

# PERIYAR UNIVERSITY

*Periyar Palkalai Nagar,*

*Salem-636011*

*(Reaccredited with 'A++' Grade by the NAAC)*

DEPARTMENT OF MANAGEMENT STUDIES

MASTER OF BUSINESS ADMINISTRATION

**EXPORT AND IMPORT MANAGEMENT**

[CHOICE BASED CREDIT SYSTEM (CBCS)]



OBE REGULATIONS AND SYLLABUS

(Effective from the Academic year 2024-2025 onwards)

## **PREAMBLE**

Department of Management Studies is one of the upcoming management institutes in the Southern region of the country. Department of Management Studies offers two-year full-time MBA program in General Management and Export Management with a difference (CBCS – Choice Based Credit Systems) since its inception in 2005. The institute also offers M.Phil. full-time and Ph.D. both full-time and part-time programmes to promote research activities. Department of Management Studies is an active Institutional member of All India Management Association.

Students are selected for MBA Programme based on their performance in Graduation, Group Discussion, Personal Interview and TANCET/MAT Score as per Government Norms. The academic, professional practice and performance standards of the Institute match with the world class business schools. Students of Department of Management Studies are being imparted management education in a very cohesive, disciplined and professional environment. The institute leaves no stone unturned to prepare its students as perfect decision-makers and path finding managers.

The institute is located in a separate spacious, lush green campus in the Salem-Bangalore national highway and is equipped with sprawling infrastructure and instructional facilities. The institute has separate hostel facilities for boys and girls within the University premises.

The institute provides the contemporary Audio-Visual learning equipment's for lectures and has developed its enduring relationship with the industries for providing practical training to the students through industrial visits, summer placement and guest lectures of executives from corporate world.

The University has employed highly experienced and professionally qualified young faculty members with background from industries and education who are dynamic and possess management skills as a trainer.

The interactive and participating methods of learning have been introduced and the students are assessed for the comprehensive skills at the end of each semester. The students Are encouraged to make maximum use of library and computer lab which are available to them round the clock. The learning environment is always continuous and inculcates in the students the best skills of communication and personality development.

The faculty members of Department of Management Studies are actively involving themselves in research and extension activities, paper and book publications. Attending and presenting papers at national and international level seminars, conferences and taking up consultancy services.

The students are provided assistance for the Summer Training and Job Placement in leading organizations.

The Institute strongly emphasis on quality education, effective teaching pedagogies and real industry interface to propel to a better career. The institute will ever look for long term benefits where it equips the students with required employable skills and Managerial traits.

### **VISION**




Imparting the knowledge to the society through formal and informal modes and contributing to nation building.

### **MISSION**

- To institute specialized research centres of Excellence.
- To design courses and to train students to improve academic excellence.
- To enhance academia-industry interaction.
- To involve in extension and outreach programmes.
- To make the University globally known academic and research institution.
- To inculcate values, ethics, scientific temper and environmental awareness.

### **MBA–PROGRAMME OUTCOME (PO)**

After the successful completion of M.B.A. Program, the student is expected to,

-  Making students acquire a comprehensive foundation in the fundamentals of business, the global environment in which they will function, and the analytical tools for managerial decision-making.
-  Training students to acquire required theoretical and relational abilities and feeling of social reasons for administrative leadership.
-  Developing initiative capacities among students to go about as change specialists and be a well spring of inspiration in the business organizations they work in.

- ✚ Enabling the students to become through professionals to fulfil and exceed expectations of Corporate, Government and Society at large without compromising the uprightness, trust worthiness and moral values.
- ✚ Equipping students to become rational decision makers and take decisions based on the factual information by applying appropriate managerial tools and techniques.
- ✚ Enabling students to have research related skills.
- ✚ Equipping students with digital literacy.
- ✚ Have problem solving skills.
- ✚ Express moral and ethical awareness.
- ✚ Have good critical thinking.

### **PROGRAMME PATTERN**

This programme is offered under Choice Based Credit system (CBCS). Students can earn more credits than the stipulated minimum of 90 credits, through Extra Credit Courses via Interdisciplinary (Supportive) Courses).

### **CANDIDATE'S ELIGIBILITY FOR ADMISSION**

A pass in a recognized Bachelor's Degree of Minimum of 3 years duration and obtained at least 50% marks (45% in the case of candidates belonging to reserved category) in the qualifying degree examination and TANCET/MAT/CAT Score/Entrance Examination specifically conducted from the Department of Management Studies or any other equivalent admission test score (For above said exam scores, only the latest entrance exam test score will be considered), Group Discussion and Personnel Interview.

**MASTER OF BUSINESS ADMINISTRATION**  
**EXPORT AND IMPORT MANAGEMENT (FULL-TIME)**

Choice Based Credit System

**Program Educational Outcomes:**

- PEO 1 – Employability:** To develop students with industry specific knowledge & skills to meet the industry requirements and also join Public sector undertaking through competitive examinations.
- PEO 2 – Entrepreneur:** To create effective business service owners, with a growth mindset by enhancing their critical thinking, problem solving and Decision-making skills.
- PEO 3 – Research and Development:** To instill and grow a mindset that focusses efforts towards inculcating and encouraging the students in the field Research and Development.
- PEO 4 – Contribution to Business World:** To produce ethical and innovative business professionals to enhance growth of the business world.
- PEO 5 – Contribution to the Society:** To work and contribute towards holistic development of society by producing competent MBA professionals.

**Program Outcomes:**

- PEO 1 – Problem Solving Skill:** Application of tools & techniques relevant to management theories and practices in analysing & solving business problems.
- PEO 2 – Decision Making Skill:** Fostering analytical and critical thinking abilities for data-based decision making.
- PEO 3 – Ethical Value:** Ability to develop value-based leadership attributes.
- PEO 4 – Communication Skill:** Ability to understand, analyze and effectively communicate global, economic, legal and ethical aspects of business.
- PEO 5 – Individual and Team Leadership Skill:** Ability to be self-motivated in leading & driving a team towards achievement of organizational goals and contributing effectively to establish industrial harmony.

**PEO 6–** Employability Skill: Foster and enhance employability skills through relevant industry subject knowledge.

**PEO 7 –** Entrepreneurial Skill: Equipped with skills and competencies to become a global entrepreneur.

**PEO 8 –** Contribution to Society: Strive towards becoming a global influencer and motivating future generation towards building a legacy that contributes to overall growth of humankind.

### **PEO – PO MAPPING**

	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
PEO 1	Y	Y	Y	Y	Y	Y	Y	Y
PEO 2	Y	Y	Y	Y	Y	Y	Y	Y
PEO3	Y	Y	Y	Y	Y	Y	Y	Y
PEO 4	Y	Y	Y	Y	Y	Y	Y	Y
PEO 5	Y	Y	Y	Y	Y	Y	Y	Y

Y – Yes

### **CBCS-STRUCTURE OF THE PROGRAMME**

The programme structure comprises of two parts.

<b>Course Component</b>	<b>No. of. Courses</b>	<b>Credits</b>
Core Courses	17	58
Elective Courses (Optional)	06	18
Practical Course (Soft-Skills)	04	08
Supportive Courses (Optional)	01	03
Project (Experiential Learning)	01	12
Internship	01	-
Swayam Course	01	02
Human Rights	01	01
<b>Total</b>	<b>32</b>	<b>102</b>

SEMESTER-I												
COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks	
24UPMBA2C01	Management Principles and Business Ethics	Core	4	-	-	-	60	4	25	75	100	
24UPMBA2C02	Quantitative Techniques and Research Methods in Business	Core	3	1	-	-	60	4	25	75	100	
24UPMBA2C03	Managing Organizational Behaviour	Core	4	-	-	-	60	4	25	75	100	
24UPMBA2C04	Accounting for Managers	Core	3	1	-	-	60	4	25	75	100	
24UPMBA2C05	Managerial Economics	Core	4	-	-	-	60	4	25	75	100	
24UPMBA2C06	Legal Systems in Business	Core	4	-	-	-	60	4	25	75	100	
24UPMBA2C07	Entrepreneurial Skill for Export Business	Extra-Disciplinary	3	-	-	-	45	3	25	75	100	
24UPMBA2S01	Soft Skills I – Executive Communication	Soft Skills	-	-	2	-	30	2	40	60	100	
SEMESTER-II												
24UPMBA2C08	Applied Operations Research	Core	3	1	-	-	60	4	25	75	100	
24UPMBA2C09	Human Resource Management	Core	3	-	-	-	60	3	25	75	100	
24UPMBA2C10	Export Marketing Management	Core	3	-	-	-	60	3	25	75	100	
24UPMBA2C11	Operations Management	Core	3	1	-	-	60	4	25	75	100	
24UPMBA2C12	Financial Management	Core	3	1	-	-	60	4	25	75	100	
24UPMBA2C13	Strategic Management	Core	3	-	-	-	60	3	25	75	100	
24UPMBA2C14	International Business	Extra Disciplinary	3	-	-	-	45	3	25	75	100	
24UPMBA2SW1	Swayam Course	Swayam	-	-	-	-	-	2	-	-	-	
24UPPGC1HO1	Human Rights	-	2	-	-	-	30	1	25	75	100	
24UPMBA2S02	Soft Skills II – Business Etiquette	Soft Skills	-	-	2	-	30	2	40	60	100	
24UPMBA2L01	Export and Import Documentation Lab-I	-	-	-	2	-	30	2	40	60	100	
SEMESTER-III												
24UPMBA2C15	Information Systems for Business	Core	4	-	-	-	60	4	25	75	100	
24UPMBA2EE1	Export Business Environment	Elective	2	-	-	1	45	3	25	75	100	
24UPMBA2EE2	Export–Import Procedures, Documentation and Logistics	Elective	2	-	1	-	45	3	25	75	100	
24UPMBA2EE3	International Marketing Management	Elective	2	-	-	1	45	3	25	75	100	
24UPMBA2EE4	Export Finance and Promotion	Elective	2	-	1	-	45	3	25	75	100	
24UPMBA2EE5	Global Supply Chain Management	Elective	2	-	-	1	45	3	25	75	100	
24UPMBA2EE6	Regulatory Framework for International Trade	Elective	2	-	1	-	45	3	25	75	100	
24UPMBA2C16	Employability skills	Extra Disciplinary	3	-	-	-	45	3	25	75	100	
24UPMBA2L02	Export and Import Documentation Lab-II	-	-	-	2	-	30	2	40	60	100	
24UPMBA2I01	***Summer Internship	Internship	-	-	-	1	-	3	100	-	100	
24UPMBA2S01	Supportive Courses Offered to Non-MBA’s	Supportive	3	-	-	-	45	3	25	75	100	

\*\* Students should choose **Six Elective Course** from the specialization list in consultation with the Head of the Institution/Department.

\*\*\* Internship will be carried out during the summer vacation after the first year. Viva Voce will be conducted by the University and the same will be included in the Third Semester Marks Statement.

LIST OF ELECTIVE PAPERS											
SPECIALIZATION: EXPORT IMPORT MANAGEMENT											
COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
24UPMBA2EE1	Export Business Environment	Elective	2	-	-	1	45	3	25	75	100
24UPMBA2EE2	Export–Import Procedures, Documentation and Logistics	Elective	2	-	1	-	45	3	25	75	100
24UPMBA2EE3	International Marketing Management	Elective	2	-	-	1	45	3	25	75	100
24UPMBA2EE4	Export Finance and Promotion	Elective	2	-	1	-	45	3	25	75	100
24UPMBA2EE5	Global Supply Chain Management	Elective	2	-	-	1	45	3	25	75	100
24UPMBA2EE6	Regulatory Framework for International Trade	Elective	2	-	1	-	45	3	25	75	100
24UPMBA2EE7	International Economics and Trade theories	Elective	2	-	1	-	3	45	25	75	100
24UPMBA2EE8	International Financial Management	Elective	2	-	1	-	3	45	25	75	100
24UPMBA2EE9	FOREX Management	Elective	2	-	1	-	3	45	25	75	100
24UPMBA2EE10	International Trade Finance and Risk Management	Elective	2	-	1	-	3	45	25	75	100

SEMESTER-IV											
COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
24UPMBA2P01	Project Work & Viva- Voce	Core	-	-	-	Y	-	12	50	150	200

L-Lecture

T-Tutorial

P- Practical

O-Project

# The Project Work will be evaluated jointly by Two Examiners (i.e. one Internal and the other External) for a Maximum of **150 Marks (8 Credits)**.

# The Viva- Voce will be conducted with Two Examiners (i.e. one Internal and the other External) for a Maximum of **50 Marks (4 Credits)**.

## **GUIDELINES FOR INTERNSHIP TRAINING**

The guidelines to be followed for preparing Internship training report are as follows:

The Internship training report should be presented in the following format only

- (a) Chapters should be numbered as 1,2,3 etc.
- (b) The Internship training report should be a minimum of 50 pages.
- (c) Students should submit 3 (one for the student, one for the Institute, one for the guide)
- (d) One for the Organization – If organization asks

### **Contents/Sequence**

- 1. Title page
- 2. Acceptance Letter of the Company
- 3. Certificate of Internship Training duly signed letterhead.
- 4. Declaration
- 5. Acknowledgement

Chapter No	Chapterisation	Page No
1	Introduction	
2	Industrial Sector Profile	
3	Company Profile	
4	Department Details	
5	Learning's & Value Addition	
6	Recommendations & Suggestions	
7	Annexure	

- 6. Contents/Index (Followed by Chapterisation as below)

## **CONTENTS / SEQUENCE**

<b>Chapter 1</b>	<b>Introduction</b>
	1.1 Summary of whole report (Should not be more than 3 pages)
<b>Chapter 2</b>	<b>Industry Sector Profile</b>
	2.1 Breif Description of Particular industry sector i.e, Automobile, Construction, Information technology, Education, FMCG, Telecommunication Etc.,
	2.2 Different Companies in that industry sector.
	2.3 Growth & Opportunities in industry sector.
<b>Chapter 3</b>	<b>Company Profile</b>
	3.1 Review of company i.e. Name of the company, complete address, e-mail id.
	3.2 Company pictures & Logo.
	3.3 Company Mission & Vision.
	3.4 History of company.
	3.5 Size (in terms of manpower & turnover) of the company.
	3.6 Market share and positions of the company in the industry.
<b>Chapter 4</b>	<b>Department Details</b>
	4.1 Organizational Chart showing different departments.
	4.2 Pictures of various departments.
	4.3 Specify the area in which training has been taken.
	4.4 Roles and responsibilities of that particular area (i.e. Human Resource, Marketing, Finance, Admin, Recruitment, Training, Talent Acquisition etc).
<b>Chapter 5</b>	<b>Learning's &amp; Value Addition</b>
	5.1 Learning's during training
	5.2 Difference between practical exposure and theoretical work.
	5.3 Challenges faced by you during your internship.
<b>Chapter 6</b>	<b>Recommendations &amp; Suggestions</b>
	6.1 The suggestions which you must give to company related to: a) Their HR functions. (if you do internship in HR) b) The techniques and methodology to improve the workforce
<b>Chapter 7</b>	<b>Annexure</b>
	7.1 Geo Tag Photos
	7.2 Other Supporting Document related to Internship Training

