

ODL MBA

**MASTER OF BUSINESS ADMINISTRATION –
INTERNATIONAL BUSINESS**

PROGRAMME GUIDE

TABLE OF CONTENTS

INTRODUCTION	3
PROGRAMME OUTCOMES	3
PROGRAMME SPECIFIC OUTCOMES	3
SALIENT FEATURES	3
PROGRAMME CODE	4
DURATION OF THE PROGRAMME	4
MEDIUM OF INSTRUCTION/EXAMINATION	4
PROGRAMME STRUCTURE	5
PROGRAMME SCHEME	6-7
SYLLABUS OF PROGRAMME	8-57

INTRODUCTION

The MBA in International Business offers an in-depth exploration of the global economic landscape, equipping students with the strategic, legal, and operational expertise required to manage international trade and cross-border business activities. The programme emphasizes the complexities of international markets through focused study of areas such as global trade logistics, foreign trade policy, WTO frameworks, and international trade regulations. With a curriculum designed to bridge classroom learning and global industry practice, students develop critical insights into export-import procedures, trade negotiations, and cross-cultural management. The programme fosters global business acumen, regulatory awareness, and decision-making capabilities necessary for navigating international markets and managing multinational operations effectively.

Programme Outcomes

Programme Outcomes (POs) are broad statements that outline the core abilities, skills, and knowledge that students are expected to acquire by the end of the programme. These outcomes focus on developing global competence, strategic thinking, legal awareness, and ethical decision-making in international business environments.

1. **Strategic Global Decision-Making:** Demonstrate the ability to make informed and ethical strategic decisions in diverse and dynamic international markets.
2. **Global Economic and Trade Understanding:** Analyze international economic scenarios, trade patterns, and market dynamics to identify business opportunities and risks.
3. **Cross-Cultural Communication and Negotiation:** Apply interpersonal and negotiation skills across cultural boundaries to manage international relationships effectively.
4. **Export-Import Operations Mastery:** Understand and execute export-import procedures, documentation, and international logistics operations with regulatory compliance.
5. **Legal and Trade Policy Awareness:** Interpret and apply international trade laws, WTO frameworks, and India's foreign trade policies to global business operations.
6. **Research and Analytical Thinking:** Utilize analytical tools and research methodologies to evaluate data and solve international business problems effectively.
7. **Corporate Strategy and Global Entrepreneurship:** Develop global business strategies and entrepreneurial ventures by integrating market intelligence, innovation, and policy understanding.
8. **Ethical and Sustainable International Practices:** Promote ethical behavior and sustainability in global business operations while respecting socio-political and environmental considerations.

PROGRAMME SPECIFIC OUTCOMES

Programme Specific Outcomes (PSOs) define the discipline-specific capabilities students are expected to demonstrate upon completing the MBA in International Business. These outcomes reflect applied knowledge of international trade systems and strategic business practices across borders.

- **PSO1: Demonstrate advanced understanding of global trade mechanisms, international economic policies, and legal frameworks** through the application of analytical tools to evaluate export-import operations, international trade logistics, and regulatory compliance, thereby enabling effective decision-making in global business environments.
- **PSO2: Apply strategic and entrepreneurial insights to international business challenges** by integrating knowledge of corporate strategy, trade laws, WTO provisions, and policy frameworks. This outcome empowers learners to lead innovation-driven ventures, formulate

competitive strategies, and contribute to policy-oriented projects and research in the field of international trade and business law.

SALIENT FEATURES

Industry-Aligned Global Curriculum: The programme offers a forward-looking curriculum integrating the latest developments in international trade, foreign policy, and global business regulations.

Exposure to Export-Import Operations: Students gain practical knowledge of export-import documentation, international logistics, and trade facilitation mechanisms used in cross-border commerce.

Focus on Trade Policy and WTO Frameworks: Dedicated courses on India's Foreign Trade Policy, WTO regulations, and international trade laws enhance global trade literacy and regulatory compliance.

Global Strategy and Entrepreneurship Integration: The curriculum emphasizes strategic thinking and entrepreneurial innovation to help students identify and capitalize on international business opportunities.

Capstone and Industry Projects: Students work on real-time industry projects and a capstone project to apply their learning in solving contemporary global trade and management challenges.

Emphasis on Cultural Intelligence and Communication: The programme develops intercultural sensitivity and communication skills necessary for managing international teams and negotiations effectively.

Blended Learning Through Case-Based Pedagogy: Real-world case studies from global trade scenarios are used to encourage analytical thinking, application-based learning, and strategic decision-making.

Career Readiness for Global Roles: The programme prepares students for professional roles in export houses, multinational corporations, international logistics firms, government trade bodies, and global consulting organizations.

PROGRAMMECODE: DE3521

DURATION OF THE PROGRAMME:

Minimum Duration 2 years

Maximum Duration 4 years

MEDIUM OF INSTRUCTION/EXAMINATION:

Medium of instruction and Examination shall be English.

PROGRAMME STRUCTURE
MBA - INTERNATIONAL BUSINESS

Term	Core Courses (CRI, CRII, CRIIIA, CRIIIB) CRI+II - (8+3) 11x4 Credits CRIIIA - 1x4 Credits CRIIIB - 1x6 Credits	Discipline Specific Electives (DSE) 6x6 Credits	Ability Enhancement Courses (AECC) 1x4 Credits	Generic Electives (GE) 2x4 Credits	Credits
I	Discipline Specific Core - I Discipline Specific Core - II Discipline Specific Core - III Discipline Specific Core - IV Discipline Specific Core - V				20
II	Discipline Specific Core - VI Discipline Specific Core - VII Discipline Specific Core - VIII Discipline Specific Core - IX Discipline Specific Core - X		AECC-I Communication for Leaders		24
III	Discipline Specific Core - XI CRIIIA - Seminar on Summer Training OR 1 Course from the GE Basket 1 which is not chosen as Generic Elective (GE)	DSE-I DSE-II DSE-III		GE-I (Professional Enhancement, English, Political Science, Sociology)	30
IV	CRIIIB - Capstone Project	DSE- IV DSE-V DSE-VI		GE-II (Professional Enhancement, English, Political Science, Sociology)	28
Total	54 Credits	36 Credits	4 Credits	8 Credits	102

COURSE TYPE	COURSE CODE	COURSE TITLE	Cr.	CA	ETE (Theory)	ETE (Practical)
TERM 1						
DSC-I	DEACC506	FINANCIAL REPORTING, STATEMENTS AND ANALYSIS	4	30	70	0
DSC-II	DEECO515	MANAGERIAL ECONOMICS	4	30	70	0
DSC-III	DEMGN578	INTERNATIONAL BUSINESS ENVIRONMENT	4	30	70	0
DSC-IV	DEMKT503	MARKETING MANAGEMENT	4	30	70	0
DSC-V	DEMGN581	ORGANISATIONAL BEHAVIOUR AND HUMAN RESOURCE DYNAMICS	4	30	70	0
TERM 2						
DSC-VI	DEFIN542	CORPORATE FINANCE	4	30	70	0
DSC-VII	DEOPR639	OPERATIONS MANAGEMENT AND RESEARCH	4	30	70	0
DSC-VIII	DEMGN801	BUSINESS ANALYTICS	4	30	70	0
DSC-IX	DEMGN832	RESEARCH METHODOLOGY	4	30	70	0
DSC-X	DEBSL605	LEGAL ASPECTS OF BUSINESS	4	30	70	0
AECC-I	DEPEL537	COMMUNICATION FOR LEADERS	4	30	70	0
TERM 3						
DSE-I	DEMGN802	EXPORT AND IMPORT MANAGEMENT	6	30	70	0
DSE-II	DEOPR512	INTERNATIONAL TRADE LOGISTICS	6	30	70	0
DSE-III	DEECO522	INTERNATIONAL ECONOMICS	6	30	70	0
DSC-XI	DEMGN571	CORPORATE STRATEGY AND ENTREPRENEURSHIP	4	30	70	0
GE-I		GENERIC ELECTIVE I	4	30	70	0
CR-IIIA	DEMGN583	SEMINAR ON SUMMER TRAINING OR	4	30	0	70
		1 Course from the GE basket 1 which is not chosen as Generic Elective (GE) area.		30	70	0
TERM4						
DSE-IV	DEMGN635	WTO & INTERNATINAL TRADE	6	30	70	0
DSE-V	DEMGN697	INDIA FOREIGN TRADE POLICY	6	30	70	0
DSE-VI	DEMGN589	INTERNATIONAL TRADE LAWS	6	30	70	0
GE-II		GENERIC ELECTIVE II	4	30	70	0
CR-IIIB	DEMGN696	CAPSTONE PROJECT	6	30	0	70
TOTAL CREDITS			102			

