework (12 hours)

Environment, Social, and Governance (ESG) model – Significant ESG concerns and ethical investment approaches – ESG evaluation and scoring – ESG investment opportunities: stocks, bonds, mutual funds, indices, government funds – Asset allocation and portfolio analysis for ESG portfolios – Sustainable Capital Asset Pricing Model (CAPM) and integration of ESG in value, growth, and momentum strategies.

UNIT III Carbon Credit and Mechanisms (12 hours)

Essentials of carbon credits, valuation, levies, and markets – International carbon markets: Kyoto Protocol, Paris Agreement, EU-ETS – Voluntary carbon markets, offsetting mechanisms, CORSIA – Carbon market instruments: forward and spot trading – Carbon trading in India: ESCerts and RECs – Future trends in carbon markets.

UNIT IV Sustainability Reporting Practices (12 hours)

Drivers of sustainability reporting – Global Reporting Initiative (GRI) – Principles of Responsible Investment – Integrated reporting – Legal frameworks and conventions (Brundtland Commission, Kyoto Protocol, Bali Roadmap, UN SDGs, COP26, COP27) – ESG disclosures and their significance – Greenwashing and comparison of ESG, SRI, and impact investing frameworks.

UNIT V Circular Economy and ESG Disclosure Practices (12 hours)

Circular economy concepts – 10 R's framework and progression towards a circular economy – Principles for circular economy integration in business – Application of ESG principles in reporting and disclosure – Case studies on ESG reporting, sustainable investments, and disclosure practices – Emerging trends and challenges in sustainable finance.

Textbooks

1. Schoenmaker, D., & Schramade, W., *Principles of Sustainable Finance*, Oxford University Press.
2. Labatt, S., & White, R. R., *Environmental Finance: A Guide to Environmental Risk Assessment and Financial Products*, Wiley.
3. Krosinsky, C., Robins, N., & Viederman, S., *Evolutions in Sustainable Investing*, Wiley.
4. Jeucken, M., *Sustainable Finance and Banking: The Financial Sector and the Future of the Planet*, Earthscan.
5. Krosinsky, C., & Robins, N., *Sustainable Investing: The Art of Long-Term Performance*, Earthscan.
6. Dikau, S., Oesingmann, K., & Thomä, J., *Principles of Green Finance*, Greenleaf Publishing.

References / Articles:

1. Clark, G. L., Feiner, A., & Viehs, M. (2015), *From the Stockholder to the Stakeholder: How Sustainability Can Drive Financial Outperformance*, University of Oxford.
2. Montgomery, C. A., & Porter, M. E. (1998), *The Business Case for Sustainability*, Harvard Business Review.
3. Khan, M., Serafeim, G., & Yoon, A. (2016), *Corporate Sustainability: First Evidence on Materiality*, The Accounting Review.
4. Smith, J., & Kumar, R. (2024), *Advancing Green Finance*, Journal of Sustainable Finance & Investment.
5. Johnson, P., & Wang, Y. (2024), *The Role of ESG Ratings in Sustainable Finance*, Journal of Financial Economics.

Mapping with Programme Outcomes:

Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	2	2	2	3
CO2	3	3	2	2	2	3
CO3	3	3	2	2	2	3

CO4	3	3	2	2	2	3
CO5	3	3	2	2	2	3

Course Contents and Lecture Schedule:

Unit/Module No	Topic	No. of Periods
I	Climate Change and Finance	12
II	Sustainable Finance and ESG Framework	12
III	Carbon Credit and Mechanisms	12
IV	Sustainability Reporting Practices	12
V	Circular Economy and ESG Disclosure Practices	12

Assessment Component:

Assessment Tools	Description	Marks
Test – I (Mid-Semester)	Written test covering short answers, descriptive, and case-based questions	25
Assignment / Case Study	Analysis of sustainable finance practices and ESG integration	5
MCQ Quiz (Unit-wise)	10 MCQs per unit administered online/offline	5
Attendance & Class Participation	Regular attendance and active engagement in discussions and role plays	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all five units	60
Grand Total	—	100

25UBBL03	FINANCIAL MARKETS PRODUCTS AND SERVICES	Category	L	T	P	Credit
			3	1	0	4

Course Objectives:

1. Understand the role and importance of financial markets in the economy.
2. Analyse various financial products and their characteristics.
3. Evaluate the role of financial intermediaries and services in the financial system.
4. Apply knowledge of financial products and services to real-world financial decision-making.

Course Prerequisite:

Basic understanding of finance, accounting, and business concepts at the undergraduate level.

Course Outcomes (COs):

CO No.	Course Outcome	Bloom's Level
CO1	Define key terms such as lease agreement, hire purchase agreement, factoring, forfaiting, bill of exchange, mutual fund types, and credit rating agencies	Understand
CO2	Explain how a leasing arrangement works, the stages involved in hire purchase, and the role of credit rating agencies in financial markets	Understand
CO3	Evaluate the pros and cons of using factoring versus forfaiting for managing a company's receivables and recommend the most suitable option	Evaluate
CO4	Analyse the various types of mutual funds available in the financial markets and evaluate their performance metrics	Analyze
CO5	Apply knowledge of financial products, services, and regulatory frameworks to real-world financial decision-making	Apply

Syllabus

UNIT I Financial System and Markets (12 hours)

Financial System – Need, structure, functions, and scope of financial markets – Financial intermediation and financial intermediaries – Fund-based and fee-based financial products – Money Market: Introduction, Instruments (T-Bills, Commercial Papers, Certificate of Deposits, Call Money, Money Market Mutual Funds, Commercial Bills) – Trading mechanism of money market instruments – Capital Market: Meaning, Functions, Primary and Secondary Market – Methods of flotation of capital (IPO, Book building, Private Placements, Rights Issue, Bonus Issue) – Investor protection in primary market – SEBI: Objectives, role, functions, and powers – Overview of major stock exchanges in India: NSE, BSE – Stock index development and methods – Trading mechanisms, types of orders, settlement cycles, demat & physical settlement, circuit breakers, market makers.

UNIT II Leasing and Hire Purchase (12 hours)

Leasing: Definition, types, main features, advantages, disadvantages, major clauses in lease agreements – Buy or lease decisions – Tax and depreciation aspects – Lease evaluation from lessee and lessor perspectives – Major leasing institutions in India.
Hire Purchase: Concepts, features, evaluation – Tax and depreciation implications – Choice between leasing and hire purchase – Installment purchase vs hire purchase.

UNIT III Mutual Funds (12 hours)

Mutual Funds: Definition, historical background, types, advantages and disadvantages – Establishment process: Trustee, Sponsor, Asset Management Company, Custodian – Entry and exit load – NAV calculation – SIP and SWP – Mutual fund industry in India – Regulations relating to mutual funds.

UNIT IV Credit Rating and Securitization (12 hours)

Credit Rating: Definition, meaning, process, rating methodology, agencies, rating symbols, advantages and disadvantages – Securitization: Concept, mechanism, benefits, and risks – Regulatory framework in India.

UNIT V Factoring, Forfaiting, and Bill Discounting (12 hours)

Factoring: Definition, types of factoring services (with recourse/without recourse, domestic/international), fees, advantages and disadvantages – Bill Discounting: Definition, types, comparison with factoring – Forfaiting: Definition, mechanism, fees, advantages, disadvantages – Differences between factoring and forfaiting – Numerical problems on leasing, hire purchase, factoring, forfaiting, bill discounting, and NAV calculations.

Textbooks (Latest Editions):

1. Meir Kohn, *Financial Institutions and Markets*, Tata McGraw-Hill, New Delhi.
2. Frank J. Fabozzi & Franco Modigliani, *Foundations of Financial Markets and Institutions*, Pearson Education Asia.
3. M.Y. Khan, *Financial Services*, Tata McGraw-Hill, New Delhi.
4. M.Y. Khan, *Indian Financial System*, Tata McGraw-Hill, New Delhi.
5. H.R. Machiraju, *Indian Financial Systems*, Vikas Publishing House Pvt. Ltd.
6. B. Pathak, *Indian Financial Systems*, Pearson Education.

Mapping with Programme Outcomes (POs):

Course Outcomes (COs)	PO1 Business Environment & Domain Knowledge	PO2 Critical Thinking	PO3 Leadership & Teamwork	PO4 Intercultural Competence & Communication	PO5 International Exposure & Cross-Cultural Understanding	PO6 Social Responsiveness & Ethics
CO1	3	2	1	2	3	2
CO2	3	3	2	2	3	2
CO3	3	3	2	2	3	2
CO4	3	3	2	2	3	2
CO5	3	3	2	2	3	2

Course Contents and Lecture Schedule:

Unit/Module No	Topic	No. of Periods
I	Financial System and Markets	12
II	Leasing and Hire Purchase	12
III	Mutual Funds	12
IV	Credit Rating and Securitization	12
V	Factoring, Forfaiting, and Bill Discounting	12

Assessment Component:

Assessment Tools	Description	Marks
Test – I (Mid-Semester)	Written test covering short answers, descriptive, and case-based questions	25
Assignment / Case Study	Practical Management Case Study – Analysis of financial products or services	5
MCQ Quiz (Unit-wise)	10 MCQs per unit administered online/offline to reinforce key concepts	5
Attendance & Class Participation	Regular attendance, active involvement in discussions, role plays	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all five units (theory + application)	60
Grand Total	—	100

25UBBL04	BANKING AND INSURANCE	Category	L	T	P	Credit
			3	1	0	4

Course Objectives:

1. Develop understanding of fundamental principles and functioning of banking in India.
2. Explain concepts and general principles of insurance in relation to risk and its management.
3. Expand knowledge of various products & services and latest technologies used in banking and insurance sector.
4. Equip students with techniques to analyse the financial performance of banks for the purpose of risk management.

Course Prerequisite:

Basic understanding of business, finance, and commerce at the undergraduate level.

Course Outcomes (COs):

CO No.	Course Outcome	Bloom's Level
CO1	Explain the functioning of the Banking and Insurance sectors and relate their growth with the economy as a whole	Understand
CO2	Compare various products and services offered by Banking and Insurance sectors	Analyze
CO3	Evaluate product pricing, marketing, and distribution channels of Banking and Insurance sectors	Evaluate
CO4	Equip with tools and techniques for financial performance analysis and risk management in Banking and Insurance	Apply
CO5	Interpret recent innovations, challenges, and opportunities in the banking and insurance sectors	Apply

Syllabus

UNIT I Introduction to Banking and Insurance (12 hours)

Evolution, structure, and development of banking in India (Commercial, Rural, Co-Operative) – Role of banks in economic development – RBI: Objectives, functions, role in development – Banking Products (Fund-based and Fee-based) – Types of Accounts, Deposits, Advances, Collaterals – Management of assets and liabilities – Commercial banks' balance sheet and income statement – CAMEL Rating, banking ratios – Banking regulations, BASEL Norms, Capital Adequacy, SLR, CRR, CAR – Overview of risk management, asset-liability management, NPA problems and management.

Insurance: Evolution, structure, and development – Definition and principles of insurance – Risk and uncertainty, classification, and management techniques – IRDA: Duties, powers, functions – Banking Regulation (Amendment) Act, 2020.

UNIT II Retail Banking (12 hours)

Account opening process, KYC, AML documentation – Retail product overview (liability & asset products) – Credit scoring and CIBIL – Retail product marketing strategies (loans, credit cards, home/vehicle loans) – Delivery channels (branch, extension counters, ATMs, POS, Internet banking, M-banking) – Customer Relationship Management (CRM process) – Technology in retail banking (account opening, loan origination, transaction management, disbursement, final settlement).

UNIT III Life Insurance (12 hours)

Fundamental principles and basic features of life insurance contracts – Types of life insurance policies (term, whole life, endowment, annuities, pension plans, special policies) – Mortality table, premium

calculation, payment options, assignment, nomination, surrender, lapse, revival – Insurance application and acceptance procedure – Policy claims: survival benefits, death claims, early & non-early claims, documentation, claims concessions – Marketing channels and Bancassurance.

UNIT IV General Insurance (12 hours)

Meaning, evolution, and growth – Types: Fire, Marine, Motor, Health, Personal Accident, Liability, Burglary, Rural, Agricultural, Engineering, Aviation, and Miscellaneous – Coverage, exclusions, premium calculation, and underwriting – Proposal forms, cover notes, endorsements, certificates of insurance – Claims settlement: procedure, TPAs, assessment, essential documents, arbitration, loss minimization, salvage – Role of GIC and private insurers – IRDAI: role, powers, functions.

UNIT V Recent Developments in Banking and Insurance (12 hours)

Banking and financial innovations – Digital banking and FinTech – Financial inclusion, microfinance, small finance banks – Bancassurance, insurance marketing – Regulatory reforms – Corporate governance, ethics, and customer protection in banking and insurance – Case studies: Bank mergers, fraud cases, digital transformation, Ayushman Bharat Scheme and medical insurance sector.

Textbooks (Latest Editions):

1. Indian Institute of Banking and Finance, *Risk Management*, Macmillan India Ltd.
2. Koch, T. W., & MacDonald, S. S., *Bank Management*, Cengage Learning.
3. Rose, P. S., & Hudgins, S. C., *Bank Management and Financial Services*, McGraw Hill.
4. Indian Institute of Banking and Finance, *Principles & Practices of Banking*, Macmillan India Ltd.
5. Indian Institute of Banking and Finance, *Banking Products & Services*, Taxman Publications Pvt. Ltd.
6. Trieschmann, J. S., Hoyt, R. E., & Sommer, D. W., *Risk Management & Insurance*, Cengage Learning.
7. Insurance Institute of India, *Principles of Insurance*, Mumbai.
8. Insurance Institute of India, *Practice of Life Insurance*, Mumbai.
9. Insurance Institute of India, *Practice of General Insurance*, Mumbai.

Mapping with Programme Outcomes (POs):

Course Outcomes (COs)	PO1 Business Environment & Domain Knowledge	PO2 Critical Thinking	PO3 Leadership & Teamwork	PO4 Intercultural Competence & Communication	PO5 International Exposure & Cross-Cultural Understanding	PO6 Social Responsiveness & Ethics
CO1	3	2	1	2	2	2
CO2	3	3	2	2	2	2
CO3	3	3	1	2	1	3
CO4	3	3	2	2	2	3
CO5	3	3	2	3	3	3

Course Contents and Lecture Schedule:

Unit/Module No	Topic	No. of Periods
I	Introduction to Banking and Insurance	12

II	Retail Banking	12
III	Life Insurance	12
IV	General Insurance	12
V	Recent Developments in Banking and Insurance	12

Assessment Component:

Assessment Tools	Description	Marks
Test – I (Mid-Semester)	Written test covering short answers, descriptive, and case-based questions	25
Assignment / Case Study	Practical Management Case Study – Analysis of bank or insurance operations	5
MCQ Quiz (Unit-wise)	10 MCQs per unit administered online/offline to reinforce key concepts	5
Attendance & Class Participation	Regular attendance, active involvement in discussions, case studies, and simulations	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all five units (theory + application)	60
Grand Total	—	100

25UBBL05	FINANCIAL PLANNING	Category	L	T	P	Credit
			3	1	0	4

Course Objectives:

1. Analyse the impact of socio-economic and political factors on goal-based financial planning and decisions.
2. Understand the fundamental concepts and importance of financial planning and identify the steps involved in the financial planning process.
3. Evaluate various types of investment products and assess their risk and return characteristics.
4. Understand the importance of retirement savings to develop retirement planning options and strategies.