## **INTERNSHIP FEED BACK FORM**

Name of the Student:		Reg.No:	
<ul style="list-style-type: none"> <li>▪ Was the student punctual in his work?  <div style="text-align: center;">Comments if any</div> <div style="border-bottom: 1px solid black; width: 100%; margin-bottom: 2px;"></div> <div style="border-bottom: 1px solid black; width: 100%; margin-bottom: 2px;"></div> <div style="border-bottom: 1px solid black; width: 100%;"></div> </li> </ul>		(Yes / No)	
<ul style="list-style-type: none"> <li>▪ Did he/she remain absent during the period of internship / project work? If so furnish details.            If Yes:    No. of Days Absent</li> </ul>		(Yes / No)	
<ul style="list-style-type: none"> <li>▪ Was his general conduct good?</li> </ul>		(Rate on 5-point scale) 1/2/3/4/5	
<ul style="list-style-type: none"> <li>▪ What was the degree of initiative shown by the student and motivation reflected in his work. (High, Average, Low)</li> </ul>		----- (High/Average/Low)	
<ul style="list-style-type: none"> <li>▪ Do you consider his communication skills and abilities to work with people?</li> </ul>		----- (Good/Average/Poor)	
<ul style="list-style-type: none"> <li>▪ What was his ability to plan, organize and implement the project work in proper manner?</li> </ul>			
<ul style="list-style-type: none"> <li>▪ How satisfied are you about the quality of the work /report?</li> </ul>			
<ul style="list-style-type: none"> <li>▪ What is the overall rating of the student and his working? Rate him/her on 10-point scale.</li> </ul>		----- (Final grade out of 10)	
<div style="display: flex; justify-content: space-between; margin-bottom: 20px;"> <div style="width: 45%;">Name of Company Mentor</div> <div style="width: 45%;">Name of Company</div> </div> <div style="text-align: center;">Signature</div>			

## **POST INTERNSHIP SURVEY**

<b>Internship Start Date -</b>		<b>Internship End Date -</b>	
<b>Student's Name</b>			
<b>Address</b>			
<b>Phone</b>			
<b>Email Id</b>			
<b>Company Guide/Supervisor</b>			
<b>Designation</b>			
<b>Address</b>			
<b>Phone</b>			
<b>Email Id</b>			
<b>Career Objective</b> ( <i>Please explain how the work that you did related to your Career</i> ).			
<b>Evaluation. In what areas did you learn the most? What would have made this a better internship experience?</b>			
<b>Students Signature:</b>		<b>Date:</b>	
<b>Internship Guide Signature:</b>		<b>Date:</b>	

## **MBA PROJECT WORK GUIDELINES**

### **EXPORT AND IMPORT MANAGEMENT**

1. Each student should undergo a project work in a reputed organization by obtaining permission in the prescribed process. Or the student can do a project specified by the project guide (A Certificate shall be provided by the guide at the end of the project)
2. Maximum three students will be allowed in any organization for doing the project.
3. The students must adhere the joining procedure and weekly reporting procedure in the prescribed formats through courier/online (Email submission)
4. The project period will be 10 Weeks – 12 weeks in Fourth semester.
5. The student should join the project work within one week immediately after the third semester examination
6. Periodical reviews, model Viva-Voce examination will be done Physically in the department as per the following schedule:

<b>First Review</b>	<b>At the end of first month of joining</b>
<b>Second Review</b>	<b>At the end of second month of joining</b>
<b>Final Review</b>	<b>End of the project period</b>
<b>Model Viva-Voce</b>	<b>Two days prior to Final Viva -voce Examination</b>

7. Based on the performance in the review meetings the internal marks will be awarded by the guides
8. The students should strictly follow the organizational rules/regulations/guidelines while doing the project. Any issues related to this will be viewed seriously
9. The students should visit the organization with proper dress code and formal dressings
10. Periodical surprise visits and confidential reports would be collected by the faculty members from the organization which may reflect in internal marks.
11. The rough draft of the project report should be submitted one week before the final project report and final report should be submitted one week before the final examination (Circular will be issued regrading this)
12. The students should obtain a project completion certificate in the company letter head duly signed by authorized person and enclose in the final report
13. The Project Work will be evaluated jointly by Two Examiners (i.e. one Internal and one External) for a Maximum of 150 Marks (8 Credits).
14. # The Viva- Voce will be conducted with Two Examiners (i.e. one Internal one External) for a Maximum of 50 Marks (4 Credits).

15. The students should compulsorily attend one national/international seminar/conference and publish a paper in the proceedings along with the project guide before the submission of the final project work. The Seminar/conference may be chosen by the student or recommended by the guide.
16. It is desirable to publish a paper in Peer Reviewed journal/UGC CARE listed journal in consultation with the guide.
17. The final project work preparation and submission guidelines will be provided from time to time.

<b>INTERNAL ASSESSMENT</b>	
Particulars	Marks
Model Examination	10
Assignment (Minimum 2 – 1.5 Marks Each) / Seminar – 1 Mark / Case Analysis – 1 Mark	5
Unit Test – 2	5
Attendance	5
Total	25

### **QUESTION PAPER PATTERN**

Time:3 Hours

Max.Marks:75

Sec	Approaches	Mark Pattern	CO Coverage
A	One word (Answer all questions)	20X1=20 (Multiple Choice Questions)	CO1–20%, CO2–20%, CO3–20%, CO4–20 % and CO5–20%
B	100 to 200 words (Answer Any three out of Five questions)	3X5=15	CO1–20%, CO2–20%, CO3–20%, CO4–20 % and CO5–20%
C	500 to1000 words (Essay type questions)	5X8=40	CO1–20%, CO2–20%, CO3–20%, CO4–20 % and CO5– 20%

**FIRST SEMESTER**

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
24UPMBA2 C01	MANAGEMENT PRINCIPLES AND BUSINESS ETHICS	Core	4	-	-	-	60	4	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of management in order to aid in understanding how an organization function.										
C2	To provide insights on Planning & Decision Making										
C3	To throw light on Organizing, Managing Change and Innovation										
C4	To elucidate on Leadership, Communication and Controlling.										
C5	To create awareness and importance of Business Ethics and Social Responsibility.										
SYLLABUS											
UNIT	Details								Course Objectives & No. of Hours		
I	<b>Introduction:</b> Nature of Management – Concepts and Foundations of Management- Managerial Functions - Management Skills - The Evolution of Management Thought (Classical, Behavioural, Modern) – Tasks of a Professional Manager – Organizational Culture - Environment – Levels in Management – Disaster Management								C1 & 12Hrs		
II	<b>Planning &amp; Decision Making:</b> Steps in Planning Process – Scope and Limitations – Short Term and Long-Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management by Objectives (MBO). Strategic Management Process Decision Making Process and Techniques.								C2 & 12Hrs		
III	<b>Nature of Organizing:</b> Organization Structure and Design - Authority Relationships – Delegation of Authority and Decentralization – emerging Trends in corporate Structure – Impact of Technology on Organizational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organization. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span.								C3 & 12Hrs		
IV	<b>Leadership and Control:</b> Leadership: Approaches to Leadership. Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organization – Management by Exception (MBE)								C4 & 12Hrs		
V	<b>Business Ethics:</b> Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit - Business Ethics and - CSR Models. Triple Bottom Line (TBL) Model: Carroll's CSR Pyramid: Stakeholder Theory; Corporate Citizenship Model; Shared Value Creation (Michael Porter and Mark Kramer):								C5 & 12Hrs		
Total								60 Hrs			
Course Outcomes											

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Possess the knowledge on the basic concepts of management and understand how an organization function.	PO4, PO6, PO8
CO2	Possess knowledge on planning & decision making.	PO1, PO2
CO3	Have insights on organizing, managing change and Innovation	PO5, PO6, PO7
CO4	Learn leadership, communication and controlling skills.	PO4, PO5
CO5	Have better understanding on business ethics and social responsibility.	PO3, PO8
Reading List		
1.	<a href="https://deb.ugc.ac.in">https://deb.ugc.ac. In</a>	
2.	<a href="http://www.managementconcepts.com">http://www.managementconcepts. Com</a>	
3.	International journal of Management Concepts and Philosophy	
4.	Journal of Management, Sage Publications	
Reference Books		
1.	Mukherjee, K., Principles of Management, 2 <sup>nd</sup> Edition, Tata McGraw Hill Education Pvt. Ltd., 2009	
2.	S. K. Mandal., Management Principles and practice, 3 <sup>rd</sup> Edition, Jaico Publishing House, Jan.2011.	
3.	Griffin, R. W., Management, 11 <sup>th</sup> Edition, South-Western College Publication, January 2018.	
4.	Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 11 <sup>th</sup> Edition, Tata McGraw Hill Education Private Ltd., July 2020	
5.	Certo, S C. and Certo, T, Modern Management, 13 <sup>th</sup> Edition, Prentice Hall, January 2014.	
6.	Robbins, S and Coulter, M, 11 <sup>th</sup> Edition, Management, Prentice Hall, 11 <sup>th</sup> edition, January 2012	
7.	Shaikh Ubaid, Disaster Management, Technical publications, 1 <sup>st</sup> edition, 2020	

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				2		2		2
<b>CO 2</b>	2	3						
<b>CO 3</b>					2	2	2	
<b>CO 4</b>				3	3			
<b>CO 5</b>			3					3

**3-Strong      2-Medium      1-Low**

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
24UPMBA2 C02	QUANTITATIVE TECHNIQUES AND RESEARCH METHODS IN BUSINESS	Core	3	1	-	-	60	4	25	75	100
Course Objectives											
C1	To provide the students the concepts of probability and probability distributions and their application in decision making.										
C2	To teach the basic concepts of research methodology, research process, research design and data collection techniques										
C3	To enhance the students to understand the data preparation, data analysis and basic hypothesis techniques										
C4	To exhibit the insights of Multivariate Statistical analysis and application of statistical software packages theoretically to the students										
C5	To provide the details of research reports and preparation of research reports										
SYLLABUS											
UNIT	Details									Course Objectives & No. of Hours	
I	<b>Probability and Probability Distribution:</b> Probability – Additional and Multiplication Theorems - Baye’s Theorem and its applications Probability distribution; Binomial, Poisson and Normal Distributions, their applications in Business and Industrial Problem									C1 & 12Hrs	
II	<b>Research Methodology:</b> Research meaning and Types - Research Process - Research Design Types of Research Design - Role of Theory in Research Types of Data - Primary and Secondary data; Methods of Primary Data Collection - Survey, Observation and Experiments; Construction of Questionnaire - Questionnaire Schedule- Validity and Reliability of Instruments – Scaling Techniques - Types of Scales; Nominal, Ordinal, Interval - Types of Attitude Measurement Scales Sampling Techniques; Probability And Non probability Techniques- Optimal Sample Size determination									C2 & 15 Hrs	
III	<b>Data Preparation and Analysis:</b> Data Preparation - Editing – Coding- Data Entry- Data Analysis- Univariate and Bivariate Analysis – Measuring Mean and Standard Deviation – Coefficient of Variation – Application Problems Testing of Hypothesis: Parametric and Nonparametric Tests and Interpretation of Test Results Z test (one sample and Two samples), t – distribution test (one sample and two samples) - Chi-Square Test- Correlation; Karl Pearson’s Correlation Coefficient and Spearman's Rank Correlation- Regression Analysis, Analysis of Variance (Concept and procedure – No Problems).									C3 & 15 Hrs	
IV	<b>Multivariate Statistical Analysis:</b> Exploratory and Confirmatory Factor Analysis -Discriminant Function Analysis- Cluster Analysis -Conjoint Analysis -Multiple Regression, Multidimensional Scaling- Their Application in Management Problems -Application of Statistical Software packages for Data Analysis- SEM Analysis (Only theoretical and no problems in this unit)									C4 & 9 Hrs	
V	<b>Report Writing and Ethics in Business Research:</b> Research Reports- Types - Report Writing Format- Content of the research Report- Need for Executive									C5 & 9 Hrs	

	Summary- Chapterisation - Framing the Title of the Report- Different Styles of Referencing -Academic Vs Business Research Reports - Ethics in Research – Plagiarism Checking.	
Total		60 Hrs
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	The students will understand the basics of probability, probability rules and theorems, probability distributions and their applications in decision making	PO1, PO2, PO6, PO7
CO2	The students will the meaning of research, different types of research, research design, data collection methods, data collection tool, scaling and sampling methods	PO4, PO6
CO3	They will be provided the data preparation process, Data Analysis, Mean and Standard deviation measures, CV Calculation and its application, Hypothesis testing for parametric and non-parametric data and Correlation and Regression Calculations	PO4, PO6
CO4	They will be exposed to various multi-variate data analysis techniques theoretically and usage of Statistical Software Packages	PO4, PO6
CO5	Finally, the students will learn about the research report preparation with its types and contents and ethics in research	PO4, PO6
Reading List		
1.	<a href="https://www.classcentral.com/course/swayam-business-research-methods-19811">https://www.classcentral.com/course/swayam-business-research-methods-19811</a>	
2.	<a href="https://archive.nptel.ac.in/courses/103/106/103106120/">https://archive.nptel.ac.in/courses/103/106/103106120/</a>	
3.	<a href="https://nptel.ac.in/courses/110105060">https://nptel.ac.in/courses/110105060</a>	
4.	<a href="https://hbr.org/1964/07/decision-trees-for-decision-making">https://hbr.org/1964/07/decision-trees-for-decision-making</a>	
Reference Books		
1.	Amir D Aczel & Jayavel Sounderpandian, “Complete Business Statistics”, Tata-McGraw Hill, 7th Edition,2017	
2.	SP Gupta & MP Gupta, “Business Statistics”, Sultan Chand & Sons, 2019	
3.	Kothari C.R., “Research Methodology – Methods and Techniques”, New Age International Publishers, 2023	
4.	Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods,11th Edition, Tata-McGraw Hill, 12 th Edition, 2018.	
5.	Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis, PHI Learning Pvt. Ltd., 6 th Edition, 2012.	
6.	Anderson, Sweeny, Williams, Camm and Cochran, Statistics for business and Economics, Cengage Learning, New Delhi, 13th Edition, 2017	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	3				3	3	
CO 2				3		3		
CO 3				2		2		
CO 4				2		2		
CO 5				2		3		

**3-Strong      2-Medium      1-Low**

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
24UPMBA2 C03	MANAGING ORGANIZATIONAL BEHAVIOUR	Core	4	-	-	-	60	4	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization.										
C2	To provide insights on Individual Differences, perception, learning, Attitudes values and motivation										
C3	To throw light on Group Dynamics and Interpersonal Communication										
C4	To elucidate on Leadership, Politics, Conflicts and Negotiation.										
C5	To create awareness and importance of work stress and Emotional Intelligence and its influence on employees in an organization.										
SYLLABUS											
UNIT	Details								Course Objectives & No. of Hours		
I	Introduction to Organizational Behaviour: Historical background of OB - Concept Relevance of OB – Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory – social theory- Organizational Citizenship Behaviour								C1 & 12Hrs		
II	Individual Difference - Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory - social learning theory – Erikson’s stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit. Perception: Meaning Process – Factors influencing perception – Attribution theory. Learning: Classical, Operant and Social Cognitive Approaches – Managerial implications. Attitudes and Values: Components, Attitude – Behaviour relationship, formation, values. Motivation: Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland’s theory.								C2 & 12 Hrs		
III	Group Dynamics – Foundations of Group Behaviour – Group and Team - Stages of Group Development–Factors affecting Group and Team Performance - Group Decision making. Interpersonal Communication – Communication Process – Barriers to Communication– Guidelines for Effective Communication								C3 & 12 Hrs		
IV	Leadership – Trait, Behavioural and Contingency theories, Leaders vs Managers Power and Politics: Sources of Power – Political Behaviour in Organizations – Managing Politics. Conflict and Negotiation: Sources and Types of Conflict –Negotiation Strategies– Negotiation Process.								C4 & 12 Hrs		
V	Work Stress: Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture. Emotional Intelligence, Work Life Integration Practices.								C5 & 12 Hrs		
Total								60 Hrs			

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Possess the knowledge on the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization	PO4
CO2	Possess knowledge on Individual Differences, perception, learning, Attitudes values and motivation	PO3, PO6
CO3	Have insights on Group Dynamics and Interpersonal Communication	PO2, PO4, PO5
CO4	Learn Leadership, Politics, Conflicts and Negotiation.	PO5
CO5	Have better understanding on work stress and Emotional Intelligence and its influence on employees in an organization.	PO6, PO8
Reading List		
1.	<a href="http://www.himpub.com">www.himpub.com</a>	
2.	<a href="https://iedunote.com.organisational-behaviour">https://iedunote.com.organisational-behaviour</a>	
3.	<a href="http://www.yourarticlelibrary.com/organisation/">www.yourarticlelibrary.com/organisation/</a>	
4.	Journal of Organizational Behaviour – wiley Online Library	
Reference Books		
1.	Prasad .L.M., Organisational Behaviour ,Sultan Chand and Sons, 2019	
2.	C.B.Guptha, A Textbook Of Organisational Behaviours ,S.Chand & Company,2019	
3.	K. Aswattappa, Organisational Behaviour, Himalaya Publishing House, 12th Edition, 2016.	
4.	Luthans, F. Organizational Behaviour, 12th Edition, Tata McGraw Hill Education, 2017.	
5.	McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behaviour, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.	
6.	Stephen P. Robins, Timothy A. Judge and Neharika Vohra, Essentials of Organisational Behaviour, 18th Edition, Pearson Education, 2019.	