GENERIC ELECTIVE (GE) BASKET (PICK ANY ONE AREA)

S. No.	Course Code	Course Title	Elective Area	Cr.	CA	ETE (Theory)	ETP (Practical)	Term
1	DEPEA515	ANALYTICAL SKILLS-I	Professional Enhancement	4	30	70	0	3
2	DEPEA516	ANALYTICAL SKILLS-II	Professional Enhancement	4	30	70	0	4
3	DEENG539	ACADEMIC ENGLISH	English Language	4	30	70	0	3
4	DEENG514	INTRODUCTION TO THE STUDY OF LANGUAGE	English Language	4	30	70	0	4
5	DEENG519	POST-INDEPENDENCE INDIAN LITERATURE	English Literature	4	30	70	0	3
6	DEENG527	POSTCOLONIAL LITERATURES AND CULTURAL STUDIES	English Literature	4	30	70	0	4
7	DEPOL525	POLITICAL INSTITUTIONS IN INDIA	Political Science	4	30	70	0	3
8	DEPOL527	PUBLIC POLICY AND GOVERNANCE IN INDIA	Political Science	4	30	70	0	4
9	DESOC515	FUNDAMENTALS OF SOCIOLOGY	Sociology	4	30	70	0	3
10	DESOC506	GLOBALIZATION AND SOCIETY	Sociology	4	30	70	0	4

Note:

1. Students can adopt only one area from Generic Elective basket that will be applicable for the Generic Electives I and II.
2. In case of Seminar on Summer Training, student may choose one course in lieu of Seminar on Summer Training from the Generic Basket 1 which is not chosen as Generic Elective area.

Course code	DEACC506	Course Title	FINANCIAL REPORTING STATEMENTS AND ANALYSIS	
			30	70

Course Outcomes: Through this course, the student will be able to

CO1: associate accounting information for decision making in organizations.

CO2: analyse the cash position of an organization by evaluating cash flow from different activities.

CO3: identify various cost accounting techniques, cost concepts & techniques of cost control in decision making.

CO4: identify the accounting terminology and purpose of accounting framework.

CO5: evaluate how activity-based costing can be utilized in the organizations.

CO6: interpret the financial statements in accordance with generally accepted accounting principles.

Unit No.	Content
Unit 1	Introduction to Accounting: Introduction, Accounting Equation, Rules of Accounting, Objectives, Advantages and Limitations of Accounting, Accounting Concepts and Conventions, Accounting Terminology, Concept of IFRS and its relevance, Qualitative features of IFRS, Elements of financial statements, Difference between IFRS and GAAP.
Unit 2	Corporate Financial Statements: Features and Importance, Vertical Format of Corporate Financial Statements, Conceptual framework of depreciation and amortization
Unit 3	Ratio Analysis: Liquidity Ratios, Solvency Ratios, Profitability Ratios, Turnover Ratios, Du-Pont Analysis, Importance and Objectives.
Unit 4	Financial Statement Analysis: Objectives of Analysis, Various Stakeholders and their Interests, Techniques of Financial Statement Analysis-Horizontal Analysis, Common Size Analysis
Unit 5	Artificial Intelligence and Analytics: Finance and Accounting transformation by AI
Unit 6	Cash Flow Statement: Meaning and Significance, Construction of Cash Flow Statement, Analysis of Cash Flow Statement
Unit 7	Basic Aspects of Cost Accounting: Preparation of Cost Sheet and Estimated Cost Sheet, Meaning, Cost Concepts and Cost Classification
Unit 8	Budgetary Control: Need and Steps involved in Budgetary Control, Meaning and Types of Budgets, Preparation of Cash Budget, Preparation of Flexible Budget
Unit 9	Inventory Valuation: Methods of pricing material issues, FIFO, LIFO
Unit 10	Marginal Costing and Profit Planning: Meaning and Objectives, CVP Analysis, Break Even Point and Break Even Analysis
Unit 11	Decision involving Alternative Choices: Concept and Steps involved in Decision Making, Profit Planning, Key factor, Determination of Sales Mix, Make or Buy decision, Exploration of New Markets, Continue or Discontinue a Product Line.
Unit 12	Transfer Pricing: Meaning and Importance, Advantages and Limitations, Methods of Calculating Transfer Price
Unit 13	Activity Based Costing: Concept and Pre-requisites, Activity Based Costing versus Traditional Costing, Steps Involved in Activity Based Costing, Cost Drivers, Determination of Cost under ABC, Benefits and Limitations
Unit 14	Responsibility Accounting: Concept and Significance, Elements, Responsibility Centers.

READINGS:

1. MANAGEMENT ACCOUNTING by KHAN M.Y AND JAIN P.K, MCGRAW HILL EDUCATION
2. FUNDAMENTALS OF COST ACCOUNTING by WILLIAM N. LANEN, SHANNON W. ANDERSON, MICHAEL W. MAHER, MCGRAW HILL EDUCATION
3. MANAGEMENT ACCOUNTING by SHAH PARESH, OXFORD UNIVERSITY PRESS
4. A TEXTBOOK OF ACCOUNTING FOR MANAGEMENT by MAHESHWARI. S.N, MAHESHWARI SHARAD.K, MAHESHWARI SUNEEL.K, VIKAS PUBLISHING HOUSE
5. ACCOUNTING FOR DECISION MAKING by NEEDLES BELVERD. E, CENGAGE LEARNING
6. FINANCIAL ACCOUNTING FOR MANAGEMENT: AN ANALYTICAL PERSPECTIVE by GUPTA AMBRISH, PEARSON

Course code	DEECO515	Course Title	MANAGERIAL ECONOMICS
			WEIGHTAGES
			CA
			ETE(Th.)
			30
			70

Course Outcomes: Through this course, the student will be able to

C01: apply economic principles to management decisions.

C02: evaluate the managerial decisions making around the theory of the firm with application in a globalized economy.

C03: evaluate possible strategies in the event a firm is one of just a few companies in a market.

C04: examine a comprehensive understanding of the current issues influencing economic development of India.