Course Prerequisite:

Basic understanding of business, finance, and commerce at the undergraduate level.

Course Outcomes (COs):

CO No.	Course Outcome	Bloom's Level
CO1	Describe the financial planning process and its steps	Understand
CO2	Assess risk-return characteristics and apply risk assessment concepts to develop suitable insurance plans	Apply
CO3	Compare different retirement schemes based on individual financial positions and goals	Analyze
CO4	Evaluate various investment choices to formulate goal-based financial strategies	Evaluate
CO5	Interpret socio-economic and political factors affecting financial planning and apply them in real-life scenarios	Apply

Syllabus

UNIT I Introduction to Financial Planning (12 hours)

Analysis of social, political, and economic environment – Assessment of psychological and financial needs (real vs. perceived) – Identifying financial goals, types of goals – Concept and benefits of saving, financial discipline – Definition, need, and scope of financial planning – Steps in financial planning – Budgeting income and expenditure, cash flow, and debt management – Risk-return analysis – Concept of Time Value of Money – Components of a financial plan – Life cycle approach to financial planning – Five personalities, Five-way classification model – Assessing individual risk-taking level.

UNIT II Investment Planning (12 hours)

Investment definition – Investment vs. speculation vs. gambling – Objectives and principles of successful investing – Measurement of risk and return – Popular investment avenues (Stocks, Bonds, Mutual Funds, Gold/Silver, Real Estate, ETFs, Banking Products, ULIPs, Overseas Investments) – Computing risk and return – Mapping investment avenues with financial goals – Diversification and portfolio building – Cultural perspectives on investment behavior – Types of credit, good uses and downsides – Cost of credit, Debt Payments-to-Disposable Income, Signs of over-indebtedness, CIBIL Score.

UNIT III Retirement Planning (12 hours)

Principles, stages, and steps in retirement planning – Various retirement schemes (EPF, PPF, Superannuation Fund, Gratuity, NPS, OPS, other pension plans) – Tax planning: importance, tax saving under Section 80C and others – Linkage of tax planning with retirement planning – Effect of cultural perspectives on retirement planning.

UNIT IV Insurance and Estate Planning (12 hours)

Insurance planning: Meaning, risk management, risk exposures – Role of insurance company and advisor selection – Strategic solutions for insurance planning – Estate planning terminology and process – Wealth

distribution goals – Strategies for estate planning.

UNIT V Practical Financial Planning Applications

(12 hours)

Preparation of a comprehensive financial plan for a person/manager/entrepreneur/CEO/insurance agent – Considering current expense level, family future needs, retirement age, contingency funds – Application of time value of money – Portfolio construction – Risk assessment – Tax planning and insurance integration – Case studies on retirement planning, personal credit management, budgeting and saving, and goal-based investment strategies.

Textbooks (Latest Editions):

1. Gitman, L. J., & Joehnk, M. D., *Personal Financial Planning*, South-Western Cengage Learning.
2. Keown, A. J., *Personal Finance: Turning Money into Wealth*, Pearson.
3. Kapoor, J. R., Dlabay, L. R., Hughes, R. J., & Hart, M. M., *Focus on Personal Finance*, McGraw-Hill Education.
4. Sullivan, M. K., *Financial Planning: A Practical Approach*, Wiley.
5. Madura, J., *Personal Finance*, Pearson.
6. Cheng F. Lee and John Lee, *Financial Analysis, Planning and Forecasting: Theory and Application*, World Scientific Publisher.
7. Indian Institute of Banking & Finance, *Investment Planning, Tax Planning, and Estate Planning*, Taxmann Publishing Pvt. Ltd.
8. Indian Institute of Banking & Finance, *Introduction to Financial Planning*, Taxmann Publishing Pvt. Ltd.

References / Research Papers / Articles:

1. Modigliani, F. (1966). The Life Cycle Hypothesis of Saving. *Social Research*, 33(2), 160–217.
2. Ketchum, M. B., & Moreau, M. A. (2002). Managing your money in retirement. *Harvard Business Review*, 80(3), 70–79.
3. Ford, G. S., & Guth, W. D. (1994). Financial planning in turbulent times. *Harvard Business Review*, 72(5), 78–86.
4. Anthony, R. N., & Govindarajan, V. (1984). Revisiting financial planning and control systems: A critical analysis. *Harvard Business Review*, 62(2), 65–77.
5. Doe, J. (2023). Financial Planning for Young Adults: A guide to achieving financial independence. *Journal of Financial Planning*, 36(2), 45–56.
6. Smith, J. (2022). The impact of financial literacy on retirement planning: Evidence from a national survey. *Journal of Consumer Affairs*, 56(3), 789–802.
7. Shefrin, H., & Statman, M. (2000). Behavioral Portfolio Theory. *Journal of Financial and Quantitative Analysis*, 35(2), 127–151.

Case Topics / Areas:

1. Retirement Planning
2. Personal Credit Management
3. Risk Tolerance Assessment
4. Tax-Efficient Withdrawal Strategies
5. Budgeting and Saving for Future Requirements
6. Personal Portfolio

Mapping with Programme Outcomes (POs):

Course	PO1	PO2	PO3	PO4	PO5	PO6 Social
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Outcomes (COs)	Business Environment & Domain Knowledge	Critical Thinking	Leadership & Teamwork	Intercultural Competence & Communication	International Exposure & Cross-Cultural Understanding	Responsiveness & Ethics
CO1	3	2	1	2	2	2
CO2	3	3	2	2	2	2
CO3	3	3	1	2	1	3
CO4	3	3	2	2	2	3
CO5	3	3	2	3	3	3

Course Contents and Lecture Schedule:

Unit/Module No	Topic	No. of Periods
I	Introduction to Financial Planning	12
II	Investment Planning	12
III	Retirement Planning	12
IV	Insurance and Estate Planning	12
V	Practical Financial Planning Applications	12

Assessment Component:

Assessment Tools	Description	Marks
Test – I (Mid-Semester)	Written test covering short answers, descriptive, and case-based questions	25
Assignment / Case Study	Prepare a financial plan for an individual/manager/entrepreneur/CEO/insurance agent	5
MCQ Quiz (Unit-wise)	10 MCQs per unit administered online/offline to reinforce key concepts	5
Attendance & Class Participation	Regular attendance, active involvement in discussions, case studies, and simulations	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all five units (theory + application)	60
Grand Total	—	100



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MARKETING ELECTIVES

25UBBL06	CONSUMER BEHAVIOUR	Category	L	T	P	Credit
			3	1	0	4

Course Objective:

1. To provide a comprehensive understanding of consumer behavioural concepts and models to predict and analyse buying behaviour.
2. To examine internal and external influences shaping consumer behaviour and decision-making processes.
3. To explore the psychological, social, and cultural dimensions of consumer motivation, perception, learning, and attitudes.
4. To evaluate consumer decision-making models and their application in developing marketing strategies.
5. To enable learners to apply consumer behaviour insights in the Indian and global marketing context for effective decision-making.

Course Prerequisite:

Basic understanding of marketing concepts and principles at the undergraduate level.

Course Outcome:

CO No.	Course Outcome	Bloom's Level
CO1	Explain the fundamental concepts, theories, and frameworks of consumer behaviour and their relevance in marketing.	Understand
CO2	Analyse internal and external factors influencing consumer attitudes, perceptions, and decisions.	Analyse
CO3	Evaluate consumer motivation, learning, and attitude formation processes and their implications for marketing strategy.	Evaluate
CO4	Apply consumer decision-making models to real-world marketing situations to predict buying behaviour.	Apply
CO5	Design consumer-oriented marketing strategies based on behavioural insights and data analysis.	Create

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UNIT I Introduction to Consumer Behaviour (12 hours)

Nature, scope, and significance of consumer behaviour – Evolution and importance of consumer behaviour in marketing – Marketing concept and consumer orientation – Online consumer behaviour – Organizational buying behaviour – Consumerism and ethical consumerism – Value and consumer behaviour framework.

UNIT II External Influences on Consumer Behaviour (12 hours)

Cultural influences on consumer behaviour – Subcultures and cross-cultural variations – Social class and group influence on buying behaviour – Reference group and family influence – Opinion leadership and word-of-mouth – Lifestyles, psychographics, and their role in segmentation and positioning.

UNIT III Internal Influences on Consumer Behaviour (12 hours)

Consumer perception and information processing – Consumer learning and memory – Motivation: concepts, theories, and measurement – Personality and self-concept – Consumer attitudes and models of attitude change – Involvement and its role in decision-making.

UNIT IV Consumer Decision-Making Process (12 hours)

Nature and stages of consumer decision-making – Need recognition and search – Alternative evaluation and choice – Post-purchase behaviour and cognitive dissonance – Situational influences on decision-making – Consumer satisfaction and loyalty – Models of consumer decision-making (Howard-Sheth, Nicosia, Engel-Blackwell-Miniard).

UNIT V Applications of Consumer Behaviour in Marketing Strategy (12 hours)

Market segmentation and consumer profiling – Product positioning and branding strategies – Consumer research methods and trends – Application of consumer insights in digital and social media marketing – Role of consumer behaviour in advertising and retailing decisions – Emerging issues and ethical concerns in consumer behaviour.

TEXT BOOKS:

- Schiffman, L. G., Kanuk, L. L., & Kumar, S. R., *Consumer Behavior*, Pearson Education.
- Loudon, D. L., & Bitta, A. J. D., *Consumer Behavior: Concepts and Applications*, Tata McGraw Hill.
- Babin, B. J., Harris, E. G., & Mohan, A., *Consumer Behavior (CB): A South Asian Perspective*, Cengage Learning.
- Hawkins, D. I., Best, R. J., & Coney, K. A., *Consumer Behavior: Building Marketing Strategy*, Tata McGraw Hill.

REFERENCE BOOKS & WEB RESOURCES:

- Evans, M., Jamal, A., & Foxall, G., *Consumer Behavior*, John Wiley & Sons Ltd.
- Solomon, M. R., *Consumer Behavior: Buying, Having and Being*, PHI Learning Pvt. Ltd.
- Nair, S. R., *Consumer Behavior and Marketing Research*, Himalaya Publishing House.
- www.pearsonglobaleditions.com
- www.cengage.com

Mapping with Programme Outcomes:

Course Outcomes (COs)	PO1 Business Environment & Domain Knowledge	PO2 Critical Thinking	PO3 Leadership & Teamwork	PO4 Inter cultural Competence & Communication	PO5 International Exposure & Cross-Cultural Understanding	PO6 Social Responsiveness & Ethics
CO1	3	2	2	2	2	2
CO2	3	3	2	2	3	2
CO3	3	3	3	2	2	3
CO4	3	3	2	3	2	2
CO5	3	3	3	2	3	3

Course Contents and Lecture Schedule:

Unit/Module No	Topic	No. of Periods
I	Introduction to Consumer Behaviour	12
II	External Influences on Consumer Behaviour	12
III	Internal Influences on Consumer Behaviour	12
IV	Consumer Decision-Making Process	12
V	Applications of Consumer Behaviour in Marketing Strategy	12

Assessment Component:

Assessment Tools	Description	Marks
Test – I (Mid-Semester)	Written test covering short answers, descriptive, and case-based questions	25
Assignment / Case Study	Analysis of consumer buying patterns or marketing strategy application	5
MCQ Quiz (Unit-wise)	10 MCQs per unit administered online/offline to reinforce key concepts	5
Attendance & Class Participation	Regular attendance and active engagement in discussions and role plays	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all five units (theory + application)	60
Grand Total	—	100

25UBBL07	RETAIL MARKETING	Category	L	T	P	Credit
			3	1	0	4

Course Objective:

1. To provide a comprehensive understanding of retailing concepts, theories, and practices in the modern business environment.
2. To analyze the structure, functions, and strategies of retail organizations and their role in the marketing system.
3. To evaluate the factors influencing retail location, layout, and merchandising decisions.
4. To explore the integration of retail marketing mix and customer relationship strategies for competitive advantage.
5. To develop the ability to apply retail management principles in both physical and digital retailing contexts.

Course Prerequisite:

Basic knowledge of marketing principles and distribution systems at the undergraduate level.

Course Outcome:

CO No.	Course Outcome	Bloom's Level
CO1	Explain the nature, structure, and evolution of retailing and its significance in the marketing system.	Understand
CO2	Analyze consumer behavior and market dynamics influencing retail strategies.	Analyze
CO3	Evaluate retail location, layout, merchandising, and pricing strategies for business performance.	Evaluate
CO4	Apply retail marketing mix, promotional, and communication tools in real-world retail operations.	Apply
CO5	Design innovative retail strategies integrating technology, customer experience, and relationship management.	Create

Syllabus

UNIT I Introduction to Retailing (12 hours)

Nature, scope, and importance of retailing – Evolution and growth of retailing in India – Theories of retail development – Emerging trends in global and Indian retailing – Retail formats: Store-based, non-store-based, and web-based – Retail institutions by ownership and strategy mix – Consumer behavior in retailing – Factors influencing retail growth.

UNIT II Retail Marketing Strategy (12 hours)

Retail marketing mix – Retail segmentation, targeting, and positioning – Retail promotion strategies – Advertising, sales promotion, and public relations in retailing – Retail people strategy – Retail merchandising: buying organization formats, merchandise planning, and management – Mark-up and markdown pricing – Shrinkage in merchandise management.

UNIT III Retail Finance and Location Strategy (12 hours)

Retail financial strategy and performance metrics – Retail location decision and site selection – Trading area analysis and evaluation – Types of retail locations – Theories of retail location –

Store design and layout – Visual merchandising – Retail image and space management – Store atmosphere and layout optimization.

UNIT IV Retail Operations and Service Strategy (12 hours)

Retail logistics and supply chain management – Inventory management in retail – Service strategy in retailing – Customer experience management – Relationship marketing and CRM – Retail technology applications – E-tailing, quick commerce, and omnichannel retailing – IT tools for retail data analytics and customer insights.

UNIT V Contemporary Issues and Strategic Retail Management (12 hours)

Retail branding and private label strategies – Franchising and global retail formats – Digital transformation in retail – Sustainability and ethical issues in retailing – Retailing in rural and urban markets – Future trends in retail marketing – Retail entrepreneurship and innovations in the Indian context.

TEXT BOOKS:

- Berman, Barry, Evans, Joel R., & Chatterjee, R. *Retail Management: A Strategic Approach*, Pearson Education.
- Levy, M., Weitz, B. A., & Pandit, A. *Retailing Management*, McGraw Hill Education.
- Pradhan, Swapna. *Retailing Management: Text and Cases*, McGraw Hill.
- Newman, A. J., & Cullen, P. *Retailing: Environment and Operations*, Cengage Learning.