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				2				
<b>CO 2</b>			3			3		
<b>CO 3</b>		3		3	3			
<b>CO 4</b>					3			
<b>CO 5</b>						3		2

**3-Strong      2-Medium      1-Low**

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
24UPMBA2 C04	ACCOUNTING FOR MANAGERS	Core	4	-	-	-	60	4	25	75	100
Course Objectives											
C1	To acquaint the students with the fundamentals of principles of financial, cost and management accounting										
C2	To enable the students to prepare, analyses and interpret financial statements										
C3	To acquaint the students with the tools and techniques of financial analysis										
C4	To enable the students to take decisions using management accounting tools.										
C5	To enable the students to prepare the reports with the accounting tools and facilitate managerial decision making.										
SYLLABUS											
UNIT	Details							Course Objectives & No. of Hours			
I	Financial Accounting – Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems);							C1 & 12Hrs			
II	Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement – problem.							C2 & 12 Hrs			
III	Marginal Costing - Definition - Distinction between Marginal Costing and Absorption Costing - Breakeven Point Analysis - Contribution, p/v Ratio, Margin of Safety - Decision making under Marginal Costing System-Key Factor Analysis, make or buy decisions, Export Decision, Sales Mix Decision-Problems.							C3 & 12 Hrs			
IV	Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems - Zero Base Budgeting.							C4 & 12 Hrs			
V	Cost Accounting: Meaning – Objectives - Elements of Cost – Cost Sheet (Problems) – Classification of cost – Cost Unit and Cost Centre – Methods of Costing –Standard costing and variance analysis Reporting to Management – Uses of Accounting information in Managerial Decision-Making. Exposure to Practical Knowledge of using Accounting software- Open Source.							C5 & 12 Hrs			
Total								60 Hrs			
Course Outcomes											
Course Outcomes	On completion of this course, students will;							Program Outcomes			
CO1	Be able to understand the fundamentals of principles of financial, cost and management accounting							PO6			
CO2	Be able to prepare, analyze and interpret financial statements							PO1, PO2, PO4, PO6, PO7			

<b>CO3</b>	Be able to use the tools and techniques of financial analysis.	PO1, PO2, PO3, PO6, PO7
<b>CO4</b>	Be able to take decisions using management accounting tools.	PO1, PO2, PO6, PO7
<b>CO5</b>	Be able to prepare the reports with the accounting tools and facilitate and take managerial decisions.	PO2, PO3, PO4, PO6, PO7, PO8

#### Reading List

<b>1.</b>	<a href="http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf">http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf</a>
<b>2.</b>	<a href="http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf">http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf</a>
<b>3.</b>	<a href="http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf">http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf</a>
<b>4.</b>	<a href="https://www.researchgate.net/publication/313477460_concept_of_working_capital_management">https://www.researchgate.net/publication/313477460_concept_of_working_capital_management</a>

#### Reference Books

<b>1.</b>	Gupta, A., Financial Accounting for Management: An Analytical Perspective, 5th Edition, Pearson, 2016.
<b>2.</b>	Khan, M.Y. and Jain, P.K., Management Accounting: Text, Problems and Cases, 8th Edition, Tata McGraw Hill Education Pvt. Ltd., 2021.
<b>3.</b>	Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- Edn. 1, 2014 published by S. N. Corporate Management Consultants Private Limited
<b>4.</b>	Horngren, C.T., Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 16th Edition, Pearson, 2013
<b>5.</b>	Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.
<b>6.</b>	Rustagi, R. P., Management Accounting, 2nd Edition, Taxmann Allied Services Pvt. Ltd, 2011

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>						2		2
<b>CO 2</b>	3	3		3		3	2	
<b>CO 3</b>	3	3	3			3	2	
<b>CO 4</b>	3	3				3	3	
<b>CO 5</b>		3	3	3		3	2	2

**3-Strong      2-Medium      1-Low**

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
24UPMBA2 C05	MANAGERIAL ECONOMICS	Core	4	-	-	-	60	4	25	75	100
Course Objectives											
C1	To familiarize the students about managerial economics and to know the fundamental concepts affecting business decisions.										
C2	To understand the concept of utility and demand analysis and demand forecasting										
C3	To know about production function and market structure										
C4	To have an idea and understanding about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning.										
C5	To Provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy.										
SYLLABUS											
UNIT	DETAILS							Course Objectives & No. of Hours			
I	<b>Introduction:</b> Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle- Micro and Macro Economics.							C1 & 12Hrs			
II	<b>Utility Analysis and the Demand Curve:</b> Elasticity of Demand - Demand Analysis: Basic Concepts, and tools of analysis for demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods.							C2 & 12 Hrs			
III	<b>The Production Function:</b> Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants – Isocost Lines Estimating Production Functions- Returns to Scale– Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs. <b>Market Structure:</b> Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Pricing Methods.							C3 & 12 Hrs			
IV	<b>Macro-Economic Variables</b> – National Income- Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment - Business Cycles and Contracyclical Policies – Role of Economic Policy – Indian Economic Planning. Balance of Trade and Balance of Payments.							C4 & 12 Hrs			
V	<b>Monetary Policy</b> – Inflation – Deflation – Stagflation-Role of Fiscal Policies- Indian Fiscal Policies - Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact. Cashless economy and digitalized cash transfers; Economic models and its steps; FEMA-GST-Industrial Policy in India and its effects on growth.							C5 & 12 Hrs			
Total								60 Hrs			
Course Outcomes											

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be able to understand the basic concepts of managerial economics that helps the firm in decision making process.	PO6
CO2	Be familiar about the Basic concepts of Demand, Supply and Equilibrium and their determinants	PO1, PO2, PO4, PO6, PO7
CO3	Have better idea and understanding about production function and market structure	PO1, PO2, PO3, PO6, PO7
CO4	Have better insights about macroeconomics concepts like National income, Savings and Investment, Indian Economic Policy and planning	PO1, PO2, PO6, PO7
CO5	Possess better knowledge about Money market, Monetary and Fiscal policy, inflation and deflation, FDI and globalization and Cashless economy and digitalized cash transfers.	PO2, PO3, PO4, PO6, PO7, PO8
Reading List		
1.	<a href="http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530">http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530</a>	
2.	<a href="http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial-economics/?courseid=4207">http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial-economics/?courseid=4207</a>	
3.	<a href="https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857">https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857</a>	
4.	The Indian Economic Journal - SAGE Journals	
Reference Books		
1.	1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011.	
2.	Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011.	
3.	R. L. Varshney , K.L. Maheshwari., Managerial Economics, Sultan Chand & Sons, 2014.	
4.	William F. Samuelson, Stephen G. Marks, Jay L., Zagorsky., Managerial Economics, Wiley Publishers, 9 <sup>th</sup> Edition (2021)	
5.	H. L. Ahuja., Managerial Economics., Atlantic Publishers and distributors(P) Ltd., 2017.	
6.	Dominick Salvatore, Managerial Economics: Principles and worldwide applications, 9E Adaptation, Oxford university press, 9 <sup>th</sup> Edition, 2020.	

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>		2		3				
<b>CO 2</b>				3		2	2	
<b>CO 3</b>						3	3	
<b>CO 4</b>								2
<b>CO 5</b>							2	

**3-Strong      2-Medium      1-Low**

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
24UPMBA2 C06	LEGAL SYSTEMS IN BUSINESS	Core	4	-	-	-	60	4	25	75	100
Course Objectives											
C1	To create knowledge and understanding on law of contracts										
C2	To describe about sale of goods and Negotiable instrument act										
C3	To have an overall understanding about partnership act and company law.										
C4	To familiarize various labour laws for effective administration of Human Resource of an organization.										
C5	To provide insights and awareness about consumer protection act, Cyber-crimes, Intellectual property Rights.										
SYLLABUS											
UNIT	DETAILS							Course Objectives & No. of Hours			
I	<b>The Law of Contracts:</b> Definition of Contract Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts – Privity of Contracts – Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts : By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts – Remedies for Breach of Contracts.							C1 & 12Hrs			
II	<b>Sale of Goods Act:</b> Definition of a Sale and a Contract of Sale – Difference between (1)Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties –Passing of Property of Goods – Rights of an Unpaid Seller. <b>Negotiable Instruments Act:</b> Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes							C2 & 12 Hrs			
III	<b>Partnership Act:</b> Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights andLiabilities of Partners – Dissolution. <b>Company Law:</b> Introduction – Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Meetings – types - Resolutions – Winding up of Companies – General Idea of the Different Modesof Winding Up.							C3 & 12 Hrs			
IV	<b>Labour Law:</b> Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Employees Provident Fund Maternity Benefits Act, Child labour Abolition & Regulation Act,1986- Inter-state Migrant							C4 & 12 Hrs			

	Workmen (Regulation of Employment & Conditions of services) Act 1979- Sexual Harassment of women at Workplace (Prevention, Prohibition & Redressal) Act 2013.	
V	<b>Consumer Protection Act, Cyber Crimes, IT Act 2008 – Intellectual Property Rights:</b> Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 – Design Act, 2000.	C5 & 12 Hrs
Total		60 Hrs
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Have knowledge on understandings on law of contract.	PO4, PO6, PO7
CO2	Know the sale of Goods & Negotiable instrument act.	PO6
CO3	Have understandings on partnership and company law	PO6, PO7
CO4	Have familiarize with various labour laws.	PO5, PO6, PO7
CO5	Possess insights & awareness about consumer protection Act Cyber Crimes, Intellectual Property Rights.	PO8
Reading List		
1.	<a href="http://www.legalserviceindia.com/article/">http://www.legalserviceindia.com/article/</a>	
2.	<a href="http://www.freebookcentre.net/Law/Law-Books.html">http://www.freebookcentre.net/Law/Law-Books.html</a> 2	
3.	<a href="https://www.mooc-list.com/course/business-law-wma">https://www.mooc-list.com/course/business-law-wma</a>	
4.	<a href="https://ilj.law.indiana.edu/">https://ilj.law.indiana.edu/</a>	
Reference Books		
1.	Kapoor ND., Legal Systems in Business, Edition 2 (2021), Sultan Chand & Sons.	
2.	Rao, P.M., Mercantile Law, PHI Learning, 2011.	
3.	Majumdar, A. K. and Kapoor, G.K., Company Law, 15 <sup>th</sup> Edition, Taxmann Publications Pvt. Ltd., 2012.	
4.	Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17 <sup>th</sup> Edition, Taxmann Publications Pvt. Ltd., 2012.	
5.	Intellectual Property Laws, Universal Law Publishing, 2012.	
6.	Daniel Albuquerque , Legal systems in Business, Oxford University Press India, 2 <sup>nd</sup> Edition, 2015.	

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				2				
<b>CO 2</b>			3			3		
<b>CO 3</b>		3		3	3			
<b>CO 4</b>					3			
<b>CO 5</b>						3		2

**3-Strong      2-Medium      1-Low**

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
24UPMBA2 C07	ENTREPRENEURIAL SKILL FOR EXPORT BUSINESS	3	-	-	-	-	45	3	25	75	100
Course Objectives											
C1	To introduce students to entrepreneurship and its growth in India.										
C2	To impart knowledge on innovation, its types, role of technology in innovation, patents and licensing.										
C3	To orient the students on new venture creation										
C4	To enable students to prepare a feasible business plan										
C5	To give inputs on various types of financing available for new ventures.										
SYLLABUS											
UNIT	DETAILS							Course Objectives & No. of Hours			
I	Introduction: Meaning - Definition - Need for Export Management - Features of Export Management - Functions of Export Management and Export Manager - Problem and Issues of Export Management - Major Steps to Become Export Entrepreneur - Concept of Export Entrepreneurs - Role of Export in Economic Development. -MSME-Analysis of Entrepreneurial growth.							C1 & 9 Hrs			
II	Export Procedures and Export Pricing; Export Procedures and Stages, Export Documentation- Major Incentives Available to Indian Exporters- Direction of Export Trade -Determination of Export Rising. Importance and Methods of Export Pricing - Export Terms of Payment.							C2 & 9 Hrs			
III	Export Logistics and Export Promotion; Export Transportation and Shipment -SCM- Supply Chain Management for Export Entrepreneurs Business- Importance of Export Promotion- Advantage of Exporters Registered with the Council. Commodity Board- Free Trade Zone- Exim Bank.							C3 & 9 Hrs			
IV	New Entrepreneurs and Entrepreneurship Development Scheme for Export - Type of Export Entrepreneurs -Entrepreneurial Decision Process- Functions of Export Entrepreneur- Major Challenges Faced by The Export Entrepreneur -Idea Generation and Proto type Development- Technological and Non-Technological Innovation and Process-EDC-EDP.							C4 & 9 Hrs			
V	New Venture Creation Identifying Opportunities for New Venture Creation- Financing the New Venture- Export Raising and Distribution Channels. Factors Affecting Export Business- Project Plan and Implement a lot of Export Business. -Intuitional Arrangement and Encouragement of Entrepreneurship							C5 & 9 Hrs			
Total								45 Hrs			
Course Outcomes											
Course Outcomes	On completion of this course, students will;							Program Outcomes			
CO1	Be able to know about growth of entrepreneurship in India							PO4, PO7			

<b>CO2</b>	Gain knowledge on innovation, its types, role of technology in innovation, patents and licensing	PO7, PO8
<b>CO3</b>	Obtain knowledge on new venture creation	PO6, PO7
<b>CO4</b>	Be able to prepare a business plan	PO7, PO8
<b>CO5</b>	Gian knowledge on various types of financing available for new ventures.	PO7, PO8
<b>Reading List</b>		
<b>1.</b>	<a href="http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf">http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf</a>	
<b>2.</b>	<a href="https://www.cengage.com/highered">https://www.cengage.com/highered</a>	
<b>3.</b>	<a href="https://roadmapresearch.com/entrepreneurship-beyond-curriculum">https://roadmapresearch.com/entrepreneurship-beyond-curriculum</a>	
<b>4.</b>	The International Journal of Entrepreneurship and Innovation	
<b>Reference Books</b>		
<b>1.</b>	Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.	
<b>2.</b>	Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.	
<b>3.</b>	Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.	
<b>4.</b>	Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.	
<b>5.</b>	Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.	
<b>6.</b>	Entrepreneurship: Successfully Launching New Ventures, Global Edition, 6th Edition Bruce R. Barringer, Texas A & M University, R. Duane Ireland, ©2018  Pearson	

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				3			3	
<b>CO 2</b>							3	2
<b>CO 3</b>						2	3	
<b>CO 4</b>							3	2
<b>CO 5</b>							3	3