Unit No.	Content
Unit 1	Nature and Scope of Managerial Economics: definition and scope of managerial economics, basic process of decision making in economics, existence of firm and its functions
Unit 2	Demand and supply analysis: determinants of demand and supply, individual and market demand and supply, market equilibrium
Unit 3	Demand Estimation: relevance of demand estimation for a firm, demand forecasting using qualitative forecast and time series analysis
Unit 4	Cost Theory and Estimation: short run cost functions, long run cost curves, economics of scale, learning curves
Unit 5	Production Theory: production function with one and two variables inputs, optimal combination of inputs, returns to scale
Unit 6	Market Structure: introduction to market structure, price and output determination under perfect competition, monopoly and monopolistic competition
Unit 7	Oligopoly: meaning and sources, cartelization and price leadership under oligopoly
Unit 8	Game Theory: meaning and types of games, dominant strategy and Nash equilibrium, prisoner's dilemma, mixed strategy
Unit 9	Indian Economy Since Colonialism: colonialism and development of the Indian economy, trends and composition of national income
Unit 10	Human Development: human development index, characteristics of developing world, state of human development in India
Unit 11	Structure of Indian Economy: introduction to agriculture, industrial sector and service sector, poverty and inequality, emerging energy-economy-environment regulatory framework
Unit 12	Economic Reforms: introduction to reforms, economic reforms for financial sector performance, agriculture, industry and services
Unit 13	Monetary Policy: concept and meaning, objectives, tools of monetary, role of monetary policy after the period of economic reforms, inflation and monetary policy
Unit 14	Fiscal policy: concept and meaning, objectives, tools of fiscal policy, role of fiscal policy after the period of economic reforms, inflation and fiscal policy

READINGS:

1. MANAGERIAL ECONOMICS- PRINCIPLES AND WORLDWIDE APPLICATIONS by SALVATORE, DOMINICK and RASTOGI, SIDDHARTHA K., OXFORD UNIVERSITY PRESS.
2. INDIAN ECONOMY by GAURAV DUTT, ASHWANI MAHAJAN, S. CHAND PUBLISHING
3. MANAGERIAL ECONOMICS: AN INTEGRATIVE APPROACH by HIRSHEY, MARK, CENGAGE LEARNING
4. INDIAN ECONOMY PERFORMANCE AND POLICIES, by UMA KAPILA, ACADEMIC FOUNDATION

Course code	DEMGN578	Course Title	INTERNATIONAL BUSINESS ENVIRONMENT
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes: Through this course, the student will be able to

C01: analyze business environment and trends to take decisions with respect to international business operations.

C02: interpret and apply international trade theories in international business operations.

C03: identify and critically analyse the role of foreign exchange market and usage of fundamental instruments for currency exchange.

C04: develop skills on analysing the business data, and problem solving in other functional areas such as marketing, business strategy and human resources.

C05: develop responsiveness to contextual social issues/ problems and exploring solutions, understanding business ethics and resolving ethical dilemmas.

C06: identify aspects of the global business and cross-cultural understanding.

Unit No.	Content
Unit 1	Overview of international business environment: Introduction to international business, types of international business, globalization and international Business;
Unit 2	Components of international Business environment: social environment, political and legal environment, economic environment, technological environment
Unit 3	The external environment and challenges: assessing risk in international business, Recent world trade and foreign Investment trends, environment Influence on Trade and investment patterns
Unit 4	International Trade theories: theory of absolute advantage, theory of comparative advantage, factor proportion theory, the diamond model of national competitive advantage, factor mobility theory
Unit 5	Protectionism and trading environment: Globalization trends and challenges; environment for foreign trade and investment, governmental influence on trade and investments; tariff and non-tariff barriers
Unit 6	Economic Integration and Co-operation: cross national cooperation and agreements, Role of international organizations: WTO, IMF, Regional Economic Integrations
Unit 7	International financial markets: foreign exchange market mechanism, exchange rate arrangement, determinants of exchange Rates, exchange rate movements and their impact
Unit 8	Global Debt and Equity Markets: Euro Currency market, offshore financial centres, International Banks, Non-Banking Financial service firms; stock markets
Unit 9	Global Competitiveness: Export Management, Technology and global Competition, world economic growth and the environment
Unit 10	Internationalization strategies: Theories of internationalization, Modes of operations in International Business, export and import strategy
Unit 11	Forms and Ownership of Foreign Production: Types of collaborative arrangements; Licensing, joint ventures & consortium approaches, Managing International Collaborations
Unit 12	International business diplomacy: Negotiating an International business, issues in asset protection, Multilateral sentiments

Unit 13	Country evaluation and selection: Opportunity and risk matrix, analysis of Macro and micro indicators, country comparison tools
Unit 14	Globalization and society: globalization with social responsibility, Ethical Dimensions of Labor Conditions, Ethics and the Environment, legislation for anti-competitive and unfair trade practices

READINGS:

1. INTERNATIONAL BUSINESS ENVIRONMENTS AND OPERATIONS by DANIELS, RADEBAUGH, SULLIVAN & SALWAN, PEARSON
2. INTERNATIONAL BUSINESS - COMPETING IN THE GLOBAL MARKETPLACE by CHARLES W HILL, ARUN KUMAR JAIN, MCGRAW HILL

Course code	DEMKT503	Course Title	MARKETING MANAGEMENT	
			CA	ETE(Th.)
			30	70

Course Outcomes: Through this course, the student will be able to

CO1: analyze and respond to environmental and competitive changes, their impact on marketing planning, strategies and practices.

CO2: apply the conceptual frameworks, theory and techniques to various marketing contexts.

CO3: prepare marketing and sales plan appropriate to the needs of customers and contexts.

CO4: determine strategies for developing new products and services that are consistent with evolving market needs.

Unit No.	Content
Unit-1	Introduction: market and marketing, definition, nature and scope of marketing, exchange process, functions of marketing, core marketing concepts
Unit-2	Marketing orientations: evolution of modern marketing concept, holistic marketing concepts, new marketing orientations selling vs. marketing
Unit-3	Marketing mix: 7 P's & 7 C's of Marketing, 4 A's of Marketing, customer quality, value and satisfaction, Michael E. Porters chain analysis model
Unit-4	Marketing environment: Significance of scanning marketing environment; Analysis of macro environment of marketing – economic, demographic, socio-cultural, technological, political legal and ecological; Impact of micro and macro environment on marketing decisions
Unit-5	Consumer behaviour: buyer behaviour, different consumer roles, need for studying buyer behaviour, different buying motives, consumer buying decision process and influences, consumer vs. business buying behaviour, industrial buying process
Unit-6	Segmentation decisions: market segmentation, characteristics of a segment, bases for segmenting a consumer market, levels of market segmentation, factors influencing selection of market segments
Unit-7	Targeting and positioning: Benefits of market segmentation; Criteria for effective market segmentation; Target market selection and strategies; Positioning – concept, bases and process
Unit-8	Product decisions: concept and classification, layers of products, major product decisions, product-mix, new product development stages, packaging and labelling, product life cycle (PLC) – concept and appropriate strategies adopted at different stages
Unit-9	Pricing decisions: pricing – objectives, price sensitivity, factors affecting price of a product, pricing methods and strategies, ethical issues in product and pricing decisions
Unit-10	Distribution planning: channels of distribution – concept and importance, different types of distribution middlemen and their functions, selection, motivation and performance appraisal of distribution middlemen
Unit-11	Distribution decisions: decisions involved in setting up the channel, channel management strategies, distribution logistics – concept, importance and major logistics decisions, channel integration and systems, ethical issues in distribution decisions
Unit-12	Distribution decisions: retailing and wholesaling, types of retail formats, retail theories, retailing strategies, non-Store retailing, wholesaling – nature and importance, types of wholesalers, developments in retailing and wholesaling in Indian perspective
Unit-13	Promotion decisions: role of promotion in marketing, promotion mix, integrated marketing communication, concept, communication process and promotion, determining promotion

	mix, factors influencing promotion mix, developing promotion campaigns, sales promotion, direct marketing, public relations, digital and social media
Unit-14	Trends in marketing: service Marketing, e-marketing, green marketing, customer relationship management, rural marketing, other emerging trends, ethical issues in marketing

READINGS:

1. MARKETING MANAGEMENT by KOTLER, P. & KELLER, K. L. (2017), PEARSON
2. BASIC MARKETING by MCCARTHY, E. J., CANNON, J. AND PERREAULT, W. (2014), MCGRAW-HILL EDUCATION
3. MARKETING CONCEPTS AND CASES by ETZEL, M. J., WALKER, B. J., STATON, W. J., & PANDIT, A. (2010), TATA MCGRAW HILL

Course Code	DEMG581	Course Title	ORGANISATIONAL BEHAVIOUR AND HUMAN RESOURCE DYNAMICS
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes: Through this course, the student will be able to

C01: enumerate the concept of management practices and organizational behavior.