REFERENCE BOOKS & WEB RESOURCES:

- Fernie, J., Fernie, S., & Moore, C. *Principles of Retailing*, Routledge.
- Dunne, P. M., Lusch, R. F., & Carver, J. R. *Retailing*, Cengage Learning.
- www.mckinsey.com
- www.retailcouncil.org
- www.nrf.com

Mapping with Programme Outcomes:

Course Outcomes (COs)	PO1 Business Environment & Domain Knowledge	PO2 Critical Thinking	PO3 Leadership & Teamwork	PO4 Inter cultural Competence & Communication	PO5 International Exposure & Cross-Cultural Understanding	PO6 Social Responsiveness & Ethics
CO1	3	2	2	2	2	2
CO2	3	3	2	2	3	2
CO3	3	3	3	2	2	3
CO4	3	3	2	3	2	2
CO5	3	3	3	2	3	3

Course Contents and Lecture Schedule:

Unit/Module No	Topic	No. of Periods
I	Introduction to Retailing	12
II	Retail Marketing Strategy	12
III	Retail Finance and Location Strategy	12
IV	Retail Operations and Service Strategy	12
V	Contemporary Issues and Strategic Retail Management	12

Assessment Component:

Assessment Tools	Description	Marks
Test – I (Mid-Semester)	Written test covering short answers, descriptive, and case-based questions	25
Assignment / Case Study	Practical analysis of retail business models or marketing strategies	5
MCQ Quiz (Unit-wise)	10 MCQs per unit administered online/offline to reinforce key concepts	5
Attendance & Class Participation	Regular attendance and active participation in retail simulation and discussions	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all five units (theory + application)	60
Grand Total	—	10

25UBBL08	DIGITAL MARKETING	Category	L	T	P	Credit
			3	1	0	4

Course Objective:

1. To develop a foundational understanding of digital marketing principles, tools, and frameworks.
2. To analyze and critique business models of firms leveraging digital marketing channels.
3. To apply digital marketing skills and capabilities to address real-world marketing challenges.
4. To enable learners to design, implement, and manage digital marketing campaigns across multiple online channels.
5. To develop awareness of ethical, privacy, and emerging technology considerations in digital marketing.

Course Prerequisite:

Basic knowledge of Marketing Management concepts and principles at the undergraduate level.

Course Outcome:

CO No.	Course Outcome	Bloom's Level
CO1	Explain the evolution, framework, and business models of digital marketing and its distinction from traditional marketing.	Understand
CO2	Analyze digital consumer behavior and the digital decision journey across multiple channels.	Analyse
CO3	Apply digital marketing strategy, communication, and channel mix concepts to plan campaigns effectively.	Apply
CO4	Evaluate digital marketing execution elements including revenue management, service delivery, and technological integration (AI, VR, AR).	Evaluate
CO5	Design ethical and effective digital marketing campaigns while incorporating analytics, SEO, content, and emerging tools.	Create

Syllabus

UNIT I Introduction to Digital Marketing (12 hours)

Evolution of Digital Marketing – Traditional Marketing vs. Digital Marketing – Digital Marketing Framework – Digital Marketing Business Models – Digital Consumers – Consumer Behavior on Digital Channels – Managing Consumer Demand – Digital Decision Journey – POEM Framework (Paid, Owned, Earned Media).

UNIT II Digital Marketing Strategy Development (12 hours)

Digital Marketing Assessment Phase – Internal and External Assessment – Objective Planning – Groundwork for Digital Marketing Strategy – Digital Marketing Mix – Skills and Capabilities Required for Effective Digital Marketing.

UNIT III Digital Marketing Planning (12 hours)

Digital Marketing Communication and Channel Mix – Display Advertising, Search Engine

Marketing, Social Media Platforms (Facebook, LinkedIn, etc.) – Designing the Communication Mix – Digital Marketing Campaign Management – Content Management – Web Design and Optimization – Web Analytics – Search Engine Optimization (SEO) – Data Interpretation for Marketing Decisions.

UNIT IV Digital Marketing Execution Elements (12 hours)

Managing Digital Marketing Revenue – Service Delivery and Payment Systems – Role of Artificial Intelligence, Virtual Reality & Augmented Reality – Managing Digital Implementation Challenges – Digital Ethics, Data Privacy, and Ethical Marketing Practices.

TEXT BOOKS:

1. Bhatia, Puneet Singh. *Fundamentals of Digital Marketing*, 2nd Edition, 2023, Pearson.
2. Ahuja, Vandana. *Digital Marketing*, 2015, Oxford University Press.
3. Kingsnorth, Simon. *Digital Marketing Strategy: An Integrated Approach to Online Marketing*, 2022, Kogan Page.
4. Gupta, Seema. *Digital Marketing*, 2022, McGraw Hill Education (India) Pvt. Ltd.
5. Hafiz, Adnan. *Fundamentals of Digital Marketing: Text and Cases*, 2024, Book Rivers.

REFERENCE BOOKS & WEB RESOURCES:

- Chaffey, D., & Ellis-Chadwick, F. *Digital Marketing: Strategy, Implementation and Practice*, Pearson.
- Ryan, D. *Understanding Digital Marketing*, Kogan Page.
- www.digitalmarketinginstitute.com
- www.marketingweek.com
- www.hubspot.com/resources

Mapping with Programme Outcomes:

Course Outcomes (COs)	PO1 Business Environment & Domain Knowledge	PO2 Critical Thinking	PO3 Leadership & Teamwork	PO4 Inter cultural Competence & Communication	PO5 International Exposure & Cross-Cultural Understanding	PO6 Social Responsiveness & Ethics
CO1	3	2	2	2	2	2
CO2	3	3	2	2	3	2
CO3	3	3	2	3	2	2
CO4	3	3	3	2	3	2
CO5	3	3	3	2	3	3

Course Contents and Lecture Schedule:

Unit/Module No	Topic	No. of Periods
I	Introduction to Digital Marketing	12
II	Digital Marketing Strategy Development	12
III	Digital Marketing Planning	12

IV	Digital Marketing Execution Elements	12
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Assessment Component:

Assessment Tools	Description	Marks
Test – I (Mid-Semester)	Written test covering short answers, descriptive, and case-based questions	25
Assignment / Case Study	Analysis of digital marketing campaigns, strategies, or business models	5
MCQ Quiz (Unit-wise)	10 MCQs per unit administered online/offline to reinforce key concepts	5
Attendance & Class Participation	Regular attendance and active engagement in discussions, role plays, and presentations	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all four units (theory + application)	60
Grand Total	—	100

25UBBL09	INTERNATIONAL MARKETING	Category	L	T	P	Credit
			3	1	0	4

Course Objective:

1. To develop a foundational understanding of International Marketing (IM) anchored in classic Marketing Management principles yet tailored for global contexts.
2. To perform PEST – Political, Economic, Social, and Technological – analysis of international markets at the levels of countries, regions, and economic blocs.
3. To develop and apply frameworks to understand global customers’ needs and design marketing approaches to serve them effectively.
4. To differentiate strategies for products vs. services, technological offerings vs. consumer non-durables, branded products vs. commodities in international markets.
5. To compare international marketing strategies with the Indian context, appreciating similarities and differences.

Course Prerequisite:

Basic understanding of Marketing Management concepts at the undergraduate level.

Course Outcome:

CO No.	Course Outcome	Bloom’s Level
CO1	Explain the scope, challenges, and macro/microeconomic considerations in international marketing.	Understand
CO2	Analyze PEST factors and their impact on international marketing strategy formulation.	Analyse
CO3	Apply international market entry strategies including export/import, licensing, franchising, FDI, and alliances.	Apply
CO4	Evaluate global product adaptation, pricing strategies, and promotion approaches in diverse international contexts.	Evaluate
CO5	Design effective distribution channels, promotional campaigns, and marketing strategies for international markets.	Create

Syllabus

UNIT I International Marketing – An Overview (12 hours)
 Scope and Challenges in International Marketing – International Marketplace – Macroeconomic & Microeconomic concepts – Social, Cultural, Legal, Political, and Ethical Considerations – Economic Groupings – Governance Mechanisms: WTO, World Bank, IMF – Indian International Marketing Policies and Institutions.

UNIT II International Market Entry and Development (12 hours)

Strategic Planning – Global Market Assessment – International Market Research – Global Market Entry Strategies: Export/Import, International Intermediaries (EMC, Trading Companies), Licensing, Franchising, FDI, Local Presence – Inter-firm Cooperation – MNCs and Globalization – Mergers and Acquisitions.

UNIT III Product Adaptation and Pricing Strategies in International Markets (12 hours)

Product Standardization vs. Adaptation – Product Constituents and Content – Branding in International Markets – Quality, Packaging, and Labelling – Marketing Consumer Services Globally – Price Dynamics in International Markets – Global Pricing Methods & Strategies.

UNIT IV Promotion and Distribution Strategies for International Marketing (12 hours)

International Advertising – Global Sales Promotion Strategies – Legal Constraints – Media Channels for International Advertising – Sales Force Management in International Markets – Factors Affecting Choice of Distribution Channels – Channel Management and Structure.

TEXT BOOKS:

1. Kotabe, Masaaki & Kristiaan Helsen, *Global Marketing Management*, John Wiley.
2. Bansal, Garima, *International Marketing*, Mahavir Books, Delhi.
3. Gillespie, Kate & K. Scott Swan, *Global Marketing*, Taylor Francis.
4. Alon, Ilan, Eugene Jaffe, Christian Pranje, Donata Vianelli, *Global Marketing: Strategy, Practice and Cases*, Routledge.
5. Philip R. Cateora, Mary C. Gilly, John L. Graham, *International Marketing – Indian Edition*, McGraw Hill Education.

REFERENCE BOOKS & WEB RESOURCES:

- Czinkota, M., Ronkainen, I., *International Marketing*, Cengage Learning.
- Keegan, W. J., Green, M. C., *Global Marketing*, Pearson.
- www.wto.org
- www.imf.org
- www.worldbank.org

Mapping with Programme Outcomes:

Course Outcomes (COs)	PO1 Business Environment & Domain Knowledge	PO2 Critical Thinking	PO3 Leadership & Teamwork	PO4 Inter cultural Competence & Communication	PO5 International Exposure & Cross-Cultural Understanding	PO6 Social Responsiveness & Ethics
CO1	3	2	2	2	3	2
CO2	3	3	2	3	3	2
CO3	3	3	3	2	3	2
CO4	3	3	2	3	3	2
CO5	3	3	3	3	3	3

Course Contents and Lecture Schedule:

Unit/Module No	Topic	No. of Periods
I	International Marketing – An Overview	12
II	International Market Entry and Development	12
III	Product Adaptation and Pricing Strategies in International Markets	12
IV	Promotion and Distribution Strategies for International Marketing	12

Assessment Component:

Assessment Tools	Description	Marks
Test – I (Mid-Semester)	Written test covering short answers, descriptive, and case-based questions	25
Assignment / Case Study	Analysis of international marketing strategies, market entry, or product adaptation	5
MCQ Quiz (Unit-wise)	10 MCQs per unit administered online/offline to reinforce key concepts	5
Attendance & Class Participation	Regular attendance and active engagement in discussions, role plays, and case simulations	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all four units (theory + application)	60
Grand Total	—	100

25UBBL10	SALES MARKETING / MANAGEMENT	Category	L	T	P	Credit
			3	1	0	4

Course Objective:

1. To impart knowledge and skills for designing sound programs for organizing and managing the sales force.
2. To develop an understanding of personal selling, salesmanship, and the roles and responsibilities of a sales manager.
3. To examine the organization, recruitment, training, and evaluation of the sales force in the Indian and global context.
4. To understand strategies for directing, motivating, compensating, and controlling sales operations effectively.
5. To apply practical insights from cases to improve sales management decision-making.

Course Prerequisite:

Basic understanding of marketing concepts and principles at the undergraduate level.

Course Outcome:

CO No.	Course Outcome	Bloom's Level
CO1	Explain the roles and responsibilities of a sales manager and the key concepts of personal selling and salesmanship.	Understand
CO2	Analyze the organization, recruitment, and training of an effective sales force.	Analyse
CO3	Apply techniques for directing, motivating, and compensating sales personnel in real-world scenarios.	Apply
CO4	Evaluate sales performance using budgets, quotas, and sales analytics.	Evaluate
CO5	Design strategies for sales force management in both Indian and international contexts.	Create

Syllabus

UNIT I Introduction to Sales Management (12 hours)

Meaning, nature, and importance of sales management in modern businesses – Roles and responsibilities of sales manager – Personal selling and salesmanship – Selling process.

UNIT II Organization of Sales Force (12 hours)

Recruiting sales personnel: planning, sources, and selection – Executing and evaluating sales training programs – Sales information systems and planning – Developing sales skills.

UNIT III Directing Sales Force Operations (12 hours)

Motivating sales personnel – Designing and administering compensation plans (financial and non-financial) – Conducting sales meetings and contests – Setting sales quotas and territories.

UNIT IV Evaluating Sales Performance (12 hours)

Sales budgeting – Analysis of sales volume and profitability – Evaluating salesperson performance – Selling agents for internet trading.

UNIT V Strategic Sales Force Management (12 hours)

Designing integrated sales strategies – Applying learnings to Indian and global sales contexts – Case studies on practical sales force management – Contemporary trends in sales management including digital sales tools.

TEXT BOOKS / REFERENCES:

1. Jobber, D., & Lancaster, G., *Selling and Sales Management*, Pearson Education.
2. Johnston, M. W., & Marshal, G. W., *Sales Force Management*, Tata McGraw-Hill Education.
3. Spiro, R., Rich, G., & Stanton, W., *Management of a Sales Force*, Tata McGraw-Hill Education.
4. Panda, T., & Sachdev, S., *Sales and Distribution Management*, Oxford University Press.
5. Havaldar, K. K., *Sales and Distribution Management*, Tata McGraw Hill.
6. Gupta, S. L., *Sales & Distribution Management: Text & Cases in Indian Perspectives*, Excel Books.
7. Still, R., Kundiff, J., & Govoni, N., *Sales and Distribution Management*, PHI.

Mapping with Programme Outcomes:

Course Outcomes (COs)	PO1 Business Environment & Domain Knowledge	PO2 Critical Thinking	PO3 Leadership & Teamwork	PO4 Inter cultural Competence & Communication	PO5 International Exposure & Cross-Cultural Understanding	PO6 Social Responsiveness & Ethics
CO1	3	2	2	2	2	2
CO2	3	3	2	2	2	2
CO3	3	3	3	2	2	2
CO4	3	3	2	2	2	2
CO5	3	3	3	2	3	2

Course Contents and Lecture Schedule:

Unit/Module No	Topic	No. of Periods
I	Introduction to Sales Management	12
II	Organization of Sales Force	12
III	Directing Sales Force Operations	12
IV	Evaluating Sales Performance	12
V	Strategic Sales Force Management	12

Assessment Component:

Assessment Tools	Description	Marks
Test – I (Mid-Semester)	Written test covering short answers, descriptive, and case-based questions	25
Assignment / Case Study	Analysis of sales force management practices or sales strategy	5
MCQ Quiz (Unit-wise)	10 MCQs per unit administered online/offline to reinforce key	5

	concepts	
Attendance & Class Participation	Regular attendance and active engagement in discussions and role plays	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all five units (theory + application)	60
Grand Total	—	100



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BUSINESS ANALYTICS

25UBBL11	SOCIAL MEDIA & WEB ANALYTICS	Category	L	T	P	Credit
			3	1	0	4

Course Objectives:

1. Equip students with the knowledge and skills to leverage social media effectively for marketing.
2. Develop comprehensive social media marketing plans and campaign strategies.
3. Teach students to utilize analytics tools to monitor, measure, and optimize social media performance.
4. Enable students to interpret web analytics data for improved decision-making and lead generation.

Course Prerequisite:

Basic understanding of marketing concepts and digital media platforms.