**3-Strong      2-Medium      1-Low**

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
24UPMBA2 S01	SOFT SKILLS I – EXECUTIVE COMMUNICATION	Soft Skills	-	-	2	-	30	2	40	60	100
Course Objectives											
C1	To acquire communication awareness, they are going to get for the industry.										
C2	To make the customer realize that you can provide them with information and other essential things										
C3	To explore the skill of writing business proposals										
C4	To develop a plan for the meetings and interviews										
C5	To analyze the skills required for non-verbal communication										
SYLLABUS											
UNIT	DETAILS							Course Objectives & No. of Hours			
I	Communication: Meaning and Significance of Communication for Management- - Elements of Business Communication Process - Types of Communication - Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication							C1 & 6 Hrs			
II	Business Correspondence: Planning Business Messages: Analysing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps, Composing the Message- Norms for Business Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries, Inviting Quotations, Sending Quotations, Placing Orders, inviting tenders, claim letters, Customers Complaints, Adjustment Letters, Collection Letters, Sales Promotion Letters - Letters of application and resume.							C2 & 6 Hrs			
III	Business Reports and Proposals: Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports Norms for Including Exhibits and Appendices- Writing Business Proposals.							C3 & 6 Hrs			
IV	Conducting Meetings and Interviews: Procedure for Conducting Meetings-Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences - Procedure of Regulating Speech - Evaluating Oral Presentations Drafting Speech Participating in Debates and Group Discussions Presentation Skills- Fluency Development Strategies - Attending and Conducting Interviews							C4 & 6 Hrs			
V	Non-verbal Communication: Personal Appearance- Posture- Body Language-Reading Nonverbal Messages- Use of Charts. Diagrams and Tables Visual and Audio-visual Aids for Communication – Digital Communication Tools (E-Mail, Video Conferencing, Social Media Platforms) - Artificial Intelligence in Communication.							C5 & 6 Hrs			
Total								30 Hrs			
Course Outcomes											
Course Outcomes	On completion of this course, students will;							Program Outcomes			

<b>CO1</b>	Understanding of theories and concepts, types and various modes of communication in organizations	PO4, PO6
<b>CO2</b>	Development of skills on developing Business Correspondence	PO4, PO6
<b>CO3</b>	Development of skills on preparing Business Reports and Proposals	PO4, PO6
<b>CO4</b>	To draft effective business correspondence with brevity, and clarity in designing and developing clean and lucid organizing skills.	PO4, PO6
<b>CO5</b>	To demonstrate his/her verbal and non-verbal communication ability through presentations.	PO4, PO6

#### Reading List

<b>1.</b>	<a href="https://www.skillsyouneed.com/ips/communication-skills.html">https://www.skillsyouneed.com/ips/communication-skills.html</a>
<b>2.</b>	<a href="https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-and-communication-skills-infants-and-toddlers">https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-and-communication-skills-infants-and-toddlers</a>
<b>3.</b>	<a href="http://skillopedia.com">http://skillopedia.com</a>
<b>4.</b>	<a href="https://www.habitsforwellbeing.com/9-effective-communication-skills">https://www.habitsforwellbeing.com/9-effective-communication-skills</a>

#### Reference Books

<b>1.</b>	Chaney, L. and Martin, J., Intercultural Business Communication. Person, 4 ed., 2008.
<b>2.</b>	Chaturvedi, Business Communication, Person, 2 edition, 2011
<b>3.</b>	Bovec L. Courtland and John V. Thill, Business Communication Today, 10 ed., Pearson Education, New Delhi, 2011.
<b>4.</b>	American Management Association, The AMA Handbook of Business Writing: The Ultimate Guide to Style, Usage, Punctuation, Construction and Formatting, 2010.
<b>5.</b>	Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product, Person Education, New Delhi, 2008

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				3		3		
<b>CO 2</b>				3		3		
<b>CO 3</b>				3		3		
<b>CO 4</b>				3		3		
<b>CO 5</b>				3		3		

**3-Strong**

**2-Medium**

**1-Low**

**SECOND SEMESTER**

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
24UPMBA2 C08	APPLIED OPERATIONS RESEARCH	Core	3	1	-	-	60	4	25	75	100
Course Objectives											
C1	To provide the students with introduction on OR and its models to aid in understanding its applicability in the various functional areas of management.										
C2	To understand the concept of linear programming models in determining profit maximization and cost minimization										
C3	To learn about various methods adopted in transportation and Assignments models.										
C4	To educate about job sequencing and networking models										
C5	To throw light on game theory and the application of pure and mixed strategies and decision making under uncertainty.										
SYLLABUS											
UNIT	DETAILS							Course Objectives & No. of Hours			
I	Introduction: Overview of operations research – Origin – Nature, scope & characteristics of OR – Models in OR – Application of operations research in functional areas of management – Advantages and Disadvantages							C1 & 15 Hrs			
II	Linear Programming Problem: Linear programming problem model – Formulation – Maximization & Minimization problem – Graphical method – Simplex method – Artificial variable -- Primal & Dual.							C2 & 9 Hrs			
III	Transportation and Assignment Models: Transportation – Initial Basic Feasible Solution – North- West corner, LCM, VAM – Degeneracy - Optimal Solution – Stepping stone method –MODI method – Assignment model: Hungarian method – Traveling salesmen problem.							C3 & 12 Hrs			
IV	Job Sequencing and Project Network Management: Job Shop Scheduling – Johnson Algorithm – Sequencing N Jobs with two machines – Sequencing N jobs with Three machines. Networking Models: Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project Scheduling							C4 & 12 Hrs			
V	Game Theory and Decision Theory: Games theory – two player zero sum game theory – Saddle Point –Mixed Strategies for games without saddle points – Dominance method – Algebraic & Graphical Methods. Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making							C5 & 12 Hrs			
Total								60 Hrs			
Course Outcomes											
Course Outcomes	On completion of this course, students will;							Program Outcomes			
CO1	The students will understand the insights on the origin and nature of OR and also the application of various models of OR.							PO4, PO6			
CO2	The students will Learn about the linear programming and its application for maximization and minimization using various methods.							PO1, PO2, PO6, PO7			

<b>CO3</b>	They will be aware of transportation and assignment and solution methods for various business applications	PO1, PO2, PO6, PO7
<b>CO4</b>	They will have better understanding on job shop scheduling using Johnson's algorithm and Project Network models	PO1, PO2, PO6, PO7
<b>CO5</b>	The students will be imparted the knowledge on game theory and decision theory with their basic applications	PO2, PO7

#### Reading List

<b>1.</b>	<a href="http://www.cbom.atozmath.com">www.cbom.atozmath.com</a>
<b>2.</b>	<a href="http://www.pondiuni.edu.in/storage/dde/downloads/mbaii qt.pdf">http://www.pondiuni.edu.in/storage/dde/downloads/mbaii qt.pdf</a>
<b>3.</b>	<a href="http://164.100.133.129;81/econtent/Uploads/Operations Research.pdf">http://164.100.133.129;81/econtent/Uploads/Operations Research.pdf</a>
<b>4.</b>	<a href="https://www.journals.elsevier.com/operations-research-perspectives">https://www.journals.elsevier.com/operations-research-perspectives</a>

#### Reference Books

<b>1.</b>	Anderson, D.R., Sweeney, D.J., Williams, T.A. and Martin, K., An Introduction to Management Science: Quantitative Approach to Decision Making, 14 <sup>th</sup> Edition Paperback – 1, Cengage Learning India Pvt. Ltd., 2019
<b>2.</b>	Gupta, P.K., and Comboj, Introduction to Operations Research, S. Chand, 2014
<b>3.</b>	Hiller, F., Liebermann, Nag and Basu, Introduction to Operations Research, 11 <sup>th</sup> Edition Paperback, Tata McGraw-Hill Publishing Co. Ltd., 2021
<b>4.</b>	J.K.Sharma: Operations Research, Theory and Applications, MacMillan Publications, 6th Edition, 2017
<b>5.</b>	Taha, H.A., Operations Research: An Introduction, 10 <sup>th</sup> Edition, Pearson, 2019
<b>6.</b>	VK.Kapoor: Operations Research Techniques for Management, Sultan Chand & Sons, 2013

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				2		2		
<b>CO 2</b>	3	2				2	2	
<b>CO 3</b>	3	3				3	2	
<b>CO 4</b>	3	3				2	2	
<b>CO 5</b>		3					2	

**3-Strong      2-Medium    1-Low**

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
24UPMBA2 C09	HUMAN RESOURCE MANAGEMENT	Core	4	-	-	-	60	3	25	75	100
Course Objectives											
C1	To embark importance of HRM role, functions and need										
C2	To assimilate theoretical and practical implications of HRP										
C3	To critically use appropriate training tools										
C4	To analyze and implement an effective performance management										
C5	To extrapolate and design compensation management techniques										
SYLLABUS											
UNIT	DETAILS							Course Objectives & No. of Hours			
I	Introduction: Introduction of Human Resource Management: Importance of Human Resources, Definition and Objectives of Human Resources Management, Qualities of a good HR manager – Evolution and growth of Human Resource Management in India. Functions of Human Resource Management. Strategic Human Resource Management (SHRM).Human Resource Policies: Need, type and scope, Human Resource Accounting andAudit- Gig Economy.							C1 & 12 Hrs			
II	Human Resource Planning (HRP): Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Strategic Human Resource Planning. Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods, Recruitment and Social Media. Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews,Reduction of attrition rate- Attrition and retention management							C2 & 12 Hrs			
III	Training, Development & Career Management: Importance and benefits of Training and Development, Types of Training Methods,Executive Development Programs, Concept and process of Career Management; Competency mapping, Knowledge Management & Talent Management.							C3 & 12 Hrs			
IV	Performance Management: Importance, process and Methods: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Performance Feedback. Human Resource Information System; International Human Resource Management; Employeeeseparation- Types of employee separation –Requirement of Effective Control Systems Grievances							C4 & 12 Hrs			
V	Employee Welfare: Employee Benefits-Types of Employee Benefits–Workers Participation in Management, functions, nature and benefits. Factors attributing to increased awareness for work life balance–Work life balance intervention–Types of provisions							C5 & 12 Hrs			
Total								60 Hrs			

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Gain an understanding of HRM policies and importance.	PO4, PO6
CO2	Implement appropriate HRP in workplace.	PO6
CO3	Apply feasible Training method and manage career progressions.	PO5, PO6, PO7
CO4	Demonstrate managing performance of human resources.	PO6, PO7
CO5	Design and justify compensation framework.	PO4, PO6, PO7
Reading List		
1.	<a href="https://businessjargons.com/performance-management.html">https://businessjargons.com/performance-management.html</a>	
2.	<a href="https://www.hr-guide.com/data/G400.htm">https://www.hr-guide.com/data/G400.htm</a>	
3.	<a href="https://www.managementstudyguide.com/training-development-hr-function.htm">https://www.managementstudyguide.com/training-development-hr-function.htm</a>	
4.	<a href="https://www.tandfonline.com/toc/rijh20/current">https://www.tandfonline.com/toc/rijh20/current</a>	
Reference Books		
1.	Ashwathappa, K., Human Resource Management, 9 <sup>th</sup> Edition, Tata McGraw-HillEducation Pvt. Ltd., 2021.	
2.	Seema Sanghi-Human Resource Management Macmillan Publishers India Ltd 2 <sup>nd</sup> Edition, 2012.	
3.	Gary Dessler & Biju Varrkey, Human Resource Management, 16 <sup>th</sup> Edition, Pearson India Pvt. Ltd., 2020.	
4.	DeCenzo, D.A., Robbins S.P., Susan L Verhulst, Human Resource Management, 11 <sup>th</sup> Edition,Wiley India Pvt. Ltd., 2015.	
5.	Leigh Thompson, Making the team, A guide for Managers, Pearson, 6 <sup>th</sup> Edition 2019.	
6.	Gary Dessler, Fundamentals of Human Resource Management, Pearson, 4 <sup>th</sup> Edition 2017.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M		M		
CO 2						M		
CO 3					S	S	M	
CO 4						M	M	
CO 5				M		M	M	

3-Strong      2-Medium      1-Low

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
24UPMBA2 C10	EXPORT MARKETING MANAGEMENT	Core	3	-	-	-	60	3	25	75	100
Course Objectives											
C1	To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied.										
C2	To provide with opportunities to analyze marketing activities within the firm.										
C3	To analyze and explore the buyer behaviour pattern in marketing situations.										
C4	To understand the branding, pricing and strategies in marketing a product.										
C5	To upgrade the knowledge and awareness of Consumer Rights in the Market.										
SYLLABUS											
UNIT	DETAILS							Course Objectives & No. of Hours			
I	Introduction - export marketing – Features – Importance - Difference between Domestic marketing and International marketing influencing export marketing - Prospect and Challenges of Export Marketing in India.							C1 & 12 Hrs			
II	Global market - tariffs and non-tariffs - WTO and its implications of international marketing. Methods of payment in Export marketing - procedures to open letter of credit (LC) - Export and foreign trade market.							C2 & 12 Hrs			
III	International marketing-Digital Marketing-Social media marketing-Export marketing opportunities-Marketing research process-Marketing Channels-Export marketing mix.							C3 & 12 Hrs			
IV	Export costing and pricing-Buyer Behaviour-Factors influencing foreign customer behaviour- Competitive marketing strategies-Competitive analysis.							C4 & 12 Hrs			
V	Product policies – New product development and product lifecycle. Advertising and sales promotion- Export distribution channel marketing – Multi-channel system consumer protection. Awareness of consumer rights in the marketplace-Channel control – Global markets and Multinational marketing- Promotion for foreign markets.							C5 & 12 Hrs			
Total								60 Hrs			
Course Outcomes											
Course Outcomes	On completion of this course, students will;							Program Outcomes			
CO1	Understand the fundamental principles of marketing, marketing concepts and ideas.							PO4, PO6, PO7			
CO2	Understand the organization’s marketing strategy and marketing environment. Familiar with marketing research with forecasting techniques.							PO4, PO6			
CO3	Understand the buyer behaviour and market segmentation and competitive marketing strategies.							PO4, PO6, PO7			
CO4	Think strategically about branding, pricing and marketing issues.							PO3, PO4, PO6, PO7			
CO5	Familiar with Promotion decisions along with awareness on Consumer Rights in the Market Place.							PO6, PO8			

Reading List	
1.	<a href="https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/">https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/</a>
2.	<a href="https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html">https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html</a>
3.	<a href="https://www.ama.org/ama-academic-journals/">https://www.ama.org/ama-academic-journals/</a>
4.	<a href="https://www.emerald.com/insight/publication/issn/0736-3761">https://www.emerald.com/insight/publication/issn/0736-3761</a>
Reference Books	
1.	Pillai & Baghawathy, Marketing Management, S.Chand , 2010.
2.	Gupta Prachi, Aggarwal Ashita , et al., Marketing Management: Indian Cases, 1 <sup>st</sup> Edition, 2017
3.	G.Shainesh Philip Kotler, et..al., Marketing Management; Indian Case Studies included, 16 <sup>th</sup> Edition, Pearson, 2022
4.	<u>Warren J. Keegan</u> , Global Marketing Management, 8thEdition, Pearson, 2017.
5.	Mullins, Marketing Management: A Strategic Decision Making Approach, 7 <sup>th</sup> Edition, McGraw-Hill, 2010.
6.	Philip Kotler and <u>Keven Lane Keller</u> , Marketing Management, 15 <sup>th</sup> Edition, Pearson, 2015

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2	2	
CO 2				3		3		
CO 3				2		2	2	
CO 4			2	2		2	2	
CO 5						2		2