C02: develop and sharpen acumen of how different management thoughts can be used to improve organization functioning.

C03: analyze the importance of management practices and important organizational behavior dimensions at different levels of organization.

C04: appraise the dynamics of industrial relations and to manage them as per statutory regulations.

C05: apply human resource management functions to handle emerging issues.

Unit No.	Content
Unit-1	Organizational behavior: relationship between management and organization behavior, model of OB and contributing disciplines to the OB field Foundations of individual behavior: values, attitude and job satisfaction, theories of learning and behavior modification
Unit-2	Personality: theories of personality and its assessment, transactional analysis and attribution theory of perception Emotions: emotional intelligence and affective events theory of emotion Motivation: early and contemporary theories of motivation
Unit-3	Group dynamics: group dynamics and its significance, types of groups, formation and stages of group development, group performance factors Team development: team formation, its types and difference between group and team
Unit-4	Organizational conflict and negotiations: conflict sources, types and levels of conflict, traditional and modern approaches to conflict, resolution of conflict through negotiation Stress: sources and consequences of stress, stress management techniques
Unit-5	Introduction: External and Internal Forces of environment affecting HRM, Objectives and functions of HRM. Human Resource Planning: HRP process, Barriers and Prerequisites for Successful HRP.
Unit-6	Job Analysis: Methods of Collecting Job Data, Potential Problems with Job Analysis, Process of Job Analysis, Job Design and its approaches,
Unit-7	Recruitment & Selection: Meaning, Recruitment process, Recruitment Methods, Challenges in India and Selection Process
Unit-8	Talent Management: talent management, talent retention, talent acquisition and sources of talent acquisition Orientation, induction and placement: process of orientation, induction and placement programme, Evaluation of Orientation Programme
Unit-9	Training and Development: employee training, difference in training and development, methods of training, methods of management development, people capability maturity model
Unit-10	Career planning and management: career management, process of career planning, challenges in career planning.
Unit-11	Performance management system: performance management, performance planning, performance appraisal, potential appraisal, feedback and counselling.

Unit-12	Compensation management: types and theories of compensation, concept of wages, factors influencing compensation management, incentives and fringe benefits, employee engagement and retention.
Unit-13	Managing industrial relations: major actors and their roles in IR, factors influencing IR, approaches to IR, grievance handling procedure
Unit-14	Industrial Disputes: industrial disputes, methods of settlement of industrial disputes, trade unions and their challenges in India

READINGS:

1. ORGANIZATIONAL BEHAVIOUR by STEPHEN P. ROBBINS. TIMOTHY A. JUDGE. NEHARIKA VOHRA, PEARSON
2. MANAGEMENT by MANAGEMENT by STEPHEN P. ROBBINS. MARY COULTER. NEHARIKA VOHRA, PEARSON
3. HUMAN RESOURCE MANAGEMENT by DESSLER, G. AND VARKEY, B, PEARSON

Course Code	DEFIN542	Course Title	CORPORATE FINANCE
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes: Through this course, the student will be able to

CO1: understanding finance function with respect to its evolution and growth.

CO2: understanding the concept of Time Value of Money and interpreting the results based on calculations.

CO3: analyzing financing needs of the businesses and designing an optimum capital structure.

CO4: understanding the retention and distribution of profits and impact on business valuation.

Unit No.	Content
Unit-1	Financial Management: overview, evolution of finance, the basic goal: creating shareholder value, agency issues, business ethics and social responsibility.
Unit-2	Sources of Finance: long-term and short-term sources of finance- ordinary shares, preferences shares, redeemable irredeemable debentures, Debt vs. Equity.
Unit-3	Money Market Instruments: treasury bills, commercial papers, certificate of deposits, treasury management and treasury operations in corporate. external commercial borrowings, financing for MSMEs
Unit-4	Time Value of Money concept: compounding and discounting, future value and present value, annuities, effective interest rates.
Unit-5	Investment Decisions: capital budgeting decisions, rationale of capital budgeting, non-discounting capital budgeting techniques - payback period, profitability index, accounting rate of return.
Unit-6	Investment Decisions: discounting techniques of capital budgeting - NPV, IRR, discounting payback period method, estimation of cash flows, NPV v/s IRR, risk analysis in capital budgeting - sensitivity analysis, certainty equivalent approach.
Unit-7	Cost of Capital: meaning and concept, cost of debt, cost of equity, cost of retained earnings, calculation of WACC, international dimensions in cost of capital.
Unit-8	Financing Decisions: capital structure, theories and value of the firm - net income approach, net operating income approach, traditional approach, Modigliani miller model, determining the optimal capital structure, checklist for capital structure decisions, costs of bankruptcy and financial distress.
Unit-9	EBIT-EPS Analysis: concept of leverage, types of leverage: operating leverage, financial leverage, combined leverage.
Unit-10	Dividend Decisions: factors determining dividend policy, theories of dividend Gordon model, Walter model, MM Hypothesis.
Unit-11	Forms of Dividend: cash dividend, bonus shares, stock split, stock repurchase, dividend policies in practice.
Unit-12	Working Capital Management: working capital policies, risk-return trade-off, cash management, receivables management.
Unit-13	Corporate Governance: value-based corporate culture, disclosures, transparency and accountability, corporate governance and human resource management, evaluation of performance of board of directors, succession planning, public sector undertakings and corporate governance, Insider trading, Lessons from corporate failure.
Unit-14	Economic outlook and Business Valuation: impact of changing business environment on corporate valuation, climate change and corporate valuation, business sustainability and corporate valuation, role of environmental, social, and governance (ESG) factors in

READINGS:

1. FUNDAMENTALS OF CORPORATE FINANCE by JONATHAN BERK, PETER DEMARZO & JARRED HARDFORD, PEARSON
2. CORPORATE FINANCE by STEPHEN A. ROSS, RANDOLPH W. WESTERFIELD & JEFFREY JAFFE, MCGRAW HILL

Course Code	DEOPR639	Course Title	OPERATIONS MANAGEMENT AND RESEARCH
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes: Through this course, the student will be able to

CO1: analyze how to optimally utilize the resources.

CO2: apply the concepts in solving real life problems.

CO3: adapt different opinions and make correct judgment.

CO4: apply mathematical models to a given problem.

CO5: analyze the various decision-making environments and the tools applicable to them.