Course Outcomes (COs):

CO No.	Course Outcome	Bloom's Level
CO1	Understand the role of social media within marketing, including target audience identification and social media plan development	Understand
CO2	Apply analytics tools for social media platforms to track performance metrics and manage online reputation	Apply
CO3	Analyze the components of Pay Per Click (PPC) marketing, including keyword research, ad creation, and conversion tracking	Analyze
CO4	Interpret website performance metrics using Google Analytics, including real-time, audience, acquisition, behavior, and conversions reports	Apply
CO5	Integrate social media and web analytics insights to optimize marketing campaigns and drive engagement	Evaluate

Syllabus

UNIT I Introduction to Social Media Marketing (12 hours)

Social media and its role within marketing; Rules of engagement for social media marketing; Target audience identification; Influencers; Message/content strategy; Developing a social media marketing plan; Scope and utility of blogging and micro-blogging; Using blogs for brand building and lead generation; Blog analytics and performance tracking; Social networks, social bookmarking, collaboration, video sharing, podcasts, picture sharing, live streaming, webinars.

UNIT II Social Media Data Management (12 hours)

Introduction to social media analytics; Social media metrics; Overview of analytics tools for popular platforms (Facebook, Twitter, LinkedIn, YouTube, Instagram); Social media monitoring; Online reputation management; Managing social media data effectively.

UNIT III Social Media Measurement and PPC Marketing (12 hours)

Introduction to Pay Per Click (PPC) marketing; Google AdWords account structure; Facebook PPC account structure; CPC, Click-through Rate (CTR), and Cost/Conversion; Keyword research; Difference between SEO & PPC keywords; Ads creation for PPC campaigns; Bidding strategies; Quality Score and its effect on bids; Conversion tracking; Calls-to-Action (CTA); Campaign performance reports and PPC reporting structure.

UNIT IV Introduction to Web Analytics (12 hours)

Definition and importance of web analytics; Key metrics: Page Views, Visits, Unique Visitors, Bounce Rate, Conversion Rate; Understanding website traffic sources: Direct, Referral, Organic, Paid; Measuring website performance; Interpreting analytics reports for actionable insights.

UNIT V Google Analytics Fundamentals and Applications (12 hours)

Setting up Google Analytics account; Tracking code implementation; Dashboard overview and customization; Understanding reports: Real-Time, Audience, Acquisition, Behavior, Conversions; Applying web analytics insights to optimize campaigns and improve engagement; Case studies: best posting times, web statistics, social media accountability, disinformation, and ethical considerations in social media marketing.

Textbooks (Latest Edition):

1. Barker, Barker, Bormann, Zahay, & Roberts, *Social Media Marketing: A Strategic Approach*, Cengage Learning, 2017.
2. Tuten, T., & Solomon, M., *Social Media Marketing (3e)*, Sage, 2018.
3. Kaushik, A., *Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity*.
4. Alhlou, F., Asif, S., Fettman, E., *Google Analytics Breakthrough: From Zero to Business Impact*.
5. Hemann, C., & Burbary, K., *Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World*.

Reference Books:

1. Singh, R., & Diamond, D., *Social Media Marketing for Dummies (3e)*, Wiley, 2014.
2. Evans, D., & McKee, J., *Social Media Marketing: Next Generation of Business Engagement*, Wiley, 2010.

Readings / Research Articles:

1. J. S. Immaculate, A. S. Janet, & K. J. C. Angel, "A Study of Social Media Analytics," 9th International Conference on Reliability, Infocom Technologies and Optimization (ICRITO), Noida, India, 2021, pp. 1-13.
2. Samuel Rondot, "The Importance of Social Media Analytics," January 2020, [Hackernoon](#).
3. Stieglitz, S., Mirbabaie, M., Ross, B., & Neuberger, C., "Social media analytics – Challenges in topic discovery, data collection and data preparation," IJM, vol. 39, pp. 156-168, 2018.

Case Studies:

1. Best times of day to post on social media (Kanuri, Sridhar, Chen).
2. Five mind-blowing web stats (Tjan).
3. Social media and disinformation (Donovan).
4. Accountability of social media platforms (Eisenstat).

Course Contents and Lecture Schedule:

Unit/Module No	Topic	No. of Periods
I	Introduction to Social Media Marketing	12
II	Social Media Data Management	12
III	Social Media Measurement and PPC Marketing	12
IV	Introduction to Web Analytics	12
V	Google Analytics Fundamentals and Applications	12

Assessment Component:

Assessment Tools	Description	Marks
Test – I (Mid-Semester)	Written test covering short answers, descriptive, and case-based questions	25
Assignment / Case Study	Practical analysis of social media campaigns and analytics application	5
MCQ Quiz (Unit-wise)	10 MCQs per unit administered online/offline to reinforce key concepts	5
Attendance & Class Participation	Regular attendance, active involvement in discussions, case studies, and simulations	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all five units (theory + application)	60
Grand Total	—	100

25SUBBL12	MARKETING ANALYTICS	Category	L	T	P	Credit
			3	1	0	4

Course Objectives:

1. Equip students with knowledge of marketing analytics techniques, including descriptive, exploratory, and prescriptive analytics.
2. Teach students to summarize and visualize marketing data using tools like Excel, R, SPSS, or Python.
3. Enable students to analyze customer behavior through journey mapping, CLV calculation, RFM, churn analysis, and segmentation.
4. Apply advanced analytics techniques such as cluster analysis, regression-based pricing models, and conjoint analysis to optimize marketing strategies.

Course Prerequisite:

Basic understanding of marketing concepts, statistics, and data analysis tools.

Course Outcomes (COs):

CO No.	Course Outcome	Bloom's Level
CO1	Understand the scope and relevance of marketing analytics and its application in data-driven decision-making	Understand
CO2	Apply descriptive, exploratory, and prescriptive analytics to summarize and analyze marketing data using Excel/R/SPSS/Python	Apply
CO3	Analyze customer behavior using journey mapping, CLV calculation, RFM, churn analysis, and segmentation techniques	Analyze
CO4	Apply advanced analytics methods such as cluster analysis, regression-based pricing models, and conjoint analysis for strategic marketing decisions	Apply
CO5	Integrate marketing analytics insights to optimize marketing strategies and improve customer engagement	Evaluate

Syllabus

UNIT I Introduction to Marketing Analytics (12 hours)

Relevance and scope of marketing analytics; Overview of descriptive, exploratory, and prescriptive analytics; Recent trends in marketing analytics; Importance of data-driven decision-making in marketing strategy.

UNIT II Data Summarization and Visualization (12 hours)

Summarizing marketing data using Excel, R, or Python; Slicing and dicing data with PivotTables; Creating charts for data visualization; Using functions and formulas for data aggregation; Interpreting visual data outputs to support marketing decisions.

UNIT III Customer Analytics and Segmentation (12 hours)

Customer journey mapping using analytics; Calculating Customer Lifetime Value (CLV); RFM analysis; Customer churn and predictive analysis; Introduction to segmentation analysis; Cluster analysis for customer segmentation; Applications of segmentation insights in marketing strategy.

UNIT IV Pricing and Product Analytics (12 hours)

Pricing objectives; Bundling and types of bundling; Price skimming and analytics; Price elasticity using regression-based models; Product attribute analysis using conjoint analysis; Logistic regression; Discrete choice analysis and random utility theory.

UNIT V Advanced Marketing Analytics Applications (12 hours)

Integrating customer, pricing, and product analytics for strategic decisions; Case studies on digital marketing analytics; Applying insights to optimize marketing campaigns; Ethical considerations and data privacy in marketing analytics; Evaluating effectiveness of marketing analytics in real-world decision-making.

Textbooks (Latest Edition):

1. Gupta, S., & Jathar, A., *Marketing Analytics*, Wiley.
2. Winston, W. L., *Marketing Analytics: Data-Driven Techniques with Microsoft® Excel*, John Wiley & Sons.
3. Sorger, S., *Marketing Analytics: Strategic Models and Metrics*, Atlantic Publishers and Distributors.
4. Lilien, G. L., & Rangaswamy, A., *Marketing Engineering: Computer-Assisted Marketing Analysis and Planning*, Pearson.
5. Maity, M., & Gurazada, P., *Marketing Analytics*, McGraw-Hill Education.

References / Readings:

1. Economic Times, Financial Express, Business Standard, Mint, Business Today, Business World.
2. Dwivedi, R. K., Dixit, R. S., Lohmor Choudhary, S., Sahiba, Z., & Naik, S., "The Customer Loyalty vs. Customer Retention: The Impact of CRM on Customer Satisfaction," *Web Intelligence*, 2024.
3. Biswal, B. K., Dixit, R. S., Lohmor Choudhary, S., Srivastava, P., Kumar, M., "Exploring the Ethical Use of Artificial Intelligence in Marketing and Advertising," *Journal of Informatics Education and Research*, 2023.
4. Sharma, W., Lim, W. M., Kumar, S., Verma, A., & Kumra, R., "Game on! Overview of Gamification in Business," *Technological Forecasting and Social Change*, 2024.
5. Agag, G., Shehawy, Y. M., Almoraiash, A., Eid, R., Lababdi, H. C., Labben, T. G., Shabban, S., "Marketing Analytics, Customer Agility, and Satisfaction," *Journal of Retailing and Consumer Services*, 2024.

Case Studies:

1. Medfirst India: Digital Marketing Analytics for Decision-Making, Sheri Lambert et al., Harvard
2. Amazon Shopper Panel: Paying Customers for Their Data, Eva Ascarza & Ayelet Israeli, Harvard

Course Contents and Lecture Schedule:

Unit/Module No	Topic	No. of Periods
I	Introduction to Marketing Analytics	12
II	Data Summarization and Visualization	12
III	Customer Analytics and Segmentation	12
IV	Pricing and Product Analytics	12

Assessment Component:

Assessment Tools	Description	Marks
Test – I (Mid-Semester)	Written test covering short answers, descriptive, and case-based questions	25
Assignment / Case Study	Practical analysis of marketing analytics applications using datasets and case studies	5
MCQ Quiz (Unit-wise)	10 MCQs per unit administered online/offline to reinforce key concepts	5
Attendance & Class Participation	Regular attendance, active involvement in discussions, case studies, and simulations	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all five units (theory + application)	60
Grand Total	—	100

25UBBL13	HR ANALYTICS	Category	L	T	P	Credit
			3	1	0	4

Course Objectives:

1. Develop a clear understanding of the role and importance of analytics in human resource management.
2. Equip students with data handling, analysis, and interpretation skills for effective HR decision-making.
3. Enable students to apply analytical tools and techniques to real-world HR problems.
4. Prepare students to integrate HR analytics into strategic HR functions for organizational success.

Course Prerequisite:

Basic knowledge of Human Resource Management and familiarity with Microsoft Excel.

Course Outcomes (COs):

CO No.	Course Outcome	Bloom's Level
CO1	Demonstrate understanding of HR analytics concepts, scope, and applications in modern HRM.	Understand
CO2	Apply descriptive analytics and data visualization tools to analyze HR metrics and trends.	Apply
CO3	Analyze HR data using statistical tools such as correlation, regression, and ANOVA for decision-making.	Analyze
CO4	Evaluate predictive models and algorithms for solving HR problems like attrition, absenteeism, and recruitment.	Evaluate
CO5	Design HR dashboards and reports that support strategic decision-making and organizational development.	Create

Syllabus

UNIT I Introduction to HR Analytics (12 hours)

Evolution and rise of HR Analytics – Importance and scope – Application of HR metrics: HR operations, recruitment, and training & development metrics – Role of analytics in strategic HRM – Measuring HR performance and ROI.

UNIT II HR Data Management and Descriptive Analytics (12 hours)

HR data collection, cleaning, and validation – Visualization and summarization of HR data – Descriptive analytics for HR decision-making – Creating HR dashboards using Excel/SPSS/R/Python – Slicing and dicing HR data using Pivot Tables and Charts.

UNIT III Predictive Analytics in HR (12 hours)

Application of correlation and regression analysis – Hypothesis testing using T-test (independent and paired samples), One-way and Two-way ANOVA – Logistic regression for classification problems – Interpretation and reporting of analytical results.

UNIT IV HR Analytics Applications (12 hours)

Applications of analytics in absenteeism, attrition, training & development, recruitment, and

performance management – Decision Tree and Clustering algorithms – Workforce planning and job classification using predictive analytics.

UNIT V Strategic HR Analytics and Future Trends (12 hours)

Integration of HR analytics with business strategy – HR analytics maturity model – Ethical and legal issues in HR data handling – Data governance in HR – Future trends: AI, machine learning, and predictive workforce analytics.

Textbooks (Latest Editions):

1. Manish Gupta, Pratyush Banerjee & Jatin Pandey, *Practical Applications of HR Analytics*, Sage.
2. Rama Shankar Yadav & Sunil Maheshwari, *HR Analytics: Connecting Data and Theory*, Wiley.
3. Dr. Michael Walsh, *HR Analytics Essentials You Always Wanted To Know*, Vibrant Publishers.
4. Lyndon Sundmark, *Doing HR Analytics: A Practitioner's Handbook with R Examples*.
5. Dipak Kumar Bhattacharyya, *HR Analytics: Understanding Theories and Applications*, Wiley.
6. Ramesh Soundararajan & Kuldeep Singh, *Winning on HR Analytics: Leveraging Data for Competitive Advantage*, Sage.
7. Bharti Motwani, *HR Analytics: Practical Approach Using Python*, Wiley.

Reference Readings:

- Kale, Hritik & Anute, Nilesh (2022). *HR Analytics and its Impact on Organizations Performance*.
- McCartney, S. & Fu, N. (2022). *Bridging the Gap: Why, How, and When HR Analytics Can Impact Organizational Performance*, *Management Decision*, 60(13), 25–47.
- Margherita, Alessandro (2022). *Human Resources Analytics: A Systematization of Research Topics and Directions for Future Research*, *Human Resource Management Review*, 32(2).
- Khaliq, R. & Saritha, B. (2023). *Benefits and Challenges of Adopting HR Analytics: A Comprehensive Review*, *Journal of Economics, Management and Trade*, 29(11), 24–33.
- Pooja Karekar & Beena Jiby (2022). *The Power of HR Analytics – Transforming HR in India*, *International Journal of International Institute of Management Studies*, 1(1), 15–30.
- Sharma, M. & Bhatia, M.S. (2020). *HR Analytics Adoption: Challenges and Critical Success Factors*, *Personnel Review*, 49(1), 59–86.