**3-Strong      2-Medium      1-Low**

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
24UPMBA2 C11	OPERATIONS MANAGEMENT	Core	3	1	-	-	60	3	25	75	100
Course Objectives											
C1	To understand the production function, production design & capacity planning,										
C2	Exploring the Make or Buy decision, and thus understanding the role of inventory management										
C3	To determine multiple plant location decisions and effective utilization of plant layout. To explain the models, concepts, and techniques adopted in the areas of inventory control and maintenance.										
C4	To elucidate the importance and usefulness of work-study and quality control tools										
C5	To provide insights on service operations management and waiting line analysis.										
SYLLABUS											
UNIT	DETAILS							Course Objectives & No. of Hours			
I	Introduction: Operations Management- Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective- Challenges- Manufacturing Trends in India-Production Design and Process Planning- Types of Production Systems- Plant Capacity-Capacity Planning- Make or Buy Decisions- Value Analysis – Objectives and Procedure-Types of Charts used in Operations Management.							C1 & 12 Hrs			
II	Facility Design: Plant Location: Factors to be considered in Plant Location- Location Analysis Techniques- Choice of General Region, Particular community and Site- Multiple Plant Location Decision- Plant Location Trends. Layout of Manufacturing Facilities: Principles of a Good Layout- Layout Factors- Basic Types of Layout- Principles of Materials Handling- Materials Handling Equipment - Role of Ergonomics in Job Design.							C2 & 12 Hrs			
III	Inventory Control And Maintenance: Basic Inventory Models- Economic Order Quantity- Reorder Point-Safety Stock- Inventory Costs-Classification and Codification of Stock- ABC Classification-Materials Requirement Planning (MRP)- JIT- Implications of Supply Chain Management. Maintenance: Preventive Vs Breakdown Maintenance- Maintenance of Cost Balance- Procedure for Maintenance.							C3 & 12 Hrs			
IV	Design Of Work Systems And Quality Control: Work Study- Objectives- Procedure- Method Study and Motion Study- Work Measurement-Time Study-Performance Rating- Allowance Factors- Standard Time- Work Sampling Techniques- Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve- Control Charts for Variables and Attributes; Quality Circles; TQM – Six Sigma, Kaizen							C4 & 12 Hrs			
V	Service Operations Management: Introduction to Services Management- Nature of Services- Types of Services- Service Encounter-Designing Service Organizations- Service Facility Location and Layout- Service Blueprinting- Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery.							C5 & 12 Hrs			

		Total	60 Hrs
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Understand the concepts of production and its design, capacity planning and make or buy decisions.	PO2, PO4	
CO2	Be cognizant of the complexity involved in plant location decisions and utilization of plant layout.	PO2, PO7	
CO3	Understand the Inventory models and the importance of maintenance techniques.	PO6, PO7	
CO4	Be aware of work-study procedures and the importance on quality control tools	PO1, PO2, PO6, PO7	
CO5	Have insight on service operations, service delivery and waiting line analysis.	PO2, PO6, PO7	
Reading List			
1.	<a href="http://www.shsu.edu/~mgt ves/mgt560/ServiceManagement.ppt">www.shsu.edu/~mgt ves/mgt560/ServiceManagement.ppt</a>		
2.	<a href="http://zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf">zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf</a>		
3.	<a href="https://www.emerald.com/insight/publication/issn/0144-3577">https://www.emerald.com/insight/publication/issn/0144-3577</a>		
4.	<a href="https://www.inderscience.com/jhome.php?jcode=ijaom">https://www.inderscience.com/jhome.php?jcode=ijaom</a>		
Reference Books			
1.	Aswathappa K and Shridhara Bhat K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2021.		
2.	Mahadevan B, Operations Management Theory and Practice, 3rd Edition, Pearson Education, 2015.		
3.	Russel and Taylor, Operations and Supply Chain Management, 8th Edition, Wiley, 2021.		
4.	William J Stevenson, Operations Management, 14th Edition, McGraw Hill, 2021.		
5.	Gerard Cachon and Christian Terwiesch, Operations Management, 3 <sup>rd</sup> Edition, McGraw Hill, 2022.		
6.	Prof. K C Jain, Production and Operations Management, 1 <sup>st</sup> Edition, Wiley, 2022.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		2		2				
CO 2		2					2	
CO 3						2	2	
CO 4	2	2				2	2	
CO 5		2				2	2	
3-Strong			2-Medium		1-Low			

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
24UPMBA2 C12	FINANCIAL MANAGEMENT	Core	3	1	-	-	60	3	25	75	100
Course Objectives											
C1	To create an understanding and familiarize the students to the fundamentals of financial management and create awareness on the various sources of finance.										
C2	To create awareness on the various investment techniques on the investment decision making.										
C3	To throw light on the concept of cost of capital and familiarize on the technique of identifying the right source of capital.										
C4	To educate on the concept of capital structure and the create understanding on the concept of dividend.										
C5	To create an understanding on the concept of working capital, its need, importance, factors and forecasting technique										
SYLLABUS											
UNIT	DETAILS							Course Objectives & No. of Hours			
I	<b>Introduction:</b> Financial management: Definition and scope – objectives of Financial Management – Profit Maximization - wealth maximization - functions and role of finance manager. Sources of finance – short term – Long term – International Financial Management- Financial Planning- Behavioural Finance- Capital Market- Money Market- Micro Finance- Financial Information System.							C1 & 12 Hrs			
II	<b>Investing Decision –</b> Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques – Net Present Value, Profitability Index and Internal Rate of Return- Problems - Introduction to Fintech – Digital Currency – Cryptocurrency.							C2 & 12 Hrs			
III	<b>Cost of Capital –</b> Cost of specific sources of capital – Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings - weighted average cost of capital. EBIT -EPS Analysis -							C3 & 12 Hrs			
IV	<b>Capital structure –</b> Factors influencing capital structure – optimal capital structure - capital structure theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani - Miller(MM) Approach – Traditional Approach – Practical Problems. Dividend and Dividend policy: Meaning, classification - Dividend policy general, determinants of dividend policy.							C4 & 12 Hrs			
V	<b>Working Capital Management –</b> Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Receivables Management - Working Capital Financing - Sources of Working Capital - Financial Analytics.							C5 & 12 Hrs			
Total								60 Hrs			
Course Outcomes											

<b>Course Outcomes</b>	<b>On completion of this course, students will;</b>	<b>Program Outcomes</b>
<b>CO1</b>	Be aware of the basic concepts of financial management and understand the various sources of finance.	PO4, PO6, PO7
<b>CO2</b>	Possess knowledge on investment decision making.	PO1, PO2, PO6, PO7
<b>CO3</b>	Have insights on the cost of capital and would have familiarized themselves with the technique of calculating the cost of capital.	PO2, PO7
<b>CO4</b>	Have learnt the concept of capital structure and dividend	PO6, PO7
<b>CO5</b>	Have good understanding on the concept of working capital, its need, importance, factors and the methods of forecasting it.	PO1, PO2, PO4, PO7

#### **Reading List**

<b>1.</b>	<a href="https://accountingexplained.com/managerial/capital-budgeting/">https://accountingexplained.com/managerial/capital-budgeting/</a>
<b>2.</b>	<a href="http://www.studyfinance.com/lessons/workcap/">http://www.studyfinance.com/lessons/workcap/</a>
<b>3.</b>	Journal of International Financial Management & Accounting
<b>4.</b>	The Management Accountant Journal - icmai-rnj.in

#### **Reference Books**

<b>1.</b>	S.N.Maheswari, Financial Management, Sulthan Chand & Sons, 15th Edition, 2019
<b>2.</b>	I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018.
<b>3.</b>	Van Horne, J.C., Financial Management and Policy, 13th Edition, Pearson, 2015.
<b>4.</b>	Prasanna Chandra, Financial Management, 10th edition, Tata McGraw Hill, 2019
<b>5.</b>	Periasamy, P., Financial Management, 4th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2017.
<b>6.</b>	Brigham, E.F. and Ehrhardt, M.C., Financial Management: Theory and Practice, 14th Edition, 2015.

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				2		2	2	
<b>CO 2</b>	2	3				2	2	
<b>CO 3</b>		2					3	
<b>CO 4</b>						2	3	
<b>CO 5</b>	2	2		3			2	

**3-Strong**

**2-Medium**

**1-Low**

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
24UPMBA2 C13	STRATEGIC MANAGEMENT	Core	4	-	-	-	60	3	25	75	100
Course Objectives											
C1	To enable the students, understand the importance of vision and mission in framing corporate strategy.										
C2	To provide insights on how business is responsible socially and ethically.										
C3	To highlight on the environmental analysis framework.										
C4	To throw light on strategic formulation and strategic choice.										
C5	To understand strategic implementation and strategic control.										
SYLLABUS											
UNIT	DETAILS							Course Objectives & No. of Hours			
I	Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision – Mission - Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework- Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills.							C1 & 12 Hrs			
II	Corporate Policy and Planning in India: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies-Implementation of Policies. Society and Business: Social Responsibility of Business –Corporate Governance and Ethical Responsibility.							C2 & 12 Hrs			
III	Environmental Analysis: Environmental Scanning - Macro-environmental Analysis (PESTEL Framework)– Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit –Scenario planning- Creating an Industry Matrix.							C3 & 12 Hrs			
IV	Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) - Portfolio Analysis – TOWS Matrix– Corporate Strategies (Expansion, Stability and Retrenchment) – Business Level Strategies- Functional Strategies– Generic, Competitive Strategies							C4 & 12 Hrs			
V	Strategy Implementation: Strategy Implementation - Corporate Culture – Matching Organisation Structure to Strategy – Strategic Leadership – Resource Allocation - Strategic Control: Measurement of Performance- Problems in Measurement of Performance- Strategy Audit - Du Pont’s Control Model – Balanced Score Card – Michael Porter’s Framework for Strategic Management – Future of Strategic Management – Strategic Information System.							C5 & 12 Hrs			
Total								60 Hrs			
Course Outcomes											
Course Outcomes	On completion of this course, students will;							Program Outcomes			

<b>CO1</b>	Be able to frame vision and mission statements.	PO3, PO4, PO7
<b>CO2</b>	Be social and ethically responsible.	PO3, PO8
<b>CO3</b>	Possess insights on making environmental analysis.	PO3, PO8
<b>CO4</b>	Possess knowledge on learning strategic formulation & strategy choice.	PO2, PO5, PO7
<b>CO5</b>	Understanding strategic implementation and control.	PO4, PO5, PO7

### Reading List

<b>1.</b>	Strategic Management Journal – Wiley online Library
<b>2.</b>	Journal of strategy and Management – Emerald Insight
<b>3.</b>	Mastering Strategic Management – <a href="http://WWW.opentextbooks.org.hk">WWW.opentextbooks.org.hk</a>
<b>4.</b>	Mastering Strategic Management – <a href="http://WWW.saylor.org">WWW.saylor.org</a> .

### Reference Books

<b>1.</b>	V S P Rao, Strategic Management Text and Cases, 2nd edition 2013.
<b>2.</b>	Kazmi, A., Strategic Management and Business Policy, 15th Edition, Tata McGraw-Hill Education, 2018.
<b>3.</b>	Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 8th Edition, Tata McGraw-Hill, 2018.
<b>4.</b>	Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, 2012.
<b>5.</b>	Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw-Hill, 2017.
<b>6.</b>	Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy, 13th Edition, Pearson, 2012.

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>			3	2			3	
<b>CO 2</b>			3					3
<b>CO 3</b>			2					3
<b>CO 4</b>		2			3			2
<b>CO 5</b>				3	3			3

**3-Strong**

**2-Medium**

**1-Low**

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
24UPMBA2 C14	INTERNATIONAL BUSINESS	Extra Disciplinary	3	-	-	-	60	3	25	75	100
Course Objectives											
C1	To understand and analyze international situations and evaluate international collaborative arrangements and strategic alliances.										
C2	To apply knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.										
C3	To throw light on international trade theories and the management of business functional operations in an international context.										
C4	To analyze and evaluate barriers, opportunities, market entry modes and the process of internationalization.										
C5	To know about regional economic integration and contemporary issues in international business.										
SYLLABUS											
UNIT	DETAILS							Course Objectives & No. of Hours			
I	Introduction: Introduction to International Business: Importance, nature and scope of International Business-International Business Vs. Domestic Business; Tariff and non-tariff barriers- transition from Domestic to International Business; Advantages and disadvantages of International business; Balance of Payments; Balance of Trade; Balance of Current Account. Modes of entry into International Business- Internationalization process and managerial implications- Multinational Corporations and their involvement in International Business- Issues in foreign investments, technology transfer, pricing and regulations- International collaborative arrangements and strategic alliances- Counter Trade; Import-Export Process and Documentation.							C1 & 12 Hrs			
II	International Business Environment and Cultural Differences: International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analysing International Business environment. Differences in Culture: Introduction -Social Structure - Religion-Language-Education-Culture and the Workplace-Cultural Change-Cross-cultural Literacy - Culture and Competitive Advantage.							C2 & 12 Hrs			
III	International Trade Theory: Introduction-Mercantilism-Neo Mercantilism -Theory of Absolute Advantage - Theory of Comparative Advantage-Heckscher-Ohlin Theory-The New Trade Theory - National Competitive Advantage-Porter's Diamond - General Agreement on Tariff and Trade (GATT)- World Trade Organization (WTO)-GATS-UNCTAD- Trade Blocks; Customs Union-EU- PTA- European Free Trade Area (EFTA)-Central American Common Market(CACM)-Latin American Free Trade Association(LAFTA)- North American Free Trade Agreement(NAFTA)- Association of South East Asian Nations(ASEAN)- CARICOM- GSTP-GSP-SAPTA-Indian Ocean RIM Initiative- BIMSTEC- Bretton Woods Twins- World Bank & IMF, International Finance Corporation- Multilateral Investment Guarantee Agency (MIGA).							C3 & 12 Hrs			

<b>IV</b>	<b>Global Trading and Investment Environment:</b> Recent Trends in India's Foreign Trade- India's Commercial Relations and Trade Agreements with other countries- Institutional Infrastructure for export promotion in India- Export Assistance- Export Finance- Export Processing Zones (EPZs) - Special Economic Zones (SEZs)- Exports by Air, Post and Sea- Small Scale Industries (SSI) and Exports- Role of ECGC- Role of EXIM Bank of India- Role of Commodity Boards- Role of State Trading Agencies in Foreign Trade- STC, MMTC, etc. Foreign Exchange Market- Functions of Foreign Exchange Market- Foreign Direct Investments (FDI); forms of FDI — Horizontal and Vertical Foreign Direct Investment — Advantages of FDI to Host and Home Countries.	C4 & 12 Hrs
<b>V</b>	<b>Contemporary Issues:</b> Contemporary Issues in International Business- International Sales Contract- Major Laws- INCO terms- Standard Clauses of International Sales Contract- Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. Export Regulations: Procedure for export of goods- Quality Control and Pre- shipment Inspection- Customs Clearance- Port formalities- Exchange regulations for Export- Role of Clearing and Forwarding Agents.	C5 & 12 Hrs

**Total 60 Hrs**

#### Course Outcomes

Course Outcomes	On completion of this course, students will;	Program Outcomes
<b>CO1</b>	Be able to frame vision and mission statements.	PO3, PO4, PO7
<b>CO2</b>	Be social and ethically responsible.	PO3, PO8
<b>CO3</b>	Possess insights on making environmental analysis.	PO3, PO8
<b>CO4</b>	Possess knowledge on learning strategic formulation & strategy choice.	PO2, PO5, PO7
<b>CO5</b>	Understanding strategic implementation and control.	PO4, PO5, PO7

#### Reading List

<b>1.</b>	Strategic Management Journal – Wiley online Library
<b>2.</b>	Journal of strategy and Management – Emerald Insight
<b>3.</b>	Mastering Strategic Management – <a href="http://WWW.opentextbooks.org.hk">WWW.opentextbooks.org.hk</a>
<b>4.</b>	Mastering Strategic Management – <a href="http://WWW.saylor.org">WWW.saylor.org</a> .