Unit No.	Contents
Unit- 1	Introduction to Operations Management and Research: introduction and scope of operation management, emerging issues in operations management, history of operations research, definitions and features of operations research approach, models and modelling in operations research, applications of operations research
Unit- 2	Forecasting: introduction, features and elements of forecasting, forecast based on judgment and opinion, forecast based on time-series data, associative forecasting techniques, concept of forecasting errors
Unit- 3	Design and layout: production of goods versus delivery of services, product-process matrix, design process, product design, service design, process types, product and service profiling, automation, facility layout, line balancing
Unit- 4	Location planning and analysis: need and nature of location decisions, factors that affect location decisions, evaluating location alternatives
Unit- 5	Management of quality: defining quality-dimensions of quality, determinants of quality, the cost of quality, quality tools, total quality management, inspection, control charts for variables (mean and range chart), control charts for attributes (p-chart, c-chart), run test
Unit- 6	Planning: Aggregate Production Planning; Master Production Schedule and MRP, MRP-II, ERP
Unit- 7	Inventory management: nature and importance of inventories, inventory counting systems and inventory costs, economic production quantity, quantity discounts, EOQ model
Unit- 8	Supply chain management: need, elements, and benefit of effective SCM, logistics and reverse logistics, requirements, and steps for creating an effective supply chain, lean vs. agile supply chains
Unit- 9	JIT and lean operations: goals and building blocks of lean systems
Unit- 10	Linear Programming: general mathematical model of linear programming, linear programming formulation, graphical solution, simplex method, Big M method, special cases
Unit- 11	Assignment and transportation problem: Hungarian Assignment Model (HAM), special cases in assignment problem, Initial Basic Feasible Solution (IBFS) i.e. NWCM, LCM and VAM Method, optimization using stepping stone and MODI, special cases including concept of degeneracy
Unit- 12	Project Management and Queuing Theory: difference between PERT and CPM, PERT problem with three time estimates and concept of probability, basic concepts and parameters of a queuing model, m/m/1 model characteristics
Unit- 13	Game Theory: basics, saddle point, mixed strategies including odds, dominance, sub games and graphical method
Unit- 14	Decision Theory: basics including decision making environments, decision making under risk, expected value of perfect information, decision making under uncertainty,

	concept of decision trees, decision tree analysis
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READINGS:

1. OPERATIONS MANAGEMENT by WILLIAM J STEVENSON, MCGRAW HILL EDUCATION
2. OPERATIONS MANAGEMENT by NORMAN GAITHER, GREGORY FRAZIER, CENGAGE LEARNING

Course code	DEMGN801	Course Title	BUSINESS ANALYTICS	
			WEIGHTAGES	
			CA	ETE(Th.)
			30	70

Course Outcomes: Through this course, the student will be able to

CO1: apply quantitative modelling and data analysis techniques to problems of real world.

CO2: employ best practices in data visualization to develop charts, maps, tables, and other visual representations techniques to communicate findings to diverse audiences.

CO3: identify and describe complex business problems in terms of analytical models.

CO4: apply appropriate analytical methods to find solutions to business problems that achieve stated objective.

Unit No.	Content
Unit 1	Business analytics and summarizing business data: Overview of business analytics: scope, application, R-studio environment for business analytics, basics of R: packages, vectors, datatypes and data structures
Unit 2	Summarizing business data: One variable and two variables statistics, concept of pipes operator, functions to summarize variables: select, filter, mutate, arrange, summarize and group by
Unit 3	Business data visualization: Basic graphs: bar-graph, line-chart, histogram, box and scatterplot, advanced data visualization: graphics for correlation, deviation, ranking, distribution and composition
Unit 4	Business forecasting using time series: Time series modelling, exploration of time series data using R, ARIMA, GARCH, VAR methodologies for time series analysis
Unit 5	Business prediction using generalised linear models: Logistic regression and statistical inference with application, survival analysis and its application
Unit 6	Machine learning for businesses: Supervised models: K-NN and decision trees, unsupervised models: K-means and hierarchical clustering, classification and prediction accuracy
Unit 7	Text analytics for business: Creating and refining text data, inferences through graphs, topic modelling and TDM analysis, sentiment analysis
Unit 8	Business intelligence: Introduction to business intelligence, role of data and data base management, role of data mining in business strategy
Unit 9	Data visualization: Role of visualization in business intelligence, introduction to charts, graphs and maps
Unit 10	Data environment and preparation: Managing metadata, extracts and live data, cross database joints and union
Unit 11	Data blending: Data prep with text and excel files, understating data types, extracting data from various file formats
Unit 12	Design fundamentals and visual analytics: Filters, sorting, groups and sets, interactive filters, forecasting, use of tooltip, reference line, parameter, drill down and hierarchies
Unit 13	Decision analytics and calculations: Types of calculations, logic calculations (including if comment, nested if command etc.), data calculations, string calculations
Unit 14	Mapping: Role of maps in business intelligence and visualization, editing unrecognized locations

READINGS:

1. R FOR EVERYONE: ADVANCED ANALYTICS AND GRAPHICS by JARED P. LANDER, PEARSON
2. VISUAL DATA STORYTELLING WITH TABLEAU by LINDY RYAN, PEARSON
3. TEXT MINING WITH R: A TIDY APPROACH by JULIA SILGE AND DAVID ROBINS, SHROFF PUBLISHERS & DISTRIBUTORS PVT. LTD
4. MASTERING TABLEAU by DAVID BALDWIN AND MARLEEN MEIER, PACKT PUBLISHING

Course code	DEMG832	Course Title	RESEARCH METHODOLOGY
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes: Through this course, the student will be able to

CO1: identify critical thinking and scientific approaches to formulate research problems.

CO2: describe research design approaches, methods and conceptual differences to apply across different research contexts.

CO3: generalize familiarity with a phenomenon or to achieve new insights into it.

CO4: interpret results generated from data analysis and report the findings.

Unit No.	Content
Unit 1	Background of research- Developing research proposals, research paradigms- contributions of research to theory and practice and research ethics
Unit 2	An introduction to research- Meaning, process, defining, research problem: selection, understanding and necessity of defined problem, research design, need and types of Research Design
Unit 3	Reviewing literature- Identifying, accessing and managing sources of information and scholarly literature, academic writing and referencing and steps in literature review development
Unit 4	Types of data in research- Primary and secondary data and sources, nature of qualitative and quantitative research, data and variables used in qualitative and quantitative methods, writing up qualitative research
Unit 5	Sampling design- Sampling design process, characteristics of good sample, types of sampling design, sampling techniques- random and non-random
Unit 6	Measurement and scaling technique: Tools of sound measurement, techniques of developing measurement tools, scaling meaning and important scaling techniques, statistical properties of different scales
Unit 7	Data collection methods- Observation, experimentation and survey methods, questionnaire: introduction, design process and coding the questionnaire
Unit 8	Descriptive statistics and time series- Measures for central tendency- ungrouped and ungrouped data, dispersion and distribution, index number and time series analysis
Unit 9	Hypothesis testing- Hypothesis definition and process, types and hypothesis testing procedure for t and z tests differences for single, two populations and paired sample
Unit 10	Test of association- Correlation coefficient- Spearman rank and Karl's Pearson and test of association between nominal data- Chi-square test
Unit 11	Analysis of Variance (ANOVA) and prediction techniques- Analysis of variance for mean difference, reliability and validity, bivariate regression and multiple regression analysis
Unit 12	Multivariate analysis- Classification, important methods of factor analysis, factor analysis procedure, rotation in factor analysis, overview of cluster analysis, discriminant analysis, multi-dimensional scaling and conjoint analysis
Unit 13	Reporting a quantitative study- Technique and precaution of interpretation, significance of report writing, layout and types of report
Unit 14	Writing research proposals- Purpose, nature and evaluation-Content and format- Practical considerations-timelines, budgets, supervision management- Presentation and defense of proposals

READINGS:

1. BUSINESS RESEARCH METHODS by NAVAL BAJPAI, PEARSON
2. MARKETING RESEARCH by NARESH K MALHOTRA, PEARSON
3. MARKETING RESEARCH: TEXT AND CASES by NARGUNDKAR, R., MCGRAW HILL EDUCATION

Course code	DEBSL605	Course Title	LEGAL ASPECTS OF BUSINESS
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes: Through this course, the student will be able to

C01: apply the statutory provisions related to Contract Act and Sales of Goods Act in business organizations.

C02: use legal rights and remedies by applying the provisions related to Consumer and Intellectual Property Rights.

C03: analyze the legal issues related to Negotiable Instruments.

C04: interpret the legal implications of FEMA and Competition Act in designing various business policies and strategies.