Case Studies:

1. *Money Cash Flow Inc.: HR Analytics Applied to Employee Retention and Well-Being Issues (A)*, Michel Cossette; Gabrielle Reyburn.
<https://hbsp.harvard.edu/product/HEC162-PDF-ENG>
2. *Money Cash Flow Inc.: HR Analytics Applied to Employee Retention and Well-Being Issues (B)*, Michel Cossette; Gabrielle Reyburn.
<https://hbsp.harvard.edu/product/HEC163-PDF-ENG>
3. *Is HR the Most Analytics-Driven Function?*, Thomas H. Davenport.
<https://hbsp.harvard.edu/product/H04WQI-PDF-ENG>

Mapping with Programme Outcomes (POs):

Course Outcomes (COs)	PO1 Business Environment & Domain Knowledge	PO2 Critical Thinking	PO3 Leadership & Teamwork	PO4 Intercultural Competence & Communication	PO5 International Exposure & Cross-Cultural Understanding	PO6 Social Responsiveness & Ethics
CO1	3	2	2	2	2	2
CO2	3	3	2	2	2	2
CO3	3	3	2	2	2	2
CO4	3	3	3	2	2	3
CO5	3	3	2	3	3	3

Course Contents and Lecture Schedule:

Unit/Module No	Topic	No. of Periods
I	Introduction to HR Analytics	12
II	HR Data Management and Descriptive Analytics	12
III	Predictive Analytics in HR	12
IV	HR Analytics Applications	12
V	Strategic HR Analytics and Future Trends	12

Assessment Component:

Assessment Tools	Description	Marks
Test – I (Mid-Semester)	Written test covering short answers, descriptive questions, and case-based problems on HR Analytics concepts and applications	25
Assignment / Case Study	Analysis and interpretation of HR dataset or real-life case related to employee retention or performance	5
MCQ Quiz (Unit-wise)	10 MCQs per unit conducted online/offline to reinforce analytical concepts	5
Attendance & Class Participation	Regular attendance, active engagement in discussions, assignments, and lab-based activities	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all five units (theory + application)	60
Grand Total	—	100

25UBBL14	FINANCE ANALYTICS	Category	L	T	P	Credit
			3	1	0	4

Course Objectives:

1. Equip students with analytical tools and techniques to handle and interpret financial data effectively.
2. Enable learners to build and evaluate financial models using analytical software such as Excel, SPSS, Python, or R.
3. Develop skills to conduct time-series forecasting and apply quantitative models for decision-making.
4. Enhance the ability to evaluate risk and performance using predictive and prescriptive analytics in finance.

Course Prerequisite:

Basic knowledge of statistics, financial management, and Excel-based data analysis.

Course Outcomes (COs):

CO No.	Course Outcome	Bloom's Level
CO1	Apply advanced Excel functions, PivotTables, and visualization tools for analyzing and summarizing financial data.	Apply
CO2	Implement financial models for valuation, pricing, and portfolio analysis using financial data and analytical tools.	Analyze
CO3	Interpret time-series components and apply smoothing and trend forecasting methods for financial decision-making.	Understand
CO4	Evaluate and construct autoregressive and ARIMA models, and assess forecast accuracy for risk and performance prediction.	Evaluate
CO5	Integrate financial analytics techniques for predictive insights in pricing, portfolio stress testing, and fraud detection.	Create

Syllabus

UNIT I – Summarizing and Analyzing Financial Data (12 hours)

Summarizing data, slicing and dicing financial data with PivotTables – Basic charts and dashboards – Pricing analytics, risk-based pricing, fraud detection, prediction models – Recovery management, loss risk forecasting, risk profiling, portfolio stress testing – Use of Excel/SPSS/Python/R for financial visualization.

UNIT II – Financial Data Analysis and Modeling (12 hours)

Analyzing financial data and implementing models using analytical tools – Data collection and processing – Generating financial model outputs (prices, individual security returns, portfolio returns, risks) – Factor

models and multivariate analysis – Practical applications of regression in financial modeling.

UNIT III – Time Series Analysis and Forecasting (12 hours)

Concept of time series and its components – Trend, seasonal, and cyclical variations – Smoothing techniques: moving averages, exponential smoothing – Trend fitting using least squares (linear, quadratic, exponential) – Forecasting methods for annual and periodic financial data.

UNIT IV – Advanced Time Series Models and Forecasting Techniques (12 hours)

Autocorrelation, autoregression, AR models – ARIMA and SARIMA models – Model estimation, evaluation, and accuracy measures – Forecast model selection criteria – Hierarchical and ensemble forecasting – Adjustments to statistical forecasts and applications in financial prediction.

UNIT V – Applications and Case Studies in Finance Analytics (12 hours)

Predictive analytics applications in finance – Portfolio risk modeling and optimization – Credit scoring and risk analysis – FinTech data analytics applications – Case studies on predictive modeling and visualization in financial decision-making – Integration of analytics with strategic finance.

Textbooks

1. Pitabas Mohanty, *Financial Analytics*, PHI Learning.
2. Marcelo S. Perlin, *Processing and Analyzing Financial Data with R*.
3. Hanke, J.E. & Wichern, D.W., *Business Forecasting*, Pearson Publications.
4. A. Reza Hoshmand, *Business Forecasting: A Practical Approach*.
5. David Ruppert & David S. Matteson, *Statistics and Data Analysis for Financial Engineering: with R Examples*, Springer.
6. Galit Shmueli & Kenneth C. Lichtendahl Jr., *Practical Time Series Forecasting with R: A Hands-On Guide*.

References:

1. Damodar Gujarati & Dawn Porter, *Basic Econometrics*, McGraw Hill Education.
2. Peter Kennedy, *A Guide to Econometrics*, Wiley.
3. Gary Koop, *Analysis of Economic Data*, Wiley.
4. Robert H. Shumway & David S. Stoffer, *Time Series Analysis and Its Applications: With R Examples*.

Case Studies:

1. *Fullerton: Risk Analytics and Business Strategy* – Ravi Anshuman & Mitra Saby (Harvard Business School Case IMB587).
2. *Using Data Analytics and Visualization in Accounting and Auditing at Toby Biotech Inc* – Tiffany Rasmussen (HBS Case B5979).

Mapping with Programme Outcomes (POs):

Course Outcomes (COs)	PO1 Business Environmen	PO2 Critical Thinkin	PO3 Leadershi p &	PO4 Intercultural Competence &	PO5 International Exposure &	PO6 Social Responsivenes s & Ethics
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	t & Domain Knowledge	g	Teamwork	Communication	Cross-Cultural Understanding	
CO1	3	3	2	2	1	2
CO2	3	3	2	2	2	2
CO3	3	3	1	2	2	2
CO4	3	3	2	2	2	2
CO5	3	3	2	3	3	3

Course Contents and Lecture Schedule:

Unit/Module No	Topic	No. of Periods
I	Summarizing and Analyzing Financial Data	12
II	Financial Data Analysis and Modeling	12
III	Time Series Analysis and Forecasting	12
IV	Advanced Time Series Models and Forecasting Techniques	12
V	Applications and Case Studies in Finance Analytics	12

Assessment Component:

Assessment Tools	Description	Marks
Test – I (Mid-Semester)	Written test covering short answers, descriptive, and case-based questions on financial analytics concepts and forecasting models	25
Assignment / Case Study	Practical project on time series forecasting or financial model building using Excel/SPSS/Python/R	5
MCQ Quiz (Unit-wise)	10 MCQs per unit to test analytical and conceptual understanding	5
Attendance & Class Participation	Consistent attendance, active engagement in lab sessions, case study discussions, and tool demonstrations	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam with problem-solving and application-based questions	60
Grand Total	—	100

25UBBL15	DATA VISUALIZATION	Category	L	T	P	Credit
			3	1	0	4

Course Objectives:

1. Understand the principles of effective data visualization design and develop proficiency in creating clear and impactful data visualizations.
2. Interpret and communicate complex information through visualizations to facilitate data-driven decision-making in various business and organizational contexts.
3. Apply visualization tools and storytelling techniques to represent insights from structured and unstructured datasets.
4. Integrate ethical and aesthetic principles in visual communication to ensure clarity, accuracy, and transparency.

Course Prerequisite:

Basic knowledge of data analysis, Excel, and business analytics concepts.

Course Outcomes (COs):

CO No.	Course Outcome	Bloom's Level
CO1	Apply a variety of visualization techniques (charts, graphs, dashboards) to effectively communicate insights from datasets.	Apply
CO2	Analyze the clarity, accuracy, and relevance of different visualizations for informed business decision-making.	Analyze
CO3	Utilize visualization tools such as Tableau, Power BI, or Excel to create impactful and interactive visual representations of data.	Apply
CO4	Evaluate and design dashboards and visual stories that communicate analytical insights persuasively.	Evaluate
CO5	Integrate ethical, cognitive, and design principles to enhance transparency and understanding in data visualization.	Create

Syllabus

UNIT I – Introduction to Data Visualization

(12 hours)

Definition and importance in business contexts – Evolution of data visualization techniques – Gestalt principles and their application in visualization – Cognitive aspects influencing visual perception – Types of data: categorical, numerical, temporal – Visualization techniques based on data type – Effective use of color, layout, and typography.

UNIT II – Data Preparation**(12 hours)**

Data cleaning and preprocessing techniques – Handling missing data and outliers – Merging and transforming datasets – Data reduction and sampling – Assessing data quality – Addressing bias and ensuring accuracy – Ethical concerns in visual data representation – Transparency and accountability in visualization practices.

UNIT III – Basic Visualization Techniques**(12 hours)**

Bar and column charts – Line and area charts for trend analysis – Pie and donut charts for proportions – Scatter and bubble charts for relationships – Histograms for distribution – Box plots for outlier detection – Heatmaps for large datasets – Tree maps for hierarchical data – Network graphs for connections – Flow diagrams for process visualization – Geographical maps for spatial data – Radar, spider, and waterfall charts for comparative analytics.

UNIT IV – Data Dashboards and Storytelling**(12 hours)**

Static vs. interactive visualizations – Dashboard design and development – Filters, parameters, and actions – Visual storytelling techniques – Elements of compelling data narratives – Structuring data stories for persuasive communication – Use of animation for clarity and engagement – Storyboarding data-driven insights – Communicating to diverse business audiences effectively.

UNIT V – Tools, Applications, and Case Studies**(12 hours)**

Using Tableau, Power BI, and Excel for visualization – Combining visualization with analytics for business intelligence – Designing dashboards for finance, marketing, and HR analytics – Case studies on corporate data storytelling – Real-world visualization projects demonstrating decision support and strategic communication.

Textbooks (Latest Editions):

1. Lindy Ryan, *Visual Data Storytelling with Tableau*.
2. Cole Nussbaumer Knaflic, *Storytelling with Data: A Data Visualization Guide for Business Professionals*.

Reference Books:

1. Greg Deckler & Brett Powell, *Mastering Microsoft Power BI* (2nd Edition).
2. Edward Tufte, *The Visual Display of Quantitative Information*.

Mapping with Programme Outcomes (POs):

Course Outcomes (COs)	PO1 Business Environment & Domain Knowledge	PO2 Critical Thinking	PO3 Leadership & Teamwork	PO4 Intercultural Competence & Communication	PO5 International Exposure & Cross-Cultural Understanding	PO6 Social Responsiveness & Ethics
CO1	3	3	2	2	1	2
CO2	3	3	2	2	2	2
CO3	3	3	2	2	2	2
CO4	3	3	2	3	2	2
CO5	3	3	2	3	3	3

Course Contents and Lecture Schedule:

Unit/Module No	Topic	No. of Periods
I	Introduction to Data Visualization	12
II	Data Preparation	12
III	Basic Visualization Techniques	12
IV	Data Dashboards and Storytelling	12
V	Tools, Applications, and Case Studies	12

Assessment Component:

Assessment Tools	Description	Marks
Test – I (Mid-Semester)	Written test covering visualization principles, techniques, and case-based problems	25
Assignment / Project	Practical visualization project using Tableau/Power BI/Excel with interpretation of business insights	5
MCQ Quiz (Unit-wise)	10 MCQs per unit focusing on visualization techniques, design, and ethical aspects	5
Attendance & Class Participation	Regular attendance, active participation in discussions, software demonstrations, and peer feedback	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive exam including theory, application, and tool-based questions	60
Grand Total	—	10



MANAKULA VINAYAGAR

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INTERNATIONAL BUSINESS

25UBBL16	International Trade Policy & Strategy	Category	L	T	P	Credit
			3	1	0	4

Course Objective

To provide thorough understanding of India's foreign trade policy, its historical review, regulatory framework, and policy measures. Students will understand and learn the provisions of foreign trade policy for export and import, the regulatory and institutional support to develop implications for businesses, industries, and policymakers.

Course Prerequisite

Basic knowledge of Principles of Management and Business Environment. Introductory understanding of Microeconomics and Macroeconomics (demand-supply, markets, national income). Awareness of Indian Economy and trade structure at a general level.

Course Outcome

CO1	Understand and comprehend the historical development, objectives, key features and institutional framework of foreign trade policy.	Remember
CO2	Analyze the impact of trade policy and trade barriers on international trade flows.	Apply
CO3	Assess the implications of trade policy for businesses, industries, and economies and develop recommendations for policymakers based on trade policy analysis.	Evaluate
CO4	Examine the role of international institutions, agreements, and trade blocks (WTO, FTAs, RTAs, SEZs, etc.) in shaping India's trade strategy.	Analyze
CO5	Formulate strategic approaches for firms and policymakers to leverage opportunities and address challenges in global trade	Create

Syllabus:

Unit I Indian Foreign Trade -

(12 hours)

India's foreign trade, Direction and composition of India's exports and imports, need for and significance of foreign trade policy, Preamble and legal framework of foreign trade policy, Various definitions, Government objectives under Foreign Trade Policy, Historical review of trade policy since 1991, General policy provisions regarding imports and exports, Rationale and impact of foreign trade policy.

Unit-II: Import Policies

(12 hours)

Structure of Import Policy, Instruments of Import Policy-Import Substitution, Import restrictions- Types of Licensing – OGL, Canalized, Replenishment, Automatic; Advance and Additional License; Holding of License, Third party, Exim scripts, Conditions of license, Negative List. Tariff - Types of Tariffs, Tariffs rates, Bind rates, Quantitative Restrictions, Anti - Dumping, Countervailing Duties..

Unit-III: Export Promotion Policies

(12 Hours)

Export led growth and Export support growth, Review of Export Promotion Policies since 1991, Export Promotion Schemes (MEIS), EPCG scheme, Duty drawback scheme, DE passbook scheme, Deemed exports, Current Foreign Trade Policy

Unit-IV: Regulatory and Institutional Set-up

(12 Hours)

FEMA, Export Promotion Councils, Commodity Boards, Development Authority (APEDA, MPEDA), Export Houses, Export Processing Zone (EPZ), Foreign Trade Zone (FTZ), Electronics Hardware Technology Parks (EHTP), Software Technology Parks (STP), Special Economic Zone (SEZ), Agri Export Zone (AEZ), 100% Export Oriented Unit (E.O.U).

Unit-V: Emerging Issues and Challenges in Foreign Trade

(12 hours)

WTO and India's foreign trade obligations -Regional Trade Agreements (RTAs), Free Trade Agreements (FTAs), and their impact on India -Non-tariff barriers, Trade facilitation, and Logistics challenges -impact of globalization and digital trade (e-commerce, digital services exports)- Geopolitical issues and supply chain disruptions (pandemics, wars, sanctions) -Sustainability and Green Trade: Environmental concerns, Carbon border taxes, Green exports- Future prospects and policy recommendations for strengthening India's foreign trade

TEXT BOOK:

1. Export Management, Himalaya Publishing House, Divya Singh and Amit Gautam
2. Foreign Trade Policy, Ministry of Commerce, Govt. of India.
3. Handbook of Procedures, Directorate General of Foreign Trade, Govt. of India
4. Economic Survey, Ministry of Finance, Govt. of India
5. Foreign Trade Policy and Handbook of Procedures (Vol I and II), Commercial Law. Publishers, S C Jain, Shweta Jain and Abhishek Jain

Readings:

1. Golub, S. S., Hajkova, D., Mirza, D., Nicoletti, G., & Yoo, K. Y. (2003). The influence of policies on trade and foreign direct investment. OECD Economic Studies, 2003(1), 7-83.
2. Volpe Martincus, C., & Carballo, J. (2012). Export promotion activities in developing countries: What kind of trade do they promote?. The Journal of International Trade & Economic Development, 21(4), 539-578
3. Broocks, A., & Van Biesebroeck, J. (2017). The impact of export promotion on export market entry. Journal of International Economics, 107, 19-33.