#### Reference Books

<b>1.</b>	V S P Rao, Strategic Management Text and Cases, 2nd edition 2013.
<b>2.</b>	Kazmi, A., Strategic Management and Business Policy, 15th Edition, Tata McGraw-Hill Education, 2018.
<b>3.</b>	Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 8th Edition, Tata McGraw-Hill, 2018
<b>4.</b>	Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, 2012.
<b>5.</b>	Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw-Hill, 2017.
<b>6.</b>	Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy, 13th Edition, Pearson, 2012

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>		2		3			2	
<b>CO 2</b>				M			2	
<b>CO 3</b>				3		3	3	
<b>CO 4</b>		3		3			3	
<b>CO 5</b>						3	3	3

**3-Strong      2-Medium      1-Low**

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
24UPMBA2 S02	SOFT SKILLS II - BUSINESS ETIQUETTE	Soft Skills	-	-	2	-	30	3	40	60	100
Course Objectives											
C1	To analyze the Business etiquette at workplace										
C2	To determine the Principles of exceptional work behaviour										
C3	To explore Tech etiquette in using various telecommunication devices and channels										
C4	To successfully handle Multi-cultural challenges										
C5	To ascertain sensitivity to new and emerging issues in etiquette										
SYLLABUS											
UNIT	DETAILS							Course Objectives & No. of Hours			
I	Introduction to business etiquette: The ABCs of etiquette Meeting and greeting scenarios-Developing a culture of excellence the principles of exceptional work behaviour - What is the role of Good Manners in Business? -Enduring Words Greetings and Introductions: Guideline for receptionists - Making introductions and greeting people- Greeting Components- The protocol of shaking hands- Introductions - Introductory scenarios - Addressing individuals.							C1 & 6 Hrs			
II	Meeting and Boardroom Protocol: Guidelines for planning a meeting - Before the meeting - On the day of the Meeting - Guidelines for Attending the meeting - For the Chairperson- For attendees - For Presenters - Planning a power point presentation-Dealing with customer complaints. Entertaining Etiquette: Planning a meal- Issuing invitations -Business meals basics - Basics of table etiquette - Holding and resting utensils - Business dining etiquette - Multi-cultural Highlight: Japanese Dinning-Specific food Etiquette guidelines.							C2 & 6 Hrs			
III	Telephone Etiquette: Cell phone etiquette-Social Media Usage etiquette-Telephone etiquette guidelines - Mastering the telephone courtesy - Active listening - Putting callers on hold -Transferring a call - Screening calls - Taking at message - Voice Mail-Closing the call - When Making calls - Closing the call-Handling rude or impatient clients Internet & email etiquette: Internet usage in the workplace Email- Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines							C3 & 6 Hrs			
IV	Business Attire & Professionalism: Business style and professional image - Dress code - Guidelines for appropriate business attire - Grooming for success - Guidelines for appropriate business attire - Grooming for success - Multicultural dressing Diversity Management- Gender Sensitivity- Social Media and Communication with colleagues-Preventing sexual harassment-Disability Etiquette: Basic disability Etiquette practices - Courtesies for wheelchair users Courtesies for blind or visually impaired - Courtesies for the deaf- People with speech impairments.							C4 & 6 Hrs			
V	Business Ethics: Ethics in the workplace - The challenge of business ethics - Creating an ethical compass - Business ethics and advantages - Ethical Issues - Conflict Management- Conflict resolution strategies - Choosing the appropriate gift in the business environment Multi-cultural challenges: Multi-cultural							C5 & 6 Hrs			

	etiquette - Example of cultural sensitivity - Cultural differences and their effect on business etiquette- onsite projects-Cultural Highlight: China-Cultural Highlight: India.	
<b>Total</b>		<b>30 Hrs</b>
<b>Course Outcomes</b>		
<b>Course Outcomes</b>	<b>On completion of this course, students will;</b>	<b>Program Outcomes</b>
<b>CO1</b>	Learn using business etiquette at work place	PO4, PO6, PO7
<b>CO2</b>	Be able to acquire knowledge about the Principles of exceptional work behaviour	PO4, PO6, PO7
<b>CO3</b>	Be able to enhance their knowledge of latest Tech etiquette in using various telecommunication devices and channels.	PO4, PO6, PO7
<b>CO4</b>	Get familiarized with the Successful handling of Multi-cultural challenge	PO4, PO6, PO7
<b>CO5</b>	Become sensitive to new and emerging issues in etiquette	PO4, PO6, PO7
<b>Reading List</b>		
<b>1.</b>	<a href="https://accountingexplained.com/managerial/capital-budgeting/">https://accountingexplained.com/managerial/capital-budgeting/</a>	
<b>2.</b>	<a href="http://www.studyfinance.com/lessons/workcap/">http://www.studyfinance.com/lessons/workcap/</a>	
<b>3.</b>	Journal of International Financial Management & Accounting	
<b>4.</b>	The Management Accountant Journal - icmai-rnj.in	
<b>Reference Books</b>		
<b>1.</b>	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.	
<b>2.</b>	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noulia: HarperCollins	
<b>3.</b>	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.	
<b>4.</b>	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.	
<b>5.</b>	Travis, R. (2013). Tech Eliquette: OMG, 2 Edition, RLT Publishing.	
<b>6.</b>	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.	

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				2		2	2	
<b>CO 2</b>				2		2	2	
<b>CO 3</b>				2		2	2	
<b>CO 4</b>				2		2	2	
<b>CO 5</b>				2		2	2	

**3-Strong      2-Medium      1-Low**

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
24UPMBA2 L01	EXPORT DOCUMENTATION LAB- I	-	-	-	2	-	30	3	40	60	100
Course Objectives											
C1	After completing this course, the students will understand the UN Aligned Documentation System for Trade Documentation and able to prepare and manage the complete documentation requirement for executing export transactions.										
SYLLABUS											
UNIT	DETAILS							No. of Hours			
I	Introduction to Export Documentation Framework							6 Hrs			
	Export Documentation – Its Meaning & Importance – Understanding UNLAYOUT KEY for Trade Documents – Classification of Documents used in Trade Transactions – Understanding the purposes of Commercial and Regulatory Documents used in the Export Transactions and parties involved Practical Work: Preparation of Master Document -1 as per UNLAY OUT KEY										
II	Export Pre- Shipment Order Processing and Offering Quote							6 Hrs			
	Export Order Processing – Step By step Process – Receipt of Enquiry – Understanding the Buyer Requirements - Preparation of Costing Sheet & Quotation with Terms and Conditions of Sale Practical Work : Preparation of Export Costing Sheet & Quotation										
III	Finalising Export Sales Contract & Post Contract Documents							6 Hrs			
	Export Sales Contract – Understanding Various Clauses to be included in Sales Contract – Parties of the Contract – Delivery and Payment Terms – Quality Confirmation – Dispute Settlements – Force Majeure – Arbitration - Discussion on CISG Draft Agreement for Commercial Sale of Goods – Purchase Order – Proforma Invoice – Scrutiny of Letter of Credit / Purchase Order - Order Acceptance Practical Work: Preparation of Export Sales Contract ( ICC Model ) / PROFORMA INVOICE / Scrutiny of Letter of Credit / Purchase Order										
IV	Preparation of Pre- Shipment Documentation							6 Hrs			
	Pre-Shipment Documentation – Understanding It’s Purposes and Preparing Documents required for Customs Clearance and Transportation Practical Work: Preparation of Commercial Invoice, Packing List, Tax Invoice, E-Way Bill, Certificate of Origin and Compilation of all Documents duly filled using the templates required for Customs Clearance Process in a Single File										
V	Preparation of Post- Shipment Documentation							6 Hrs			
	Post -Shipment Documentation – Understanding It’s Purposes and Preparing Documents required for Payment Realization and FEMA Compliances Practical Work: Preparation of Draft Bill of Lading, Air way Bill, Letter to the Bank for Collection and Bill of Exchange and Compilation of all the Documents required for Payment Realization Process in a Single File										
Total								30 Hrs			

**Course Outcomes:**

Students getting practical knowledge in EXIM- documentation procedures (K3)

**Reference Books**

1.	Export Import Procedures Logistics and Documentation by C Rama Gopal by New Age International Private Limited
2.	Recommendation 1 Un Layout Key for Trade Documents <a href="https://unece.org/fileadmin/Dam/Cefact/Recommendations/Rec01/Rec01_Ecetr270.Pdf">https://unece.org/fileadmin/Dam/Cefact/Recommendations/Rec01/Rec01_Ecetr270.Pdf</a>
3.	Unlay Out Key for Trade Documents – Guidelines For Applications <a href="https://unece.org/fileadmin/Dam/Cefact/Recommendations/Rec01/Rec01_Ecetr137.Pdf">https://unece.org/fileadmin/Dam/Cefact/Recommendations/Rec01/Rec01_Ecetr137.Pdf</a>
4.	ICC Model International Sale Contract ICC Pub. No. 738e
5.	Export Import Procedures Logistics and Documentation by C Rama Gopal by New Age International Private Limited

**THIRD SEMESTER**

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
24UPMBA2 C15	INFORMATION SYSTEMS FOR BUSINESS	Core	4	-	-	-	30	3	40	60	100
Course Objectives											
C1	To enable students to understand the fundamentals of information system and its role of information in managerial decision making										
C2	To throw light on fundamentals of information systems like TPS, DSS, and EIS.										
C3	To manage system applications and data to best support functional areas of business										
C4	To provide insights in securely managing database and information using the process of										
C5	To elucidate the need and importance of ERP, its selection and implementation in workplace										
SYLLABUS											
UNIT	DETAILS							Course Objectives & No. of Hours			
I	Introduction to information system-The management, structure and activities- Information needs and sources-Types of management decisions and information need.System classification Elements of system, input, output, process and feedback.							C1 & 12 Hrs			
II	Transaction Processing information system, Office Automation System (OAS) - Knowledge workers System (KWS); MIS; Information system for managers, Intelligence information system –Decision support system-Executive information systems.							C2 & 12 Hrs			
III	Functional Management Information System: Production / Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system.							C3 & 12 Hrs			
IV	Business Application Software–Objectives–Importance–Areas of Application –Developing Business Application Software – Difference Between Ready to Use and Customer Oriented Softwares.							C4 & 12 Hrs			
V	Enterprise Resource Planning (ERP) System, Benefits of the ERP, ERP how different from conventional packages, Need for ERP, ERP components, Selection of ERP Package, ERP implementation, Functional Application Softwares – Market research Softwares – Open Access Softwares–Project Management Softwares– Features and Uses of above Softwares.							C5 & 12 Hrs			
Total								60 Hrs			
Course Outcomes											
Course Outcomes	On completion of this course, students will;							Program Outcomes			
CO1	Learn the importance of data and information in managerial decision making.							PO1, PO2, PO6			
CO2	Possess on the various IS and the its relevance to Organizational environment							PO3, PO5, PO8,			
CO3	Understand the application of IS on the various functions like Accounting, Finance, Marketing, Operations and HR							PO1, PO3, PO5, PO8			
CO4	To study the various models and new technologies							PO1, PO2, PO6, PO7			

CO5	Be exposed on the importance of selecting the appropriate ERP and its implementation	PO1, PO2, PO5, PO8
Reading List		
1.	Information Systems for Business and Beyond – open textbooks. site.	
2.	Management Information Systems: Managing the Digital firm– www.textbooks.com	
3.	Information systems Journal – Wiley Online Library.	
4.	Information Systems management in Business and development organisations – Hare Krishna Misra – PHI Learning.	
Reference Books		
1.	Azam, M., Management Information System, McGraw-Hill Education, 2012	
2.	Laudon, K., Laudon, J. and Dass, R., Management Information Systems –Managing the Digital Firm, 11 <sup>th</sup> Edition, Pearson, 2010.	
3.	Murdick, R.G., Ross, J.E. and Claggett, J.R., Information Systems for ModernManagement, 3 <sup>rd</sup> Edition, PHI, 2011.	
4.	O'Brien, J.A., Morakas, G.M. and Behl, R., Management Information Systems,9 <sup>th</sup> Edition, Tata McGraw-Hill Education, 2009.	
5.	Saunders, C.S. and Pearson, K.E., Managing and Using Information Systems, 3 <sup>rd</sup> Edition, Wiley India Pvt. Ltd., 2009.	
6.	Stair, R. and Reynolds, G., Information Systems, 10th Edition, Cengage Learning,2012.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	3	2				3		
<b>CO 2</b>			3		3			3
<b>CO 3</b>	2		3		2			3
<b>CO 4</b>	3	3				2	3	
<b>CO 5</b>	3	2			2			3

**3-Strong      2-Medium      1-Low**

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
24UPMBA2 C16	EMPLOYABILITY SKILLS	Extra Disciplinary	3	-	-	-	30	3	40	60	100
Course Objectives											
C1	To learn about the employability skills										
C2	To understand dimensions of task-oriented skills										
C3	To study on critical problem-solving techniques										
C4	To develop employability skills										
C5	To understand the logical and reasoning skills										
SYLLABUS											
UNIT	DETAILS							Course Objectives & No. of Hours			
I	<b>INTRODUCTION TO EMPLOYABILITY SKILLS</b> Meaning – Definition – Hard skills and soft skills –Employability skills and vocational skills – Employability and employment – Employability attributes.							C1 & 9 Hrs			
II	<b>UNPACKING EMPLOYABILITY SKILLS</b> Embedded employability skills – Dimensions of competency – Task skills – Task Management skills – Contingency Management skills – Job/Role Environment skills.							C2 & 9 Hrs			
III	<b>INTER – RELATIONSHIPS OF EMPLOYABILITY SKILLS</b> Communication – Team work – Problem solving – Initiative and Enterprise – Planning and Organizing – Self management – Learning – Technology.							C3 & 9 Hrs			
IV	<b>RESUME WRITING</b> Meaning – Features of good resume – Model (Exercise). Etiquettes – Dress, Cleanliness, Etiquettes to be followed inside the employment seeking process.							C4 & 9 Hrs			
V	<b>BUSINESS PRESENTATION:</b> Written and oral presentation–work–team presentation – Delivering the business presentation visual aids – slides – electronic presentation – hand-outs – delivering the presentation							C5 & 9 Hrs			
<b>Total</b>								<b>45 Hrs</b>			
Course Outcomes											
Course Outcomes	On completion of this course, students will;							Program Outcomes			
CO1	Acquire employability skills							PO4, PO6, PO7			
CO2	understand dimensions of task-oriented skills							PO4, PO6, PO7			
CO3	study on critical problem-solving techniques							PO4, PO6, PO7			
CO4	develop employability skills							PO4, PO6, PO7			
CO5	understand the business presentation							PO4, PO6, PO7			
Reading List											
1.	<a href="https://www.jobjumpstart.gov.au/article/what-are-employability-skills">https://www.jobjumpstart.gov.au/article/what-are-employability-skills</a>										
2.	<a href="https://www.simplilearn.com/why-are-employability-skills-important-article">https://www.simplilearn.com/why-are-employability-skills-important-article</a>										
3.	<a href="https://blog.hubspot.com/marketing/employability-skills">https://blog.hubspot.com/marketing/employability-skills</a>										
4.	<a href="https://www.indeed.com/career-advice/finding-a-job/employability-skills">https://www.indeed.com/career-advice/finding-a-job/employability-skills</a>										
Reference Books											

<b>1.</b>	Scot Ober, “Contemporary Business Communication”, Cengage Learning (5th Edition), 2007
<b>2.</b>	Lesikar “Basic Business Communication: Skills for empowering the internet generation”, TataMcGrawHill,2005
<b>3.</b>	Jaishri Jethwaney, “Corporate Communication: Principles and Practice”, Oxford University Press, 2010
<b>4.</b>	Fafinski, S., Finch, E. (2014). Employability Skills for Law Students. United Kingdom: OUP Oxford.
<b>5.</b>	Trought, F. (2017). Brilliant Employability Skills: How to Stand Out from the Crowd in the Graduate Job Market. United Kingdom: Pearson Education Limited.
<b>6.</b>	Chaita, M. V. (2016). Developing Graduate Employability Skills: Your Pathway to Employment. United States: Universal Publishers.