C05: develop the understanding of Company form of business organization from its incorporation to winding up.

Unit No.	Content
Unit 1	Indian Contract Act, 1872: essentials of contract, kinds of contract, free consent, discharge of contract, breach of contract
Unit 2	Sale of Goods Act, 1930: contract of sale, conditions and warranties, rights of unpaid seller
Unit 3	Consumer Protection Act 2019: introduction and objectives, rights of consumers, redressal machinery
Unit 4	Intellectual Property Rights: patents, copyrights, trademarks, trade secrets, geographical indications, traditional knowledge, digital library, intellectual property infringement
Unit 5	Negotiable Instruments Act, 1881: characteristics and kinds of Negotiable Instruments, comparison between promissory note, bill of exchange and cheque
Unit 6	FEMA Act, 1999: introduction, definitions, regulation and management of Foreign Exchange
Unit 7	Competition Act, 2002: definitions, anti-competitive agreements, abuse of dominant position, Combinations
Unit 8	Companies Act, 2013 (preliminary): company and its characteristics, kinds of companies, limited liability partnership, formation of a company
Unit 9	Company Documents: Memorandum of Association, Articles of Association, Doctrine of constructive Notice, Doctrine of Indoor management
Unit 10	Prospectus: types of prospectus, legal consequences of misstatement in prospectus
Unit 11	Raising of Capital: Share and share capital, Alteration of share capital, Borrowing powers and charges
Unit 12	Company Management: appointment and removal of directors
Unit 13	Company Meetings: essentials of a valid meeting and types of meeting
Unit 14	Company winding up: modes of winding up under IBC Act and compulsory winding up under Companies Act, 2013

READINGS:

1. ELEMENTS OF BUSINESS LAW by N.D KAPOOR, SULTAN CHAND & SONS (P) LTD.
2. A TEXTBOOK OF COMPANY LAW by P. P. S. GOGNA, S CHAND PUBLISHING
3. A HANDBOOK ON CORPORATE AND OTHER LAWS by CA CS MUNISH BHANDARI,

BESTWORD PUBLICATIONS PVT. LTD.

4. LEGAL ASPECTS OF BUSINESS: CONCEPTS AND APPLICATIONS by PARUL GUPTA,
VIKAS PUBLISHING HOUSE

Course code	DEPEL537	Course Title	COMMUNICATION FOR LEADERS	
			CA	ETE(Th.)
			30	70

Course Outcomes: Through this course, the student will be able to

C01: develop critical thinking skills employed in small groups and public speaking.

C02: compose business communication documents with structural precision and verbal accuracy.

C03: formulate business queries and respond to any reason related to the business situation.

C04: use semantic and syntactic structure as per the advanced level of Common European Framework.

C05: employ their reading speed and comprehension of business articles.

C06: demonstrate consistent and appropriate language use in extended conversations and discussions.

Unit No.	Content
Unit 1	Listening- understanding vocabulary and context: matching phrases and words with definitions, taking notes and completing them, understanding phrases and expressions in context
Unit 2	Listening for Details: filling missing details, interpreting listening tracks, identifying key and supporting ideas, taking detailed notes on information
Unit 3	Tenses, Clauses and transitional words or phrases: usage of defining and non-defining relative clauses, pronoun problems, usage of as or like, future time clauses, usage of tenses, infinitives, reference devices, position of adverbs, transitional markers,
Unit 4	Sentences: cleft sentences, synthesis of sentences, complex sentences, conditional sentences, alternatives to if
Unit 5	Vocabulary: one word substitution for a definition, abbreviations, antonyms, synonyms, connotative and denotative meanings, contextual use of words and phrases, substitution, collocation, concession words and phrases
Unit 6	Idioms and Proverbs: phrasal verbs, meaning and usage of idioms and proverbs, formal and informal usage of language
Unit 7	Reading Skills: types of texts – narrative, descriptive, extrapolative, essential skills for reading comprehension – decoding, fluency, vocabulary, reasoning and background knowledge, reading techniques
Unit 8	Comprehension Skills: identifying errors and superfluous words, identifying co-relation of sentences and paragraphs, finding supporting ideas, identifying purpose, different strategies of comprehension, reading texts of different genres and of varying length, reading and interpreting non-linguistic texts, reading and understanding incomplete texts
Unit 9	Group Discussion: brainstorming ideas, taking stance, working in groups and enacting roles, showing agreement and disagreements, discussing possible scenarios, discussing various business possibilities, argument building for persuasion
Unit 10	Presentation Skills: do's and don'ts of presentation skills, presenting information and business proposals, making a short talk
Unit 11	Role Play and debate: useful vocabulary and phrases, assuming and reacting in different business scenarios, interviewing a partner, debate, group-forecasting, negotiation skills, debating pros and cons of a business decision
Unit 12	Writing Techniques and Strategies: types of writing, cohesion and coherence, expansion of ideas, thesis sentence, expansion of given sentence, reorganizing jumbled

	sentences into a coherent paragraphing, writing style and techniques
Unit 13	Writing: summarizing, explanation of points, paragraph writing, précis writing, essay writing
Unit 14	Business Correspondence: formats of business correspondence, writing and replying to memo, notice, note, letter, report, and proposal

READINGS:

1. BUSINESS BENCHMARK- ADVANCED by GUY BROOK- HART, CAMBRIDGE PUBLICATIONS
2. ADVANCED ENGLISH GRAMMAR by MARTIN HEWINGS, CAMBRIDGE UNIVERSITY PRESS
3. THE MCGRAW-HILL HANDBOOK OF ENGLISH GRAMMAR AND USAGE by MARK LESTER, LARRY BEASON, MC GRAW HILL

Course code	DEMGN571	Course Title	CORPORATE STRATEGY AND ENTREPRENEURSHIP
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes: Through this course, the student will be able to

CO1: integrate understanding of functional aspects of management and explore their contribution to strategic management within organizations.

CO2: appraise the importance of environmental and industry analysis in formulating strategy.

CO3: analyze the role of marketing, accounting, finance, operations management and human resource management in strategy formulation.

CO4: evaluate strategic alternatives.

CO5: evaluate the role of leadership, organizational structure and organizational culture in strategy implementation.

CO6: develop marketing plan, operations plan, HR plan and financial plan for new business ventures.

Unit No.	Content
Unit-1	Overview of strategic management: Strategic management, dimensions of strategic decisions, benefits of strategic management, strategy, strategic management process, mission, vision
Unit-2	External & Internal analysis: Firm's external environment, remote environment, industry environment, operating environment, SWOT analysis, internal factors, external factors, discovering core competencies, value chain, resource-based view, the internal analysis tool-Vrio framework, benchmarking, types of benchmarking, external factor evaluation matrix, internal factor evaluation matrix, competitive profile matrix
Unit-3	Corporate level strategies: Growth strategy, integration strategy, diversification strategy, turnaround strategy, defensive strategy
Unit-4	International strategy: Globalization, global strategic management, strategic orientations of global firms, competitive strategies in foreign market, management contracts, turnkey operations, equity alliance, globalization & India
Unit-5	Business level strategies: Business level strategies/generic strategies, evaluating & choosing business strategies, dominant product/service building value
Unit-6	Multi-business strategy & strategy implementation: Portfolio strategy, the synergy approach, parenting approach, patching approach, strategy implementation, organization culture
Unit-7	Evaluation, control & contemporary issues: Strategic evaluation & control, balanced scorecard, corporate governance, business ethics, social responsibility, environmental sustainability
Unit-8	Strategic management and entrepreneurship: Strategic management for start-ups, strategies for growing and maturing businesses, strategies for technology-oriented businesses
Unit-9	Latest trends in entrepreneurship: Social entrepreneurship, intrapreneurship, women entrepreneur, challenges and strategic solutions for problems faced by entrepreneurs in India
Unit-10	Overview of business plan: Components of a business plan, business ideas, business ideas selection, feasibility study, legalities involved for business plan, forms of ownership, SWOT analysis
Unit-11	Strategic marketing plan: Market segmentation, targeting & positioning,

	marketing mix, product mix, promotions mix, marketing communication, pricing strategies
Unit-12	Strategic operations plan: Operations plan, people and suppliers, manufacturing or outsourcing, plant location, plant layout, inventory management
Unit-13	Strategic human resources plan: Manpower planning, organizational structure, recruitment & selection, training & development, motivational techniques, performance appraisal
Unit-14	Strategic financial plan: Types of industrial finance, working capital, breakeven analysis, balance sheet, cash flow statement, payback period, return on investment