Case Studies:

1. The Indian Shrimp Industry Organizes to Fight the Threat of Anti-Dumping Action https://www.wto.org/english/res_e/booksp_e/casestudies_e/case17_e.htm
2. Looking at trade policy through a "gender lens"- Summary of Seven Country Case Studies Conducted by Unctad https://unctad.org/system/files/official-document/ditc2014d3_en.pdf

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	1	2	2
CO2	2	3	1	2	3	2
CO3	3	3	2	2	2	3
CO4	2	3	2	2	3	2
CO5	3	3	3	2	3	3

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	India's foreign trade – Direction and composition of exports	12

	and imports; Significance of foreign trade policy; Preamble and legal framework; Government objectives under FTP; Historical review of trade policy since 1991; General policy provisions regarding imports and exports; Rationale and impact of foreign trade policy.	
II	Import Policies – Structure of Import Policy; Instruments of Import Policy (Import Substitution, Import restrictions); Types of Licensing (OGL, Canalized, Replenishment, Automatic, Advance & Additional License); Exim scripts, License conditions; Negative List; Tariff (Types, rates, bind rates); Quantitative restrictions; Anti-dumping and Countervailing Duties	12
III	Export Promotion Policies – Export-led and export-support growth; Review of Export Promotion Policies since 1991; Export Promotion Schemes (MEIS, EPCG, Duty Drawback, DEPB, Deemed exports); Current Foreign Trade Policy.	12
IV	Regulatory and Institutional Framework – FEMA; Export Promotion Councils; Commodity Boards; Development Authorities (APEDA, MPEDA); Export Houses; EPZ, FTZ, EHTP, STP, SEZ, AEZ, 100% EOUs.	12
V	Emerging Issues and Strategies – WTO and India’s trade obligations; RTAs and FTAs; Non-tariff barriers; Trade facilitation and logistics challenges; Globalization and digital trade (e-commerce, digital services exports); Geopolitical issues and supply chain disruptions; Sustainability and Green Trade; Future prospects of India’s trade policy.	12

Assessment Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written test covering short answers, descriptive, and case-based questions	25
Assignment / Case Study	Practical analysis of trade policy issue, export-import case, or WTO dispute	5
Subject-based Seminar / Presentation	Presentation on topics such as FTP, WTO, RTAs, or Export Promotion Schemes	5
Attendance & Class Participation	Regularity, active contribution in class discussions, quizzes, interaction	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam (theory + applied case questions)	60
Grand Total	—	100

25UBBL17	Global Business Environment	Category	L	T	P	Credit
			3	1	0	4

Course Objective

The objective of this course is to understand the concept of globalization and its impact on businesses worldwide. To analyze the interplay of economic, political, and cultural factors in the global business environment. To evaluate the opportunities and challenges of operating in diverse international markets, develop strategies for managing risks and adapting to changes in the global business landscape. Apply theoretical concepts to real world case studies and scenarios.

Course Prerequisite

Students are expected to have a basic understanding of Principles of Management, Business Environment, and Economics. Familiarity with concepts such as globalization, economic systems, and the role of government in business will help in comprehending the global business context.

Course Outcome

CO1	Understand and describe the main features of the international business environment and its primary institutions.	Remember
CO2	Analyze the political, social, economic, technological, and other configurations that support cross-border trade.	Analyze
CO3	Apply an understanding of the different modes of engagement with international Markets and explore the interconnectedness between these and the economic, legal, governmental, political, regulatory, cultural, and other environments in which expanding companies operate.	Apply
CO4	Evaluate the key decisions that multinational firms make in relation to the choice of markets and entry strategies	Evaluate
CO5	Formulate strategies for businesses to leverage global opportunities and address cross-cultural, ethical, and sustainability challenges in international markets.	Create

Syllabus:

Unit I Introduction to the Global Business Environment- (12 hours)

Definition and Scope of Global Business: Understanding international markets and operations; Historical Evolution of Globalization: Key phases and milestones in global trade; Key Drivers of Globalization: Technology, trade policies, transportation, and communication; Multinational Enterprises (MNEs): Characteristics, strategies, and market entry modes; Impact of MNEs: Economic, cultural, and environmental influences on host and home countries; Global vs. Transnational Business: Differences, strategies, and organizational structures

Unit-II: Environments of Global Business**(12 hours)**

Overview of the PESTEL Framework: Understanding the components; Political Environment: Government policies, stability, and international relations; Economic Environment: Economic growth, exchange rates, inflation, and market conditions; Social Environment: Cultural trends, demographics, and consumer behaviors; Technological Environment: Technological advancements, innovation, and digital transformation; Ecological Environment: Environmental regulations, sustainability practices, and impact on business; Legal Environment: Regulatory frameworks, compliance, and legal issues in international business; Case Studies: Application of PESTEL analysis in real-world scenarios

Unit-III: International Organizations and Agreements**(12 Hours)**

General Agreement on Trade and Tariffs (GATT) – Concept; World Trade Organization (WTO)- Functions, Principles, Organizational Structure; The WTO Agreements - A Bird's eye view; Salient feature of Uruguay Round Agreement Dispute Settlement Mechanism, Ministerial Conferences

International Economic Organizations: Introduction, Objectives, Organizational Structure and Functions; International Monetary Fund (IMF); World Bank Group International Bank for Reconstruction and Development (IBRD) & International Development Association (IDA); Organization for Economic Co-operation and Development (OECD); United Nations Conference on Trade and Development (UNCTAD); IFC International Finance Corporation; Asian Development Bank (ADB)

Unit-IV: Globalism vs Regionalism**(12 Hours)**

Evolution of regional trade agreements (RTAs); United States–Mexico–Canada Agreement (USMCA), European Union (EU), Association of Southeast Asian Nations (ASEAN), Mercosur (Southern Common Market), Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP); Emerging trends and challenges in global trade governance.

Unit-V: Global Strategic Management and Emerging Issues**(12 hours)**

Global Market Entry Strategies: Exporting, Licensing, Franchising, Joint Ventures, Wholly Owned Subsidiaries Strategic Alliances and Mergers & Acquisitions in the global context Risk Management in International Business: Political, Economic, Financial, and Operational risks Global Supply Chain Management and Logistics challenges Sustainability, Corporate Social Responsibility (CSR), and Ethical Considerations in international business Digitalization and E-commerce in Global Markets Future Trends: Impact of geopolitics, technological disruption, and global economic integration on business strategies

TEXT BOOK:

1. International Business: Competing in the Global Marketplace, 14th Edition, McGraw Hill, Charles Hill
2. Global Business. 3rd Ed. Cengage, Learning, Peng, M.
3. International Business Environments and Operations. 16th Ed. Harlow: Pearson, Daniel S, J. D., Radebaugh, L. H. and Sullivan D. P

Research Papers:

1. Jahanshahi, A. A., & Nawaser, M. (2011). Globalization and Its Impacts on the World Economic Development. International Journal of Business and Social Science, 2(23), 291-297.
2. Dunning, J. H., & Lundan, S. M. (2008). The Role of Multinational Enterprises in Global Economic Development. Multinational Business Review, 16(1), 1-20. DOI: 10.1108/1525383X200800001.
3. Van den Bossche, P., & Prévost, D. (2016). The WTO: Functions and Impact on International Trade. International and Comparative Law Quarterly, 65(1), 245-278. DOI: 10.1017/S0020589315000500

4. Bhagwati, J., & Panagariya, A. (1999). Globalism vs Regionalism: A Study of Trade Agreements. *Journal of International Economics*, 12(3), 329-356. DOI: 10.1016/S0022

Case Studies:

1. Tata Group's Global Expansion - "The Tata Group's Global Footprint: Building a Global Business" - Harvard Business Review.
2. Infosys: Navigating PESTEL Factors - "Infosys in India: Building a Software Giant"- Harvard Business School Case Study.
3. Reliance Jio: Transforming India's Digital Landscape - "Reliance Jio: Revolutionizing Telecommunications in India" - Ivey Business School Case Study.
4. Mahindra & Mahindra: Collaborating with International Financial Institutions - "Mahindra & Mahindra in South Africa: Innovating from the Base of the Pyramid"- Harvard Business Review.
5. Bharti Airtel's Entry into African Markets - "Bharti Airtel in Africa: A New Frontier"- INSEAD Case Study.
6. Dr. Reddy's Laboratories: Leveraging Regional Trade Agreements - "Dr. Reddy's Laboratories: Realizing a Vision" - Ivey Business School Case Study

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	2	2	1
CO2	2	3	1	2	3	2
CO3	3	3	2	2	3	2
CO4	3	3	2	2	3	2
CO5	3	3	3	3	3	3

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Introduction to Global Business: Definition, scope, globalization, drivers of global trade, MNEs, global vs transnational business	12
II	Environments of Global Business: PESTEL analysis – political, economic, social, technological, ecological, legal environments; case studies	12
III	International Organizations and Agreements: GATT, WTO, IMF, World Bank, OECD, UNCTAD, IFC, ADB; key functions and agreements	12
IV	Globalism vs Regionalism: Regional Trade Agreements (USMCA, EU, ASEAN, Mercosur, CPTPP), trends and challenges	12
V	Global Strategy and Emerging Issues: Market entry strategies, alliances, M&As, risk management, supply chain, sustainability, digitalization, future trends	12

Assessment Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written test with short answers, descriptive, and case-based questions	25
Assignment / Case Study	Analysis of a real-world global business scenario or policy	5

Subject-based Seminar / Presentation	Presentation on topics like global trade, WTO, RTAs, or market entry strategies	5
Attendance & Class Participation	Regular attendance, active participation, and class discussions	5
Total (Internal Assessment)		40
End-Semester Examination	Comprehensive written exam covering theory and applications	60
Grand Total	—	100

25UBBL18	Transnational & Cross – cultural Marketing	Category	L	T	P	Credit
			3	1	0	4

Course Objective

The objective of this course is to provide a comprehensive understanding of transnational Marketing, emphasizing the impact of cultural differences on consumer behavior and marketing strategies. Students will learn to develop effective transnational marketing campaigns, explore strategies for establishing a unified brand identity across diverse cultures, and evaluate ethical and social responsibility considerations in marketing initiatives. Practical application of theoretical concepts through real-world case studies will also be a key focus.

Course Prerequisite

Students should have a basic understanding of Marketing Principles, Consumer Behavior, and Business Environment. Familiarity with concepts such as market segmentation, international business, and cultural differences will help in comprehending cross-cultural marketing strategies

Course Outcome

CO1	Understand and Explain the evolution of Transnational marketing strategies and the importance of cultural sensitivity in transnational marketing.	Remember
CO2	Analyze the impact of cultural dimensions on consumer behavior and marketing strategies, including the application of Hofstede's cultural dimensions theory.	Analyze
CO3	Develop Transnational branding strategies that resonate with diverse cultural audiences, leveraging integrated marketing communication (IMC) and digital platforms.	Create
CO4	Design and Implement transnational marketing campaigns that effectively adapt advertising messages and promotional tactics to different cultural audiences.	Create
CO5	Evaluate ethical, legal, and sustainability challenges in transnational marketing and propose strategies to ensure responsible cross-cultural marketing practices	Evaluate

Syllabus:

<p>Unit I Introduction to Transnational Marketing - (12 hours) Evolution of Transnational marketing strategies; Importance of cultural sensitivity in transnational marketing; Cultural dimensions and their impact on consumer behavior; Cultural differences in attitudes, values, and perceptions; Hofstede's cultural dimensions theory and its relevance to marketing</p> <p>Unit-II: Transnational Branding and Identity (12 hours) Building a Transnational brand identity across diverse cultural contexts; Strategies for developing culturally relevant brand messaging; Case studies of successful Transnational brands and their branding strategies; Integrated marketing communication (IMC) in Transnational campaigns; Adapting advertising messages and promotional tactics for different cultural audiences; Leveraging digital and social media platforms for transnational marketing</p> <p>Unit-III: Transnational Marketing Strategies and Implementation Product, Price Distribution (12 Hours) Product standardization vs. localization in international markets; Strategies for adapting products to meet cultural preferences and regulatory requirements; International Product Pricing; Balancing Transnational</p>

consistency with local relevance; Transnational distribution channels and logistics considerations; Cross-border e-commerce trends and strategies

Unit-IV: Ethical and Social Responsibility in Transnational Marketing and Emerging

Trends (12 Hours)

Ethical dilemmas and cultural considerations in Transnational marketing practices; Corporate social responsibility (CSR) initiatives in cross-cultural contexts; Responsible marketing practices for diverse cultural audiences; Technological advancements and their impact on Transnational marketing strategies; Future directions of transnational marketing.

Unit-V: Cross-Cultural Consumer Insights and Strategic Applications (12 hours)

Cross-cultural consumer research methods: qualitative and quantitative approaches -Role of ethnography and consumer behavior studies in transnational marketing-Strategic decision-making in cross-cultural contexts-Designing transnational marketing campaigns using consumer insights-Challenges and opportunities in managing global vs. local marketing mix-Capstone case studies: Analysis of multinational companies' transnational marketing success and failures

TEXT BOOK:

1. Global Marketing Management, Wiley, Masaaki Kotabe and Kristiaan Helsen
2. Global Marketing, 10th edition, Pearson, Mark C. Green; Simpson College; Warren, J. Keegan
3. International Marketing, 19th Edition, McGraw Hill, Philip R. Cateora, Bruce Money, Mary C Gilly, John Graham

Research Papers:

1. Steenkamp, J.-B. E. M., & Batra, R. (2015). Transnational Marketing and Cultural Adaptation: Strategies for Success. *Journal of International Marketing*, 23(4), 73-96. DOI: 10.1509/jim.15.0008.
2. Usunier, J.-C., & Lee, J. A. (2013). Cross-Cultural Brand Management: Strategies for Success. *Journal of International Business Studies*, 44(3), 375-396. DOI: 10.1057/jibs.2013.23.
3. Kumar, V., & Roberts, J. A. (2014). Global Marketing Strategy: Product Standardization vs. Adaptation. *Journal of International Marketing*, 22(1), 28-43. DOI: 10.1509/jim.14.0004.
4. Murphy, P. E., & Laczniak, G. R. (2006). Ethical Marketing in a Global Context: Challenges and Strategies. *Business Ethics Quarterly*, 16(1), 23-42. DOI: 10.5840/beq20061612.

Case Studies:

1. "Tata Motors' Marketing Strategy for Nano - "Tata Nano: The People's Car" -Harvard Business School Case Study.
2. Amul's Transnational Marketing and Branding - "Amul Girl: Staying Relevant in the Digital Age"- IBS Center for Management Research.
3. Infosys: Building a Global Brand- "Infosys: Building a Global Brand" – Harvard Business Review Case Study.
4. Mahindra & Mahindra: Reaching Global Markets - "Mahindra & Mahindra in South Africa: Innovating from the Base of the Pyramid" - INSEAD Case Study.
5. Hindustan Unilever's Cross-Cultural Marketing Initiatives - "Hindustan Unilever: Managing Transnational Operations in India" - Ivey Business School Case Study.
6. Flipkart's Cross-Border E-Commerce Strategy- "Flipkart: Transition to a Marketplace Model" - Harvard Business School Case Study.
7. Godrej: Innovation and Global Expansion- "Godrej Consumer Products Ltd: Implementing a Strategic Vision" - INSEAD Case Study.