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				3		3		
<b>CO 2</b>				3		3		
<b>CO 3</b>		2		3		3		
<b>CO 4</b>				3	2	3	1	
<b>CO 5</b>				3		3		

**3-Strong      2-Medium      1-Low**

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
24UPMB A2L01	EXPORT DOCUMENTATION LAB- II	-	-	-	2	-	30	3	40	60	100
Course Objectives											
C1	After completing this course, the students will understand the Process and Documents involved in <b>International Logistics and Import Transactions</b> and able to prepare documents and manage the complete process involving International Logistics and import transactions.										
SYLLABUS											
UNIT	DETAILS							No. of Hours			
I	<b>Planning for International Cargo Transportation</b>							6 Hrs			
	International Cargo Transportation Practices – Modes of Transportation - Understanding the role of Customs Brokers, Liner Agents, Air Cargo Agents, Freight Forwarders, CFS, ICD, Terminal Operators – Containerization – Palletization _ Important Sea Routes & Hub Ports – Selecting Vehicles for Movement of Goods – Route Planning										
II	<b>Documents used in International Cargo Transportation</b>							6 Hrs			
	Documents used in Sea Transportation - Bill of Lading & Types of BL, VGM, Form-13, Container Bond, Survey Reports etc., - Documents Used in Air Transportation – Airway Bill – Types - IATA DG Declaration – MSDS – FREIGHT Calculation <b>Practical Work: Preparation of Draft BL &amp; AWB</b>										
III	<b>Import Order Processing</b>							6 Hrs			
	Understanding Step by Step Process in Importing - Finding Suppliers and Assessment Sending Request for Quotation (RFQ)– Legal Compliance Requirements – Calculation of Import Duty Payable and Landing Cost <b>Practical Work:</b> <b>1) Preparation of Import Costing Sheet &amp; Import Duty Calculation</b> <b>2) Preparation of (Request for Quotation) RFQ</b>										
IV	<b>Issue of Purchase Order/ LC and Order Tracking</b>							6 Hrs			
	Preparation of Purchase order with Suitable Terms and Conditions and Order Tracking with Suppliers <b>Practical Work:</b> <b>1.Preparation of Purchase Order with Terms and Conditions</b> <b>2.Preparation of Application form for Issue of Document art Credit (LC)</b>										
V	<b>Import Clearance Process</b>							6 Hrs			
	Customs Clearance Procedure in India – Types of Clearances – Bonding / Warehousing – Bill of Entry / ICEGATE Clearances – Documents required for Clearances – E-SANCHIT / SWIFT Systems - Duty Exemptions Schemes <b>Practical Work: Preparation of Complete Document Set for Executing Import Clearances</b>										
<b>Total</b>								<b>30 Hrs</b>			
<b>Course Outcomes:</b> Students getting practical knowledge in EXIM- documentation procedures (K3)											
<b>Reference Books</b>											
1.	A Hand Book of international Logistics management, Prof. S. K. Baral KUNAL BOOKS										

<b>2.</b>	Commercial's Manual on Import Documentation by P. Veera Reddy and M. Mamatha Commercial Law Publishers
<b>3.</b>	Customs Law Manual by R.K.Jain by CENTAX Publication
<b>4.</b>	BIG's Easy Reference Customs Tariff – By Arun Goyal
<b>5.</b>	Documentary Letter of Credit with UCP 700, Incoterms & Case Studies by R. Kumar Published by Book Corporation

**ELECTIVES**  
**EXPORT IMPORT**  
**MANAGEMENT**

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
24UPMBA2 EE1	EXPORT BUSINESS ENVIRONMENT	Elective	2	-	-	1	30	3	40	60	100
Course Objectives											
C1	To know the origins and pattern of International Trade and concepts of terms of trade										
C2	To understand contemporaneous export procedure, pertinent documents and tariff										
C3	To acquaint the aspect of international finance and forex markets.										
C4	To enable the students to take decisions using management skills.										
C5	To enable the students to conduct international business										
SYLLABUS											
UNIT	DETAILS						Course Objectives & No. of Hours				
I	International Business - Meaning – Definition - Difference between domestic and international business - Concepts of environmental analysis – Importance – Techniques – Process - Limitation						C1 & 9 Hrs				
II	Demographic and Geographic environment – Population growth – causes and consequences – urbanization – impact on business – Geographic factors – topography – climate – Role of infrastructure on international business – Transportation – Energy – Communication - Need for proficiency foreign language.						C2 & 9 Hrs				
III	Cultural Environment – Elements – religion and religious groups – language and linguistic groups – Types of social organization (social structure) - Impact of foreign culture on business						C3 & 9 Hrs				
IV	Political and Legal Environment – Functions - Economic roles of government – Need for government intervention in business – Legal systems – Bases – Dispute settlement – Jurisdiction and forms of settlement. Government and regulatory environment – Environmental Pollution – Causes and consequences and legislative measures.						C4 & 9 Hrs				
V	Technological and Financial Environment- Meaning of technological environment – governing factors – Importance – Indicators of technological progress – Financial environment – Role of financial institution – International financial institutions – World Bank – IMF – Structure and Functions.						C5 & 9 Hrs				
Total							45 Hrs				
Course Outcomes											
Course Outcomes	On completion of this course, students will;						Program Outcomes				
CO1	Get in depth knowledge about export procedure and documents.						PO4, PO6, PO8				
CO2	Describe the aspects of export marketing and pricing methods.						PO1, PO2				
CO3	Know the facet of export & import finance						PO5, PO6, PO7				
CO4	Analyze complexities in export pricing.						PO4, PO5				
CO5	Compare Exim financial services that suits business needs.						PO3, PO8				
Reading List											

1.	<a href="https://www.mastersportal.com/studies/899/business-administration-international-business-export-management.html">https://www.mastersportal.com/studies/899/business-administration-international-business-export-management.html</a>
2.	<a href="https://apply.baltic-center.eu/hu_HU/courses/course/483-msc-international-business-and-export-management">https://apply.baltic-center.eu/hu_HU/courses/course/483-msc-international-business-and-export-management</a>
3.	<a href="https://www.searchmba.com/business-school/ventspils-university-of-applied-sciences/international-business-and-export-management-1484059">https://www.searchmba.com/business-school/ventspils-university-of-applied-sciences/international-business-and-export-management-1484059</a>
4.	<a href="https://www.lu.lv/en/admission/study-programmes/masters-study-programmes/international-business-with-specialization-in-export-management/">https://www.lu.lv/en/admission/study-programmes/masters-study-programmes/international-business-with-specialization-in-export-management/</a>

#### Reference Books

1.	International Marketing by Philip Cateora and John Graham and Mary Gilly and Bruce Money, Mc Graw hill, 2020
2.	Business Environment: C.B. Gupta Sultan Chand & Sons, 2022.
3.	Ashwathappa. K., <i>International Business</i> , 3 <sup>rd</sup> edition, Tata McGraw Hill, New Delhi, 2007.
4.	Balagopal.T.A.S., <i>Export Management</i> , Himalaya Publishing House, Mumbai, 2011
5.	Cherunilam, Francis., <i>International Trade and Export Management</i> , Himalaya Publishing House, Mumbai, 2010.
6.	James H. Taggart and Michael C. McDermott, <i>The Essence of International Business</i> , Prentice Hall of India, New Delhi, 2003.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		2
CO 2	2	3						
CO 3					2	2	2	
CO 4				3	3			
CO 5			3					3

**3-Strong      2-Medium      1-Low**

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				S		S	M	
CO 2			M			S		S
CO 3						S	M	
CO 4	M						M	S
CO 5	M					S	M	

**S-Strong      M-Medium      L-Low**

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
24UPMBA2 EE2	EXPORT-IMPORT PROCEDURES, DOCUMENTATION AND LOGISTICS	Elective	2	-	1	-	30	3	40	60	100
Course Objectives											
C1	To acquaint students with knowledge of export-import procedures										
C2	To train students in export and import documentation										
C3	To expose knowledge of World Logistics.										
C4	To train students on the Insurance, Banking and Foreign Exchange system										
C5	To make them understand international business										
SYLLABUS											
UNIT	DETAILS						Course Objectives & No. of Hours				
I	Export Offer and Documents, Export Contract and Negotiation with Commercial Banks for Availing Export Finance and Methods of Export Finance Export Order – Processing of Export Order – EXIM Documentation – International Business Contracts – Dispute – Methods of Financing Exports – Letter of Credit – Other Methods of Payment for Export – Packing and Post Shipment Finance – Other Long-term Methods of Payment – Discrepancies in Export Documents – Negotiations of Documents with Commercial Banks –Uniform custom and practices(UCP).						C1 & 9 Hrs				
II	Insurance, Foreign Exchange Risk and Forwarding Agents Business Risk – Cargo and Foreign Exchange Risk, Foreign Exchange – Cargo Insurance, ECGC – Foreign Exchange Regulations – Quality Control, Inspection and Procedures and Role of Clearing and Forwarding Agents.						C2 & 9 Hrs				
III	Cargo Shipment, Custom Clearance, Export-Import Licenses and Other Export Incentives Shipment of Export Cargo, Excise and customs clearance of cargo, Custom Clearance of Import Cargo, Procedures for availing export incentives – Duty draw backs - Export license –Import License and other export incentives from government of India and from Institutions.						C3 & 9 Hrs				
IV	World Shipping, Structure, Liners, and Tramps, Conference System and Freight-Containerization Container Corporation of India-Conferences on Sea Transport.						C4 & 9 Hrs				
V	Indian Shipping, Concept of Dry Port, Air Transport, Freight rate structure-Export Procedures in Airport and Sea Port-Tariff and Non-tariff for exporters.						C5 & 9 Hrs				
Total							45 Hrs				
Course Outcomes											
Course Outcomes	On completion of this course, students will;						Program Outcomes				
CO1	Understand the Export and Import procedures in International Trade.						PO1, PO2, PO6, PO7				
CO2	Analyze the challenges of the International Environment						PO4, PO6				

CO3	Knowing the Insurance, Banking and Foreign Exchange system in International trade.	PO4, PO6
CO4	Handle the Cargo shipment, Customs clearance in doing Trade practices	PO4, PO6
CO5	Understand the challenges of National and International Business	PO4, PO6

### Reading List

1.	<a href="https://www.mlsu.ac.in/econtents/1198_e-book%20on%20export%20import%20procedure.pdf">https://www.mlsu.ac.in/econtents/1198_e-book%20on%20export%20import%20procedure.pdf</a>
2.	<a href="https://www.pdfdrive.com/export-import-procedures-documentation-and-logistics-e184293173.html">https://www.pdfdrive.com/export-import-procedures-documentation-and-logistics-e184293173.html</a>
3.	<a href="https://www.studocu.com/in/document/indian-institute-of-management-ranchi/business-statistics/export-import-procedures-documentation-and-logistics/27036095">https://www.studocu.com/in/document/indian-institute-of-management-ranchi/business-statistics/export-import-procedures-documentation-and-logistics/27036095</a>
4.	<a href="https://www.mondaq.com/india/international-trade-investment/845604/import-and-export-procedures-in-india">https://www.mondaq.com/india/international-trade-investment/845604/import-and-export-procedures-in-india</a>

### Reference Books

1.	Bhalla, V.K. and S.Ramu, International Business Environment and Management, 5 <sup>th</sup> ed., Anmol Pub.(P) Ltd., New Delhi, 2001.
2.	Francis Cherullin, International Business, Wheeler Publication, New Delhi, 2000.
3.	Government of India Handbook of Import-Export Procedures, Anupam Publishers, New Delhi, 2002
4.	Nair, S.K., Contract Management, Vrinda Publication, New Delhi, 2005.
5.	Paras Ram, Export: What, Where and How, Anupam Pub., New Delhi, 1995.
6.	TAS Balagopal, Export Management, Himalaya Publishing House, Mumbai, 2013.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	3				3	3	
CO 2				3		3		
CO 3				2		3		
CO 4				2		2		
CO 5				3		3		

**3-Strong      2-Medium      1-Low**

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
24UPMBA 2EE3	INTERNATIONAL MARKETING MANAGEMENT	Elective	2	-	-	1	30	3	40	60	100
Course Objectives											
C1	To enrich the students’ knowledge with challenges and dynamic environments of global marketing.										
C2	To educate them about cultural dynamics in assessing international markets.										
C3	To impart the skills to assess market opportunities and global strategies										
C4	To educate students on International marketing										
C5	To educate students on recent trends in business management										
SYLLABUS											
UNIT	DETAILS						Course Objectives & No. of Hours				
I	Global Perspective: Global–International Marketing–The International Marketing– Marketing Decision – Aspects of the Domestic and foreign environments – Developing Global awareness – Stages of International Marketing – Strategic Orientation – Domestic Market Extension –Multi domestic Market Orientation. Trade Barriers – The Twentieth to the Twenty-first Century – Multinationals – Balance of Payments – Protectionism – Trade Barriers – Easing Trade Restrictions – Competitiveness Act –General Agreement of Tariffs and Trade (WTO) – The International Monetary Fund and World Bank–Protests against Global Institutions						C1 & 9 Hrs				
II	Global Perspective: Equities and eBay – Culture gets in the way – Culture’s Pervasive Impact – Definition and Origins and Culture – Elements of Culture – Cultural Values –Rituals – Symbols – Beliefs – Thought Processes – Cultural Knowledge – Factual versus Interpretive Knowledge – Cultural Sensitivity and Tolerance – Culture, Management Style, and Business Systems The Impact of American Culture on Management Style– Management Styles around the World – Authority and Decision Making – Management Objectives and Aspirations – Communication Styles – Formality and Tempo – P-Time versus M-Time – Negotiations Emphasis – Gender Bias in International Business – Business Ethics –Corruption Defined – the Western Focus on Bribery – Ethically and Socially Responsible Decision–Culture’s Influence on Strategic Thinking.						C2 & 9 Hrs				
III	The Sovereignty of Nations - Political Risks of Global Business – Economic risks political and social activity – World of Politics – Global Perspective. Emerging Markets: Marketing and Economic Development–Objectives of developing countries–Marketing a developing country Developing countries and Emerging Markets–Strategic Implementation of Marketing.						C3 & 9 Hrs				
IV	Planning for Global Markets – Alternative Market Entry Strategies – Organizing forGlobalCompetition–ProductsandServicesforConsumers–ProductsandCulture Analysing Product Components for Adaptation – Marketing Consumer Services Globally – Brands in International Markets. Geography and Global Markets – Climate and topography –Geography, Nature and Economic Growth–Social responsibility and Environmental Management.						C4 & 9 Hrs				

V	Breath and Scope of International Marketing Research – Problems of gathering Primary data–Research in the Internet. Multinational Market Regions and Market Groups: Global Markets and Multinational –Market Groups–European Union North America Free Trade Agreement–Asian–Pacific Rim–Regional Trading Groups and Emerging Markets. International Marketing Channels: Channel of Distribution Structure –Import Oriented Distribution Structures–Channel Control–Modern Channel Structure–Distribution. Implementing Global Marketing Strategies: Negotiation with International Customers, Partners and Regulation – The Pervasive impact an culture on Negotiation Behavior –Negotiation terms and preliminaries–After Negotiation.	C5 & 9 Hrs
Total		45 Hrs
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Critically think about the Challenges and Dynamic Environments of International Marketing.	PO6
CO2	Cultivating and enhance the knowledge about the effects of globalized business world.	PO1, PO2, PO4, PO6, PO7
CO3	Have the ability to work and demonstrate the planning of marketing activities on foreign markets and domestic markets.	PO1, PO2, PO3, PO6, PO7
CO4	Understand the application of marketing research in international aspects to identify the new markets.	PO1, PO2, PO6, PO7
CO5	Analyse and design strategies for international business environments that firms utilize when marketing their products in foreign countries.	PO2, PO3, PO4, PO6, PO7, PO8
Reading List		
1.	<a href="https://exeedcollege.com/blog/international-marketing-management-process-and-challenges/">https://exeedcollege.com/blog/international-marketing-management-process-and-challenges/</a>	
2.	<a href="https://courses.leeds.ac.uk/7652/international-marketing-management-msc">https://courses.leeds.ac.uk/7652/international-marketing-management-msc</a>	
3.	<a href="https://edgy.app/international-marketing">https://edgy.app/international-marketing</a>	
4.	<a href="https://michiganross.umich.edu/courses/international-marketing-management-4881">https://michiganross.umich.edu/courses/international-marketing-management-4881</a>	
Reference Books		
1.	Aswathappa,K., International Business, The Tata Mc Graw HillLtd., 2nded., 2006.	
2.	Bhattacharya B, Varshney R L., sultan chand & Sons., 26th Revised Edision., 2022	
3.	Cateora and Philip, International Marketing, The Tata McGraw Hill Companies, 13thed.,NewDelhi,2008.	
4.	Kumar, International Marketing Research, Prentice Hall of India(P) Ltd.,NewDelhi,209.	
5.	Srinivasan,R., Internattional Marketing, PrenticeHallofIndia,3rded.,NewDelhi,2002.	
6.	Bhalla,V.K.,International Business Environment and Management, Anmol Publications Pvt.Ltd.,9thed.,New Delhi,2007	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1						2		2
CO 2	3	3		3		3	2	
CO 3	3	3	3			3	2	
CO 4	3	3				3	3	
CO 5		3	3	3		3	2	2