READINGS:

1. STRATEGIC MANAGEMENT by JOHN PEARCE II, RICHARD B ROBINSON, AMITA MITAL, MCGRAW HILL EDUCATION
2. ENTREPRENEURSHIP by ROBERT D HISRICH, MICHAEL P PETERS AND DEAN A. SHEPHERD, MCGRAW HILL EDUCATION

Course Code	DEMGN802	Course Title	EXPORT AND IMPORT MANAGEMENT
			WEIGHTAGE
			CA
			ETE (Th.)
			30
			70

Course Outcomes: Through this course, the student will be able to

- CO1: identify the major export and import documents required by banks, governments, and transportation and insurance companies to start an export business.
- CO2: appraise the role of institutions involved in promotion of international trade.
- CO3: evaluate all available export incentives and duty exemption schemes offered by government.
- CO4: comprehend the process of export financing and international customs clearance operations.
- CO5: Formulate effective export–import strategies, including market entry plans, logistics management, and risk mitigation techniques.
- CO6: Interpret and apply international trade regulations, incoterms, and WTO agreements in real-world export–import transactions.

Unit No.	Content
Unit 1	Foreign Trade: Institutional framework and export import documentation, Role of WTO, exporting as an entrepreneur - steps, role of government and semi government agencies in export promotion.
Unit 2	Export-Import Documentation and Steps: Steps for successful exporting, export-import documentation.
Unit 3	Export Import Payments: Methods of payments, financing exporters and importers, instruments of payments.
Unit 4	Export-Import Strategies and Practices: Export-import business plan and strategy, export strategy formulation, export financing, import strategy.
Unit 5	Export Marketing: International marketing, export marketing - going global, globalization, different forms of international trade.
Unit 6	Methods of Financing Exporters: Pre-shipment finance, post-shipment export advance, factoring, insurance.
Unit 7	Business Risk Management and Coverage: Risk management in export-import business, types of risks, quality, and pre-shipment inspection
Unit 8	Custom Clearance of Import and Export Cargo: Clearance of import cargo, clearance of export cargo, customs valuation.
Unit 9	Harmonized Systems: Importance of harmonized system, carnets, new developments in customs clearance procedure
Unit 10	Logistics: Planning physical distribution, benefits of an efficient logistics system.
Unit 11	Characteristics of Modes of Transportation: Marketing logistic system, critical elements of the logistic system, international transport system
Unit 12	Characteristics of Shipping Industry: History, characteristics, role of intermediaries in shipping industry, latest trends in logistics operations, ocean freight structure.
Unit 13	World Shipping: Overview of ports, shipping conferences, freight methods.
Unit 14	Conferences: United Nations Code of conduct for liner conferences, liner and tramp operations, types of ships, and international trade
Unit 15	Containerization: History, types, benefits of containerization, container leasing practices, inland container depots.
Unit 16	Export Procedures and Documents: Processing an export order, negotiation of

	documents, role of banks in an export import transaction.
Unit 17	Information Technology and International Business: Electronic procurement, electronic marketing, electronic logistics.
Unit 18	Incoterms: Incoterms, purpose and scope of incoterms, structure of incoterms, incoterm groups.
Unit 19	Export Incentive Schemes: Duty exemption schemes, duty remission schemes, export promotion capital goods scheme, special economic zones.
Unit 20	World Trade Organization: GATT and WTO, agreements and implications of World Trade Organization.

READINGS:

1. EXPORT IMPORT MANAGEMENT by JUSTIN PAUL & RAJIV ASERKAR, OXFORD UNIVERSITY PRESS
2. FOREIGN TRADE - THEORY, PROCEDURES, PRACTICES AND DOCUMENTATION by DR. KHUSHPAT S. JAIN AND DR. APEXA V. JAIN, HIMALAYA PUBLISHING HOUSE PVT. LTD

Course Code	DEOPR512	Course Title	INTERNATIONAL TRADE LOGISTICS	
			WEIGHTAGE	
			CA	ETE (Th.)
			30	70

Course Outcomes: Through this course, the student will be able to

CO1: discuss the key objectives for studying international trade logistics.

CO2: analyze the challenges in information processing in international trade logistics.

CO3: summarize emerging risks.

CO4: Evaluate the role of transportation, warehousing, and containerization in enhancing efficiency of trade logistics.

CO5: Interpret and apply shipping terms, incoterms, and freight practices in global trade operations.

CO6: Assess the importance of cargo insurance, claim procedures, and fraud prevention measures in safeguarding international logistics transactions.

Unit No.	Content
Unit 1	Introduction to international trade logistics: Concept of trade logistics, evolution and development of international trade logistics, interfaces of marketing and trade logistics, importance of trade logistics to the nation, importance of trade logistics for the industry
Unit 2	Information and order processing: Challenges in information processing, logistics information systems, logistics operations management, scrutiny of export order, clarifications and order confirmation
Unit 3	Labelling and marking in international logistics: Introduction, labelling in international trade, considerations in labelling for international trade, labels and preferences for colors, numbers and shapes, labels as promotional tool, markings of export consignments, increasing role of CE markings
Unit 4	Packing and Packaging: Introduction, need for packaging in trade logistics, packing vs packaging, packing list vs packing note, packaging and transport hazards, choice of packing material for international logistics
Unit 5	Inventory management in trade logistics: Nature of inventory in trade logistics, motivations for holding inventory in international logistics, contemporary developments in inventory management, models of inventory in trade logistics.
Unit 6	Integrated logistics and sub-system elements: Evolutionary phase of integrated logistics services, third party logistics, choosing a 3PL provider, sub-system elements in trade
Unit 7	Choice of mode of transportation: Importance of transportation decision, factors affecting choice of transport mode, transport mode selection, type of transport mode and modal characteristics, types of transport carriers
Unit 8	Role of dry ports in trade logistics: Introduction, concept of dry ports, advantages of dry ports, increasing role of dry ports, functions of dry ports, facilities at dry ports, export clearance at dry ports, import clearance at dry ports, challenges in growth of