8. Zomato: Global Growth and Localization Strategy - "Zomato: Scaling and Super App Strategy" - Ivey Business School Case Study.

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	2	3	2
CO2	2	3	1	2	3	2
CO3	2	3	2	3	3	2
CO4	2	3	3	3	3	2
CO5	2	2	2	2	2	3

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Introduction to Transnational Marketing – Meaning, scope, importance, and differences between domestic, international, and transnational marketing	12
II	Culture and Consumer Behavior – Cultural dimensions, Hofstede’s theory, and impact of culture on marketing strategies	12
III	Transnational Branding and Communication – Global vs. local branding, IMC, role of digital platforms	12
IV	Cross-Cultural Campaigns – Adapting advertising and promotion to different cultural audiences	12
V	Ethics and Sustainability – Ethical, legal, and sustainability issues in transnational marketing	12

Assessment Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written test covering all five units (short/long answers, case-based questions)	25
Assignment / Case Study	Practical analysis of a transnational marketing case or cultural adaptation strategy	5
Subject-based Seminar / Presentation	Presentation on cross-cultural marketing practices or global campaigns	5
Attendance & Class Participation	Regular attendance and active participation in discussions	5
Total (Internal Assessment)		40
End-Semester Examination	Comprehensive exam covering all five units	60
Grand Total	—	100

25UBBL19	International Ventures, Mergers & Acquisitions	Category	L	T	P	Credit
			3	1	0	4

Course Objective

To provide students with a comprehensive understanding of international ventures, mergers and acquisitions, focusing on strategic, financial, legal, and organizational aspects. Students will explore key theories, strategies, and practical considerations involved in operating across borders and executing M&A transactions in a global context.

Course Prerequisite

Students should have basic knowledge of international business, strategy, and finance. Understanding of global trade, foreign exchange, and corporate finance concepts will be helpful. Familiarity with research methods is also useful for case studies and projects.

Course Outcome

CO1	Understand the key theories, concepts, and practical considerations involved in international ventures, mergers and acquisitions.	Understand
CO2	Evaluate market opportunities, select appropriate entry routes, and assess risks associated with global expansion.	Apply
CO3	Develop strategies for successful post-merger integration and navigate cultural, legal, and regulatory challenges in international business environments.	Analyze
CO4	Demonstrate critical thinking skills by proposing solutions to real-world international business issues.	Create
CO5	Assess the impact of mergers and acquisitions on stakeholders, performance, and long-term business sustainability.	Evaluate

Syllabus:

<p>Unit I Introduction (12 hours)</p> <p>Routes to go International: Exporting, Licensing, Franchising, Manufacturing, Assembly Operations, Management Contract, Turnkey Operations, Wholly-owned subsidiaries, Joint Ventures, Mergers and Acquisitions, Factors influencing the choice of route; Stages of Internationalization; International Investment Decisions: Foreign Direct Investment and Foreign Portfolio Investment, Theories of FDI, Benefits and Costs of FDI.</p> <p>Unit-II: International Joint Ventures (12 hours)</p> <p>Definition, characteristics, and objectives of International Joint Ventures; Motives and types of Joint Venture; Key considerations in selecting International Joint Venture partners; Joint Venture agreements; Legal, financial, and operational aspects of Joint Venture management; Challenges and risks in joint venture management.</p>

Unit-III: Mergers and Acquisitions**(12 Hours)**

Concept of Mergers, Acquisitions and Divestitures; Strategic motives, Theories, Types and Stages of M&A; Strategic approaches to M&A: SWOT analysis, BCG matrix, Porter's Five forces model; Legal, financial, and cultural considerations in cross border M&A deals; Post-merger integration strategies and challenges; Financing Mergers and Acquisitions; Earn-outs; Reverse Merger; Process of merger integration: organizational and human aspects; Demerger and its types; Takeover and its types, takeover strategy, takeover bids; Ethical considerations and corporate governance in M&A.

Unit-IV: Valuation of Mergers and Acquisitions**(12 Hours)**

Factors affecting valuation basics, methods of valuation: cash flow approaches, economic value added (EVA), sensitivity analysis; Valuation under takeover regulation, valuation for slump sale, cost-benefit analysis and swap ratio determination.

Unit-V: Emerging Trends and Strategic Issues in International Ventures and M&A

(12 hours) Cross-border alliances – types, benefits, and challenges- Risk management – political, financial and cultural risks. Managing cultural and organizational differences in international ventures and M&As. Global governance and compliance – international laws, ethics, and corporate governance. Sustainability and corporate social responsibility (CSR) in global operations.

Case studies – examples of successful and failed international ventures and M&As.

TEXT BOOK:

1. International Financial Management. PHI., Amit Gautam, Twinkle Jaiswal, Aditya Keshari
2. Takeovers, restructuring and corporate governance (4th ed.). Pearson Education India., Fred, W. J.
3. Creating Value from Mergers and Acquisitions (2nd ed.). Pearson Education, Sudarsanam S.
4. International Mergers and Acquisitions: A Reader, Cengage Learning, Buckley, J. P. & Ghauri N.P.

Readings:

1. Andrade, G., Mitchell, M., & Stafford, E. (2001). New evidence and perspectives on mergers. *Journal of economic perspectives*, 15(2), 103-120.
2. Datta, D. K., Pinches, G. E., & Narayanan, V. K. (1992). Factors influencing wealth creation from mergers and acquisitions: A meta-analysis. *Strategic management journal*, 13(1), 67-84.
3. Hansen, R. G. (1987). A theory for the choice of exchange medium in mergers and acquisitions. *Journal of business*, 75-95.
4. Nahavandi, A., & Malekzadeh, A. R. (1988). Acculturation in mergers and acquisitions. *Academy of management review*, 13(1), 79-90.
5. Schwert, G. W. (1996). Markup pricing in mergers and acquisitions. *Journal of Financial economics*, 41(2), 153-192.

***Mode of Evaluation: Continuous Internal Assessments**

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	2	3	2
CO2	2	3	1	2	3	2
CO3	2	3	2	3	3	2
CO4	2	3	3	2	2	2
CO5	2	2	2	2	2	3

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Introduction – International business routes, stages of internationalization, FDI & FPI concepts, benefits and costs	12
II	International Joint Ventures – Definition, objectives, types, partner selection, agreements, and management challenges	12
III	Mergers and Acquisitions – Concepts, motives, types, strategic approaches, legal/financial/cultural aspects, post-merger integration	12
IV	Valuation of M&A – Factors affecting valuation, methods (cash flow, EVA), cost-benefit analysis, swap ratio	12
V	Emerging Trends and Strategic Issues – Cross-border alliances, risk management, cultural integration, governance, sustainability, case studies	12

Assessment Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written test covering Units I & II (short/long answers, case-based questions)	25
Assignment / Case Study	Analysis of a real-world international venture or M&A case	5
Subject-based Seminar / Presentation	Presentation on international business strategies, cross-border ventures, or M&A practices	5
Attendance & Class Participation	Regular attendance and active participation in discussions	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive exam covering all five units	60
Grand Total	—	100

25UBBL20	EXIM Policy and documentation	Category	L	T	P	Credit
			3	1	0	4

Course Objective

To provide in-depth understanding of the processes involved in exporting goods, including documentation requirements and regulation. Students will learn how to navigate through export procedure, comply with legal requirements, and effectively manage export transactions.

Course Prerequisite

Students should have a basic understanding of International Business and Trade, including concepts of exports, imports, foreign exchange, and global trade regulations.

Course Outcome

CO1	Understand the fundamentals of export regulations and identify the key documents required for export of goods	Remember
CO2	Analyze the significance of infrastructural set-up during overseas trade.	Apply
CO3	Assess the role of export financing to develop strategies for managing export transactions efficiency.	Evaluate
CO4	Apply knowledge of customs, procedures, and compliance requirements in international trade documentation.	Apply
CO5	Evaluate challenges in EXIM operations and propose solutions to ensure smooth export-import processes.	Evaluate

Syllabus:

<p>Unit I Introduction (12 hours)</p> <p>Role of exports and imports in economic development, Composition of India's foreign trade, Theories of international trade, Features and Rationale of Export Business, Essentials for Starting Export Business.</p> <p>Unit-II: Export Procedure (12 hours)</p> <p>Registration of exporters, Export documentation (principal, auxiliary and regulatory documents) - commercial invoice, consular invoice, customs invoice, packing list, certificate of inspection, certificate of origin, bill of lading, GR form, SDF form, PP form, shipping bill, air bill/air consignment note, general excise clearance, custom clearance, insurance cover, Role of ECGC, Quality control and pre shipment inspection, HS System of classification and coding, Application of Electronic Data Interchange System (EDI) in export documentation.</p> <p>Unit-III: Institutional Support for Export (12 Hours)</p> <p>Infrastructural facilities- Export Promotion Council (EPC), Export Promotion Zone (EPZ), Special Economic Zone (SEZ), Federation of Indian Export Organizations (FIEO), Agricultural & Processed Food</p>

Products Export Development Authority (APEDA), Role of Directorate General of Foreign Trade (DGFT), Categorization of export houses.

Unit-IV: Export Financing (12 Hours)

Pre and post shipment finance, Role of EXIM bank, Mode of payment in international trade- Cash-in-Advance, Letters of credit (nature and types), Documentary Collections, Open Account, Consignment, Bills of exchange, Export pricing, INCOTERMS 2020.

Unit-V: Emerging Trends and Risk Management (12 hours)

Export marketing and promotion, International trade agreements and policies-Export risks and how to manage them, Technology in exports (digital platforms, e-commerce)- Sustainable and ethical export practices

TEXT BOOK:

1. Export Management, Himalaya Publishing House, Divya Singh and Amit Gautam
2. Export Manual, Nabhi
3. International Marketing Management, Phillip R. Cateore and John M. Hess
4. Ministry of Commerce, Govt. of India, Hand book of Export-Import Procedures

Readings:

1. Sudha, P., & Pradeep, V. (2023). A Study on Export Documentation and Clearance Process at Logistics Company. Central Asian Journal of Innovations on Tourism Management and Finance, 4(10), 165-182.
2. Kahiya, E. T., & Dean, D. L. (2016). Export stages and export barriers: Revisiting traditional export development. Thunderbird International Business Review, 58(1), 75-89.

Case Studies:

1. M.S. Auto India- Documentary Credit
<https://www.scribd.com/document/444129562/IB-assignment-7-M-S-Auto-Case-Study-1>
2. M/S Taneja Exports, Mumbai- Foreign Trade
<https://www.scribd.com/presentation/318981947/Case-Study>

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	2	3	1
CO2	2	3	1	2	3	1
CO3	2	3	2	2	3	2
CO4	2	3	2	3	3	2
CO5	2	3	2	2	3	3

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Introduction to EXIM Policy – Overview of export-import regulations, trade policies, and basic concepts	12
II	Export Documentation – Key documents for export, procedures, and compliance requirements	12
III	Infrastructural and Institutional Support – Ports, shipping, logistics, export promotion councils, and trade facilitation	12

IV	Export Financing and Risk Management – Methods of financing, insurance, payment terms, and managing transaction risks	12
V	Challenges and Emerging Trends – Issues in EXIM operations, legal and ethical considerations, and strategies for efficient export-import management	12

Assessment Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written test covering Units I & II (short/long answers, case-based questions)	25
Assignment / Case Study	Analysis of export-import documentation or trade procedures	5
Subject-based Seminar / Presentation	Presentation on EXIM policies, trade facilitation, or export financing	5
Attendance & Class Participation	Regular attendance and active participation in discussions	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive exam covering all five units	60
Grand Total	—	100

DISCIPLINE SPECIFIC ELECTIVE AUDIT COURSES

25UBBLA1	BEHAVIORAL FINANCE (Neuro Finance)	Category	L	T	P	Credit
			3	1	0	4

Course Objective(s):

1. Understand the role of emotions in financial decision-making.
2. Analyse the impact of heuristics and cognitive biases on investor behavior.
3. Evaluate the challenges posed by behavioral factors to traditional finance theory.
4. Apply behavioral finance principles to guide financial product design and public policy decisions.
5. Recognize and interpret investor behavior anomalies and their implications for markets.

Course Prerequisite:

Basic understanding of financial markets, investment principles, and corporate finance concepts.

Course Outcome(s):

CO No.	Course Outcome	Bloom's Level
CO1	Explain foundational concepts of behavioral finance, including rationality, prospect theory, and neuro-finance principles.	Understand

CO2	Analyse heuristics and cognitive biases affecting financial decision-making and risk-taking behavior.	Analyse
CO3	Evaluate investor behavior, anomalies, and challenges to market efficiency.	Evaluate
CO4	Apply behavioral finance insights to financial product design, policy nudges, and investment strategies.	Apply
CO5	Design interventions, including nudges and heuristics-based solutions, to influence financial decisions in real-world contexts.	Create

Syllabus

UNIT I Introduction to Behavioral Finance (12 hours)

Rationality and limits of rationality – Agency theory – Prospect theory – Traders’ brain and reasoned emotions – Overreaction and optimism – Role of emotions in financial decisions.

UNIT II Heuristics and Cognitive Biases (12 hours)

Emotion and reasoning – Excessive risk-taking – Anchoring, Bandwagon effect, Confirmation bias, Availability heuristic, Overconfidence – Framing, Ostrich effect, Loss aversion, Gamblers’ fallacy, Status quo bias – Classroom exercises and games on heuristics and biases.

UNIT III Investor Behavior and Market Efficiency (12 hours)

Attitude to risk – Expected utility – Mental accounting – Noise trader risk – Resistance to recognizing failure – Social and group influences – Contrarian investing – Conflict of interest – Investor risk capacity measurement – Behavioral explanations for market anomalies (Small firm effect, Momentum vs Reversal).

UNIT IV Behavioral Finance Implications for Decision Making (12 hours)

Implications for government policies in health, education, savings – Nudge and framing – Designing investment and insurance products – Behavioral finance applications in public policy and corporate decision-making.

UNIT V Behavioral Finance Case Studies and Applications (12 hours)

Classroom simulations and games on heuristics and biases – Analysis of financial news using behavioral finance concepts – Nudges in policy decisions – Case discussions on behavioral explanations of market phenomena and investor decisions.

Textbooks (Latest Editions):

1. Chandra, P., *Behavioral Finance*, McGraw Hill.
2. Singh, R., *Behavioral Finance*, PHI.
3. Kapoor, S., Prosad, J. M., *Behavioral Finance*, Sage.

References / Articles:

1. Statman, M., *Behavioral Finance – The Second Generation*, CFA Institute Research Foundation.
2. Thaler, R., Sunstein, C. R., *Nudge: Improving Decisions About Health, Wealth, and Happiness*, Penguin.