**3-Strong      2-Medium      1-Low**

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
24UPMBA2 EE4	EXPORT FINANCE AND PROMOTION	Elective	2	-	1	-	30	3	40	60	100
Course Objectives											
C1	To Understand the concept structural. Export organizational										
C2	To equip the students with the updated information on various methods and Procedures of foreign trade financing, Export Promotion for exports and the various institutions involved in export finance										
C3	The aim of as well as to cover the Concept and Significance of Export Promotion.										
C4	To examine and interpret challenges in export finance.										
C5	To make them understand international business.										
SYLLABUS											
UNIT	DETAILS							Course Objectives & No. of Hours			
I	Meaning and Definition of Export Finance-Need and Importance of Export Finance-Methods and Sources of Export Finance- Pre-shipment and Post-shipment Finance-Letters of Credit- Export Factoring and Forfaiting- Risk and Challenges in Export Finance-Role of export/import bank of India in export finance							C1 & 9 Hrs			
II	Emergence, Organization Structure, Objectives and Functions of EXIM Bank. Stages of Export Financing. Financing Programs of EXIM Bank for Domestic Companies, Foreign Companies, Govts& Financial Institutions, ECGC-SIDBI-RBI and Commercial Banks in India-Import Licensing-Financing Methods for Import of Capital Goods..							C2 & 9 Hrs			
III	Introduction of Export Promotion-Role of Export in Economic Development. Problems and Challenges of Exports-Concept and Significance of Export Promotion-Structure of Export Promotion in India –List of Export Promotion Council –Commodity Boards-The Board of Trade-Chambers of Commerce and Industry– A Brief Outline.							C3 & 9 Hrs			
IV	Export Performance-Highlights of Trade Performance-Sectorial Performance-Import and Export Promotion Measures-Capital Goods Schemes-Duty Exemption Schemes-EOUs/EPZs/EHTP/STP-Sector specific measures-Market development assistance Grand-in-aid-to Export promotion and market development organization-Directorate general of foreign trade-ITPO-IIFT-NCTI-IIP Mumbai.							C4 & 9 Hrs			
V	Institutional framework-Export promotion measures-Functional Divisions-Autonomous Bodies-Advisory Boards-Ministry of textiles-List of organizations/Bodies under the ministry of textiles-Boards-Attached Offices-Subordinate Offices-Development councils							C5 & 9 Hrs			
Total								45 Hrs			
Course Outcomes											
Course Outcomes	On completion of this course, students will;							Program Outcomes			
CO1	Students should be able to impart basic knowledge on Export Finance, Export Import and various kinds of Export Promotion.							PO4, PO6			

CO2	Plan and execute export and Finance operations	PO4, PO6
CO3	Evaluate challenges and opportunities in performance and schemes	PO4, PO6
CO4	To be able to foresee and define the risks that could be encountered in the field of trade and finance	PO4, PO6
CO5	To take decisions to manage such risks	PO4, PO6
<b>Reference Books</b>		
<b>1.</b>	D C Kapoor (2005)'' Export Management'' VIKAS publishing house Pvt Ltd.	
<b>2.</b>	International Finance: Maurice D.Levi	
<b>3.</b>	International Marketing: M.L. Varma&Agarwal	
<b>4.</b>	Export Import Finance: Parasram	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				3		3		
<b>CO 2</b>				3		3		
<b>CO 3</b>				3		3		
<b>CO 4</b>				3		3		
<b>CO 5</b>				3		3		

**3-Strong      2-Medium      1-Low**

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
24UPMBA2 EE5	GLOBAL SUPPLY CHAIN MANAGEMENT	Elective	2	-	-	1	30	3	40	60	100
Course Objectives											
C1	The students to gain deeper insights into logistics and supply chain management.										
C2	To highlight the integrated nature of working in logistics and supply chain industry										
C3	To prepare students to work in logistics and allied industries.										
C4	To make student understand International business from logistics perspective										
C5	To make student understand Supply chain management practices.										
SYLLABUS											
UNIT	DETAILS						Course Objectives & No. of Hours				
I	Concepts of Logistics – Evolution – Nature and Importance – Components of Logistics Management- Competitive advantages of Logistics – Functions of Logistics management – Principles – Logistics Network- Integrated Logistics system, Supply chain management – Nature and Concepts – Value chain- Functions – Supply chain effectiveness – Outsourcing – 3PLs and 4PLs – Supply chain relationships – Customer services.						C1 & 9 Hrs				
II	Elements of Logistics and Supply chain management – Inventory carrying – Ware housing, Technology in the ware house: Computerization, Barcoding, RFID and WMS – Material handling, Concepts and Equipment's: Automated Storage and Retrieval Systems – Order Processing – Transportation – Demand Forecasting – Impact of Forecasts on Logistics and Supply chain Management- Performance measurements.						C2 & 9 Hrs				
III	Transportation – Position of Transportation in Logistics and Supply chain management-Road, Rail, Ocean Transport - Ships- Types- Measurement capacity of ships – shipping information, Air, Transport Multi model transport – containerization – CFS – ICDS Cross Docking- Selection of transportation mode – Transportation Network and Decision – Insurance aspects of logistics.						C3 & 9 Hrs				
IV	Logistical Information System (LIS) - Operations – Integrated IT solution for Logistics and supply chain management- Emerging technologies in Logistics and Supply chain management. Components of a logistic system-transportation-Inventory carrying-ware housing order processing –Distribution channels- Difference between warehouse and distribution centre.						C4 & 9 Hrs				
V	Performance- Bench marking for supply chain improvement- Dimensions and achieving excellence- Supply Chain Measures – SCOR model-Logistics score board- Activity Based Costing - Economic Value-Added Analysis- Balance Score card approach-Lean thinking and six sigma approach in Supply Chain.						C5 & 9 Hrs				
Total							45 Hrs				
Course Outcomes											

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Gaining deeper insights into logistics and supply chain management.	PO4, PO7
CO2	To Understand the integrated nature of working in logistics and supply chain industry	PO7, PO8
CO3	To make students to work in logistics and allied industries.	PO6, PO7
CO4	Understanding International business from logistics perspective	PO7, PO8
CO5	Understanding Supply chain management practices.	PO7, PO8
Reading list		
1.	<a href="http://www.managementstudyguide.com/">http://www.managementstudyguide.com/</a>	
2.	<a href="https://www.tutorialspoint.com/supply_chain_management/supply_chain_management">https://www.tutorialspoint.com/supply_chain_management/supply_chain_management</a>	
3.	<a href="https://www.camcode.com/asset-tags/supply-chain-management-guide/">https://www.camcode.com/asset-tags/supply-chain-management-guide/</a>	
4.	<a href="https://library.ku.ac.ke/wpcontent/downloads/2011/08/Bookboon/Magement%20andOrganisatio n/fundamentals-of-supply-chain-management.pdf">https://library.ku.ac.ke/wpcontent/downloads/2011/08/Bookboon/Magement%20andOrganisatio n/fundamentals-of-supply-chain-management.pdf</a>	
References Books		
1.	Agarwal, D.K., ‘Textbook of Logistics and Supply Chain Management’, Mac Millan India Ltd, 2003.	
2.	Chase, R.B., Shankar, R and Jacobs, F.R. ‘Operations Management and Supply Chain Management’, McGraw Hill Publications, 13th edition, 2018.	
3.	Chopra, S., Meindl, P. and Kalra, D.V. ‘Supply Chain Management’, Pearson Education India, 6th edition, 2016.	
4.	Krishnaveni Muthiah, ‘Logistics Management and Seaborne Trade’, Himalaya Publishing House, 2010.	
5.	Martin Christopher, ‘Logistics and Supply Chain Management’ Pearson Education, 2003.	
6.	Ronald H. Ballou, ‘Business Logistics and Supply Chain Management’ Pearson Education 2004.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3			3	
CO 2							3	2
CO 3						2	3	
CO 4							3	2
CO 5							3	3

3-Strong      2-Medium      1-Low

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
24UPMBA2 EE6	REGULATORY FRAMEWORK FOR INTERNATIONAL TRADE	Elective	2	-	1	-	30	3	40	60	100
Course Objectives											
C1	To familiarize the students about International trade theories.										
C2	To understand about the Emerging pattern of International services trade and their determinants										
C3	To learn better idea and understanding about protectionism and International market structure										
C4	To understand better insights about integration of EDI system										
C5	To understand General guidelines issued by the RBI.										
SYLLABUS											
UNIT	DETAILS						Course Objectives & No. of Hours				
I	Introduction, evolution of India's trade policy; Economic scenario in India; India's external sector - an overview; Trends in India's exports and imports, trade balance, degree of openness to trade, composition and direction of India's trade etc. will be discussed; Institutional framework for export promotion in India;						C1 & 9 Hrs				
II	Understanding registration procedure for ECC; Understanding procedure for excise clearance therein under various schemes; Studying documentary procedure for excise clearance of export cargo; Central excise clearance procedures; Procedure for excise clearance in case of exempted units & un-exempted units; Excise clearance with or without examination of goods; Documentary requirement for clearance of excise.						C2 & 9 Hrs				
III	Studying the role and responsibilities of customs in India; Studying customs clearance of export & import cargo; Understanding role of EDI initiatives and facilities therein for customs clearance; Legal framework: Customs Act 196 and Customs Tariff Act 1975; Customs clearance – documentary requirements; Custom clearance for shipment through air, ship, ICDs, post parcel, and courier; EDI and customs operations; Shipping & port formalities for export and import.						C3 & 9 Hrs				
IV	Are duty drawbacks required and reasons therein; Understanding the procedure for duty drawback in India; Studying duty drawback through EDI system; concept and rationale; Monitoring authority; Types and rate; Mechanism of rate fixation; Settlement of claims - including under EDI; Procedure and documentation						C4 & 9 Hrs				
V	General guidelines issued by the RBI for importers; Form A-1; Import licenses; Obligation of purchaser of foreign exchange; Time limit for settlement of import payments; Advance remittance; Interest on import bills – limits set by RBI; Remittances against replacement imports Guarantee for replacement import; Receipt of import bills/documents; Evidence of import and issue of acknowledgement; Verification and preservation of evidence of import ; Follow up for import evidence; Issue of bank guarantee; Import factoring; Merchanting trade						C5 & 9 Hrs				
Total							45 Hrs				
Course Outcomes											

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Able to understand about International trade theories.	PO4, PO6
CO2	Able to understand Emerging pattern of International services trade and their determinants	PO4, PO6
CO3	Able to understand about protectionism and International market structure	PO4, PO6
CO4	Able to understand better insights about integration of EDI system	PO4, PO6
CO5	Able to understand General guidelines issued by the RBI.	PO4, PO6
<b>Reading List</b>		
1.	<a href="https://www.woah.org/app/uploads/2021/03/oie-technical-item-part-i.pdf">https://www.woah.org/app/uploads/2021/03/oie-technical-item-part-i.pdf</a>	
2.	<a href="https://www.cambridge.org/core/books/abs/reclaiming-development-in-the-world-trading-system/current-regulatory-framework-for-international-trade-the-wto-system/553732E08C21425D6798A5068F399FA0">https://www.cambridge.org/core/books/abs/reclaiming-development-in-the-world-trading-system/current-regulatory-framework-for-international-trade-the-wto-system/553732E08C21425D6798A5068F399FA0</a>	
3.	<a href="https://www.wto.org/english/tratop_e/devel_e/framework.htm">https://www.wto.org/english/tratop_e/devel_e/framework.htm</a>	
4.	<a href="https://trustedstream.life/space-robot/?pl=U8DXgIe3mUaLKra-edbTIw&amp;sm=space-robot&amp;hash=kUBxXe0Dus6GfV9J7os2GA&amp;exp=1668259662#">https://trustedstream.life/space-robot/?pl=U8DXgIe3mUaLKra-edbTIw&amp;sm=space-robot&amp;hash=kUBxXe0Dus6GfV9J7os2GA&amp;exp=1668259662#</a>	
<b>References Books</b>		
1.	IIBF International Trade Finance Systematic and Comprehensive Overview of the International Trade Finance Practices with Emphasis on the Procedures, Documentation, and Regulatory Framework [Paperback] Indian Institute of Banking & Finance Paperback – 25 June 2021 by Indian Institute of Banking & Finance, Taxmann publication	
2.	Sustainable Trade, Investment and Finance: Toward Responsible and Coherent Regulatory Frameworks Hardcover – Import, 26 July 2019 by Clair Gammage, Edward elgar publication.	
3.	Sustainable Commodity Use: Its Governance, Legal Framework, and Future Regulatory Instruments: 21 (European Yearbook of International Economic Law) Paperback – Import, 8 December 2021 by Maximilian Eduard Oehl	
4.	Business Regulatory Framework For B.Com Classes of Various Universities Paperback by Dr. G.K. Vashney, sahityabhawan publication.	
5.	International Economics: Trade and Finance, 11ed, ISV Paperback – 1 January 2014 by Dominick Salvatore, wiley publication.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3		3		
CO 2				3		3		
CO 3				3		3		
CO 4				3		3		
CO 5				3		3		

3-Strong      2-Medium      1-Low

**SUPPORTIVE PAPER**

COURSE CODE	COURSE TITLE	Category	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks
24UPMBA2 S01	ENTREPRENEURSHIP DEVELOPMENT	3	-	-	-	-	45	3	25	75	100
Course Objectives											
C1	To introduce students to entrepreneurship and its growth in India.										
C2	To impart knowledge on innovation, its types, role of technology in innovation, patents and licensing.										
C3	To orient the students on new venture creation										
C4	To enable students to prepare a feasible business plan										
C5	To give inputs on various types of financing available for new ventures.										
SYLLABUS											
UNIT	DETAILS							Course Objectives & No. of Hours			
I	Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India; MSME; Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.							C1 & 9 Hrs			
II	Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – Design Thinking- The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms							C2 & 9 Hrs			
III	New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Feasibility Analysis: Technical Feasibility of Products and Services – Marketing Feasibility: Marketing Methods –							C3 & 9 Hrs			
IV	Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Start-ups and e-commerce Start-ups.							C4 & 9 Hrs			
V	Family Business: Definition, key point in family business- classic systems (Types) of family enterprise- Enterprise Governance-Family governance – Owner Governance- Characteristics of Family Enterprises-Challenges in family enterprise-Comparisons of Family Systems and Enterprise Systems-Differences in family enterprise.							C5 & 9 Hrs			
Total								45 Hrs			
Course Outcomes											
Course Outcomes	On completion of this course, students will;							Program Outcomes			
CO1	Be able to know about growth of entrepreneurship in India							PO4, PO7			
CO2	Gain knowledge on innovation, its types, role of technology in innovation, patents and licensing							PO7, PO8			
CO3	Obtain knowledge on new venture creation							PO6, PO7			
CO4	Be able to prepare a business plan							PO7, PO8			
CO5	Gian knowledge on various types of financing available for new ventures.							PO7, PO8			

Reading List	
1.	<a href="http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf">http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf</a>
2.	<a href="https://www.cengage.com/highered">https://www.cengage.com/highered</a>
3.	<a href="https://roadmapresearch.com/entrepreneurship-beyond-curriculum">https://roadmapresearch.com/entrepreneurship-beyond-curriculum</a>
4.	The International Journal of Entrepreneurship and Innovation
Reference Books	
1.	Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.
2.	Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.
3.	Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.
4.	Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.
5.	Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.
6.	Entrepreneurship: Successfully Launching New Ventures, Global Edition, 6th Edition Bruce R. Barringer, Texas A & M University, R. Duane Ireland, ©2018  Pearson

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3			3	
CO 2							3	2
CO 3						2	3	
CO 4							3	2
CO 5							3	3

3-Strong      2-Medium      1-Low