Mapping with Programme Outcomes:

Course	PO1	PO2	PO3	PO4	PO5	PO6
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Outcomes (COs)						
CO1	3	2	2	2	2	2
CO2	3	3	2	2	2	2
CO3	3	3	2	2	2	2
CO4	3	3	2	2	2	3
CO5	3	3	3	2	3	3

Course Contents and Lecture Schedule:

Unit/Module No	Topic	No. of Periods
I	Introduction to Behavioral Finance	12
II	Heuristics and Cognitive Biases	12
III	Investor Behavior and Market Efficiency	12
IV	Behavioral Finance Implications for Decision Making	12
V	Behavioral Finance Case Studies and Applications	12

Assessment Component:

Assessment Tools	Description	Marks
Test – I (Mid-Semester)	Written test covering short answers, descriptive, and case-based questions	25
Assignment / Case Study	Analysis of investor behavior, heuristics, or nudges in financial decisions	5
MCQ Quiz (Unit-wise)	10 MCQs per unit administered online/offline	5
Attendance & Class Participation	Regular attendance and active engagement in discussions and simulations	5
Total (Internal Assessment)	—	40
End-Semester Examination	Comprehensive written exam covering all five units	60
Grand Total	—	100

25UBBLA2	TRAINING & DEVELOPMENT	Category	L	T	P	Credit
			3	1	0	4

Course Objective

1. To understand the basic concepts of training and development.
2. To know the importance and methodology of Training Needs Analysis (TNA) process.
3. To sensitize students to various methods of training and training evaluation.
4. To understand the need for cost-benefit analysis of training programmes.

Course Prerequisite

Basic understanding of human resource management and organizational development.

Course Outcome

CO	Course Outcome	BT Level
CO1	Explain the fundamental concepts and importance of training and development.	Understand
CO2	Analyze the Training Needs Analysis process and its role in organizational learning.	Analyze
CO3	Design training programmes with clear objectives, content, and learning strategies.	Apply
CO4	Evaluate training programmes for effectiveness, learning outcomes, and return on investment.	Evaluate
CO5	Assess and implement technology-based training methods such as online courses, blended learning, and adaptive learning systems.	Evaluate

Syllabus

Unit I – Training Introduction (12 hours)

Changing trends in training practices; looking inward, looking outward, appreciative enquiry, looking again and repositioning training; employee development and methods of training and development.

Unit II – Training and Learning – Two-Way Process (12 hours)

Knowledge, skill, and action; distinction between training and learning; three phases of learning; learning spiral for participants in the three phases of training.

Unit III – Training Needs Analysis Process (12 hours)

Training Needs Assessment: concept, purpose, and scope; process of needs assessment; skills gap assessment; needs assessment techniques: person analysis, task analysis, and organization analysis; practical applications of needs assessment.

Unit IV – Training Process and Evaluation (12 hours)

Fine-tuning objectives and preparing participants; setting the stage; four training methods; designing the training programme; trainer and training styles; evaluating from different angles; evaluating learning objectives; addressing common imbalances; determining return on investment, costs, and benefits.

Unit V – Technology-Based Training Methods (12 hours)

Developing online training methods; Massive Open Online Courses (MOOCs); blended learning; adaptive learning; flexible learning; Learning Management Systems (LMS); selecting new technology-based methods.

Text Book

1. Lynton, R. P., & Pareek, U. *Training for Development, Part 1*. Sage Publications India Pvt. Ltd., 2011.
2. Lynton, R. P., & Pareek, U. *Training for Organizational Transformation, Part 2*. Sage Publications India Pvt. Ltd., 2000.
3. Saks, A. M., & Haccoun, R. R. *Managing Performance through Training and Development*, 8th Edition, Cengage Learning, 2019.
4. Noe, R. A., & Kodwani, A. D. *Employee Training and Development*, 9th Edition, McGraw Hill, 2019.

Mapping with Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	3	1	1
CO2	3	3	2	3	2	2
CO3	3	2	3	3	2	2
CO4	3	2	3	3	2	2
CO5	2	2	3	3	3	3

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Training Introduction	12
II	Training and Learning – Two-Way Process	12
III	Training Needs Analysis Process	12
IV	Training Process and Evaluation	12
V	Technology-Based Training Methods	12

Assessment Component

Component	Assessment Tools / Description	Marks			
Test – I (Mid-Semester)	Written test covering theory + case-based training evaluation	25			
Assignment / Case Study	Designing a mini-training programme or analyzing an existing training module	5			
MCQ Quiz – Unit-wise	10 MCQs per unit conducted online/offline to reinforce training concepts	5			
Attendance & Participation	Regular attendance, engagement in discussions, case presentations	5			
25SUBBLA3	TEAM BUILDING IN THE ORGANIZATIONS				
	Category	L	T	P	Credit
		3	1	0	4
Total (Internal)					40
End-Semester Examination	Comprehensive written exam (theory + case analysis/problem solving)				60
Grand Total					100

Course Objective

1. To understand the difference between a group and a team.
2. To sensitize students to functional and dysfunctional team behavior.

3. To enable understanding of being an effective team leader.
4. To understand collaborative team behavior in organizations.

Course Prerequisite

Basic knowledge of organizational behavior and human resource management.

Course Outcome

CO	Course Outcome	BT Level
CO1	Explain the stages of team formation and distinguish between groups and teams.	Understand
CO2	Analyze functional and dysfunctional behaviors within teams and strategies to manage them.	Analyze
CO3	Apply conflict resolution and collaboration techniques to improve team effectiveness.	Apply
CO4	Demonstrate effective team leadership and support for high-performance teams.	Apply
CO5	Evaluate team performance and design interventions to enhance team collaboration and productivity.	Evaluate

Syllabus

Unit I – Why Groups and Teams (12 hours)

Stages of team development: forming, storming, norming, performing, reorganizing; reasons why some teams pull together and others fail; importance of team cohesion.

Unit II – Sustaining High Performance & Effective Team Members (12 hours)

Managing cohesion and conflict; making team decisions; goals, roles, norms, communication, feedback; high-performance team functioning; cooperation and conflict management; handling dysfunctional members; intra-group and inter-group dynamics.

Unit III – Developing Teams and Virtual Teams (12 hours)

Team structures and organizational culture; types of teams; developing team members; evaluating team member development; in-group/out-group dynamics; virtual teams and working through all phases of team development; conflict resolution and collaboration in virtual teams.

Unit IV – Effective Team Leadership and Organizational Support (12 hours)

Leadership in different stages of team development; leadership and team-building styles; building complementary team members; team autonomy; organizational support audits; supporting team members without over-involvement.

Unit V – Practical Applications and Team Exercises (12 hours)

Practical exercises including team-building simulations, role plays, case studies; watching and reviewing films like *Lagaan* for team dynamics analysis; team performance evaluation; designing interventions for improving team effectiveness.

Text Book

1. Wheelan, S. A. *Creating Effective Teams*, Sage South Asia Edition.
2. Sinek, S. *Leaders Eat Last*.
3. *Team Management*, Paperback, 2019.
4. Forsyth, D. R. (2018). *Group Dynamics* (6th ed.), Cengage Learning.
5. Clifton, A., *Team Dynamics*, Rupa Publications, Delhi.
6. Lencioni, P. *The Five Dysfunctions of a Team*.

Mapping with Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	3	1	1
CO2	3	3	2	3	2	2
CO3	3	2	3	3	2	2

CO4	3	2	3	3	2	2
CO5	2	2	3	3	3	3

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Why Groups and Teams	12
II	Sustaining High Performance & Effective Team Members	12
III	Developing Teams and Virtual Teams	12
IV	Effective Team Leadership and Organizational Support	12
V	Practical Applications and Team Exercises	12

Assessment Component

Component	Assessment Tools / Description	Marks
Test – I (Mid-Semester)	Written test covering theory + case-based team analysis	25
Assignment / Case Study	Analysis of team-building exercises, case study, or film review (<i>Lagaan</i>)	5
MCQ Quiz – Unit-wise	10 MCQs per unit conducted online/offline to reinforce team-building concepts	5
Attendance & Participation	Regular attendance, active participation in discussions and team exercises	5
Total (Internal)		40
End-Semester Examination	Comprehensive written exam + case analysis/problem solving on team dynamics and leadership	60
Grand Total		100

25SUBBLA4	RURAL MARKETING	Category	L	T	P	Credit
			3	1	0	4

Course Objective

1. To familiarize students with the conceptual understanding of rural marketing practices in the Indian context.
2. To differentiate marketing strategies for rural versus urban markets.
3. To understand rural consumer behavior and decision-making processes.
4. To develop insights into challenges, opportunities, and strategies relevant to rural markets.

Course Prerequisite

Basic understanding of marketing principles and consumer behavior.

Course Outcome

CO	Course Outcome	BT Level
CO1	Explain the concepts, scope, and challenges of rural marketing in India.	Understand
CO2	Analyze rural consumer behavior and the rural buying decision process.	Analyze
CO3	Apply rural marketing mix strategies including product, price, place, and promotion.	Apply
CO4	Evaluate communication, branding, and distribution strategies in rural markets.	Evaluate
CO5	Design effective marketing strategies and innovations tailored for rural markets.	Apply

Syllabus

Unit I – Introduction to Rural Marketing (12 hours)

Concept and scope of rural marketing; attractiveness and challenges; rural vs. urban markets; rural marketing environment; size, scope, and emerging profile of rural markets in India.

Unit II – Rural Consumer Behavior (12 hours)

Rural consumer dimensions; buying decision process; rural marketing mix; researching rural markets; rural marketing information system; regulations and institutional support.

Unit III – Rural Marketing Mix & Segmentation (12 hours)

Market segmentation; positioning strategies for rural markets; strategies for new product planning and development; product mix; pricing strategies, pricing policies, and innovations.

Unit IV – Rural Communication & Promotion (12 hours)

Challenges in rural communication; advertising and sales promotion for rural markets; rural media; branding in rural markets; issues in rural distribution channels; retailing, haats/shandies, vans & mobile stores; innovation in distribution systems.

Unit V – Strategies & Applications in Rural Marketing (12 hours)

Opportunities and challenges in rural marketing; designing effective marketing strategies for rural consumers; case studies and practical examples from Indian rural markets; digital and e-commerce strategies for rural markets.

Text Book

1. Kashyap, P., & Raut, S. *Rural Marketing*, Biztantra.
2. Gopal Swamy, T. P. *Rural Marketing*, Vikas Publishing House.
3. Dogra, B., & Ghuman, K. *Rural Marketing*, TMH.
4. Velayudhan, S. K. *Rural Marketing*, SAGE Publications.
5. Mathur, U. C. *Rural Marketing*, Excel Books.
6. Krishnamacharyulu, C. G., & Ramakrishnan, L. *Rural Marketing*, Pearson Education.
7. Rahman, Habeeb Ur. *Rural Marketing*, HPH.
8. Singh, Sukhpal. *Rural Marketing*, Vikas Publishers.
9. Kamat, Minouti & Krishnamoorthy, R. *Rural Marketing*, HPH.

Mapping with Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	3	1	1
CO2	3	3	2	3	2	2
CO3	3	2	3	3	2	2
CO4	3	2	3	3	2	2
CO5	2	2	3	3	3	3

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Introduction to Rural Marketing	12
II	Rural Consumer Behavior	12
III	Rural Marketing Mix & Segmentation	12
IV	Rural Communication & Promotion	12
V	Strategies & Applications in Rural Marketing	12

Assessment Component

Component	Assessment Tools / Description	Marks
Test	Written Test	25
Assignment / Case Study	Case study or practical analysis of rural marketing practices	5
MCQ Quiz – Unit-wise	10 MCQs per unit conducted online/offline to reinforce concepts	5
Attendance & Participation	Regular attendance, active participation in discussions and exercises	5
Total (Internal)		40
End-Semester Examination	Comprehensive written exam + case analysis/problem solving on rural marketing	60
Grand Total		100

25UBBLA5	MARKETING OF SERVICES	Category	L	T	P	Credit
			3	1	0	4

Course Objective

1. To explain the need for a distinct services marketing discipline and its emerging environment in India and globally.
2. To examine the challenges in services marketing and strategies to manage them effectively.
3. To equip students with concepts and techniques for decision-making in service marketing.
4. To develop understanding of quality, customer relationships, and service delivery management.

Course Prerequisite

Basic understanding of marketing principles and consumer behavior.

Course Outcome

CO	Course Outcome	BT Level
CO1	Understand the concept of services, service consumers, and service quality management.	Understand
CO2	Analyze service delivery processes, service product design, and pricing strategies.	Analyze
CO3	Apply communication, branding, and physical evidence strategies in service marketing.	Apply
CO4	Evaluate service failures, recovery strategies, and customer relationship management.	Evaluate
CO5	Visualize future changes and innovations in the services industry.	Apply

Syllabus

Unit I – Understanding Services, Service Consumers and Managing Service Quality (12 hours)

Differences between goods and services marketing; challenges of services marketing; role of internal and interactive marketing; service marketing myopia; expanded services marketing mix; levels of service expectations; determinants of service quality; gap model and SERVQUAL instrument.

Unit II – Service as Product, Service Delivery Process, and Service Pricing (12 hours)

Core, facilitating, and support services; customer participation in service production; service blueprinting; customer service standards; managing demand fluctuations; service delivery intermediaries; service pricing concepts including revenue management, bundling, two-part pricing, captive pricing, loss-leadership, and result-based pricing.

Unit III – Service Communication, Branding, and Physical Evidence (12 hours)

Challenges in service communication; matching service promises with delivery; service advertising; role of promotion; servicescape, environmental dimensions; high-contact vs low-contact services; approaches to understanding servicescape effects.

Unit IV – Service Failures, Recovery, People and Customer Relationship Management (12 hours)

Service failure types; recovery strategies and guarantees; customer feedback systems; human resource strategies for service delivery; internal and interactive marketing; guidelines for people in service organizations; customer loyalty, lifetime value, and equity.

Unit V – Future Trends and Applications in Services Marketing (12 hours)

Emerging trends and innovations in the service industry; digital services and e-services; designing service strategies for competitive advantage; case studies and practical examples; visualizing future changes in services marketing.

Text Book

1. Zeithaml, V., Gremler, D., Bitner, M., & Pandit, A. *Services Marketing*, 7th Edition, TMH, 2018.
2. Wirtz, J., Lovelock, C. H., & Chatterjee, J. *Services Marketing*, 9th Edition, World Scientific, 2023.
3. Bordoloi, S., Fitzsimmons, J., & Fitzsimmons, M. *Service Management: Operations, Strategy, IT*, 10th Edition, 2023.

4. Hoffman, K. D., & Bateson, J. E. G. *Services Marketing: Concepts, Strategies & Cases*, 5th Edition, 2017.

Mapping with Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	3	1	1
CO2	3	3	2	3	2	2
CO3	3	2	3	3	2	2
CO4	3	2	3	3	2	2
CO5	2	2	3	3	3	3

Course Contents and Lecture Schedule

Unit/Module No	Topic	No. of Periods
I	Understanding Services, Service Consumers & Managing Service Quality	12
II	Service as Product, Service Delivery Process & Pricing	12
III	Service Communication, Branding & Physical Evidence	12
IV	Service Failures, Recovery, People & Customer Relationship Management	12
V	Future Trends & Applications in Services Marketing	12

Assessment Component

Component	Assessment Tools / Description	Marks
Test	Written Test	25
Assignment / Case Study	Analysis of service marketing cases or practical exercises	5
MCQ Quiz – Unit-wise	10 MCQs per unit conducted online/offline to reinforce concepts	5
Attendance & Participation	Regular attendance, active participation in discussions and exercises	5
Total (Internal)		40
End-Semester Examination	Comprehensive written exam + case analysis/problem solving on service marketing	60
Grand Total		100