	dry ports in India
Unit 9	Warehousing: Concept of warehousing, functions of warehousing, need and benefits of warehousing, documents in warehousing, types of warehousing, free trade and warehousing zones, procedure of warehousing the imported and exportable cargo for importers
Unit 10	Incorporating shipping terms: Introduction, factors influencing the choice of delivery terms, purpose and scope of shipping terms, types of incoterms, applicable incoterms in different modes of transportation, incoterms and transfer of risks, incoterms and freight payment in trade logistics, choosing incoterms for international trade deals.
Unit 11	Containerization in trade logistics: Introduction, concept and evolution of containerization, standardization of containers, air cargo containerization, double stack containerization in trade logistics, advantages of containers in trade logistics, numbering and marking of containers, classification of containers, stuffing plan for cargo container owning, leasing and hiring of cargo containers
Unit 12	Multimodal Transportation: introduction, concept of multimodal transport, context and regulation of multimodalism in India, advantages of multimodal transport, forms of multimodal transport operations, multimodal transport document, challenges and suggestions for improving multimodalism in India
Unit 13	Liner shipping and freighting practices: introduction, concept and evolution of liner conference, global nature of liner industry, designing a liner service schedule, concentration in liner shipping, freighting and tariff practices of ocean liners
Unit 14	Tramp shipping and chartering clauses: introduction, concept and features of tramp shipping, commercial organization of tramp shipping, types of chartering, main clauses of charter party, procedure of chartering a ship, vessel or yacht, tramp freights practices.
Unit 15	Freighting principles and practices in trade logistics: introduction, freight and tariff defined, determinant of freight rate, constituents of freight rates, freighting practices in international logistics, discounting practices in freighting, modalities and timing of freight payment, shipowner's possessory liens, liners freight determination criteria
Unit 16	Documentation in trade logistics: introduction, need for documentation in trade logistics, commonly used documents in trade logistics, documents prepared by carrier, documents prepared by exporter and importer
Unit 17	Risks in international trade logistics: introduction, myriad risks in international trade logistics, managing risks in international trade logistics
Unit 18	Cargo insurance and claim procedure: introduction, need for cargo insurance, cargo risk coverage, comparison of institute cargo clauses, principles of cargo insurance, nature of risks to cargo, types of cargo insurance policies, claims procedure in cargo insurance, substantiation of cargo insurance claim
Unit 19	Understanding and preventing maritime fraud: introduction, maritime frauds explained, types of maritime frauds, preventive maritime frauds
Unit 20	Role of intermediaries in trade logistics: introduction, role of trade logistics intermediaries, types of intermediaries in international trade logistics, role of freight forwarders

READINGS:

1. INTERNATIONAL TRADE LOGISTICS by RAM SINGH, OXFORD UNIVERSITY PRESS
2. BUSINESS LOGISTICS / SUPPLY CHAIN MANAGEMENT by RONALD H BALLOU, SAMIR. K SRIVASTAVA, PEARSON

Course Code	DEECO522	Course Title	INTERNATIONAL ECONOMICS	
			WEIGHTAGE	
			CA	ETE (Th.)
			30	70

Course Outcomes: Through this course, the student will be able to

CO1: review the conceptual understanding of international trade and economy.

CO2: interpret the theories of trade in light of Indian trade and evaluate their implementation.

CO3: analyse historical as well as contemporary issues in trade theory and policy using a variety of lenses.

CO4: evaluate the role of international financial systems and foreign exchange markets.

CO5: editorialize the trade and commercial policies including protectionism and liberalism.

CO6: assess the price adjustment mechanism in the context of stabilization policy.

Unit No.	Content
Unit 1	Introduction: importance of international economics, international trade and nation's standard of living, subject matter of international economics, purpose of international economics theories and policies, current international economic problems
Unit 2	International trade theory: mercantilists view on trade, trade based on absolute and comparative advantage, comparative advantage and opportunity cost, factor endowment and Hecksher - Ohlin theory, Stolper-Samulson theorem, Leontief paradox and factor reversal
Unit 3	Kravis and Linder theory of trade: role of dynamic factors, i.e. changes in tastes, technology and factor endowments in explaining the emergence of trade; Rybczynski theorem – concept and policy implications of immiserizing growth; causes of emergence and measurement of intra industry trade and its impact of developing economies.
Unit 4	Gains from trade and terms of trade: gains from trade, distribution of gains, special gains to small countries, disadvantages and trade, meaning and types of terms of trade, Mill's doctrine, offer curves and equilibrium terms of trade, effects of change in demand and supply, problems of measurement of terms of trade
Unit 5	Problems of Trade in Primary Commodities: Prebisch-Singer hypothesis of unequal distribution of gains, critique of secular stagnation of Terms of Trade
Unit 6	Trade restrictions: meaning of tariff, partial equilibrium analysis of a tariff, theory of tariff structure, general equilibrium analysis of a tariff in a small country, optimum tariff, non tariff trade barriers and new protectionism, political economy of protectionism
Unit 7	Rationale for protection: Infant industry argument; concept of effective protection; political economy of Non-Trade Barriers (NTB). Regionalism versus Multilateralism; regional integration among developing countries-SAARC; import substitution and

	industrialization
Unit 8	The political economy of non-tariff barriers and their implications: nominal, effective and optimum rates of tariffs – their measurement, impact and welfare implications
Unit 9	Exchange rates determination: introduction, purchasing power parity theory, monetary approach to the balance of payment and exchange rates, asset market model and exchange rates, exchange rate dynamics
Unit 10	Foreign exchange markets: functions, foreign exchange rates, spot and forward rates, foreign currency swaps, futures and options, foreign exchange risk, hedging and speculation
Unit 11	Price adjustment mechanism: adjustment with flexible exchange rates, effect of exchange rate changes on domestic prices and the terms of trade, stability of foreign exchange markets, elasticities in real world
Unit 12	Balance of payments: introduction, balance of payment accounting principles, accounting balances and disequilibrium in international transactions
Unit 13	Foreign Direct Investment and Multinational Firms: Targeting sectors for foreign financial capital flows and welfare implications, foreign finance capital and skill formation, interest cut on foreign capital.
Unit 14	TRIPS and Developing Economies: Product standard, parallel imports, innovations and welfare, Trips, innovation and growth.
Unit 15	International Outsourcing and off Shoring and Industrialization Strategies: Concepts, measurements and magnitudes of outsourcing and off-shoring, costs-benefits of off shoring and international outsourcing
Unit 16	Exports Processing Zones: Introduction to exports processing zones as development strategy, EPZs and welfare in developing countries.
Unit 17	Trade, Poverty, and Readjustments: Effects of trade liberalization on welfare, poverty and trade readjustments, informal sector, trade and poverty, the political economy of trade policy.
Unit 18	International Trade and Development Paradigms: Development crisis and globalization as a universal development strategy, export pessimism and inward-looking development strategy, combating the crisis in Europe & the USA
Unit 19	International monetary system: introduction, Bretton woods system, operation and evolution of the Bretton Wood system, international monetary system: present and future
Unit 20	Emerging international monetary system with special reference of post-maastricht developments and developing countries: reform of the international monetary system, India and developing countries; portfolio and foreign direct investments; international debt crisis. unctad/imf: need, adequacy and determinants of international reserves; conditionality clause of imf and world bank and Asian development bank – their achievements and failures; wto and world bank from the point of view of India.

READINGS:

1. INTERNATIONAL ECONOMICS: TRADE AND FINANCE by DOMINICK SALVATORE, WILEY
2. INTERNATIONAL ECONOMICS by PAUL KRUGMAN, MAURICE OBSTFELD, MARC MELITZ, PEARSON
3. INTERNATIONAL ECONOMICS by K C RANA AND K N VERMA, VISHAL PUBLISHING CO

Course Code	DEMGN635	Course Title	WTO AND INTERNATIONAL TRADE	
			WEIGHTAGE	
			CA	ETE (Th.)
			30	70

Course Outcomes: Through this course, the student will be able to

C01: compare the value and processes of GATT and WTO in promotion and regulation of International Trade.

C02: appraise the objectives and policies of Agreements on Agriculture, Sanitary & Phytosanitary Measures.

C03: analyze the use of subsidies and countervailing measures adopted by the countries to counter the effects of subsidies.

C04: examine the role of TRIPS, TRIMS and TBT agreement in facilitation of international trade.

C05: evaluate the role of general council as dispute settlement body and working of dispute settlement in WTO.

C06: Assess the special provisions, trade preferences, and challenges faced by developing and least developed countries under the WTO framework.

Unit No.	Content
Unit 1	Introduction to International Trade Organizations: Overview of International Trade Organization (ITO) and its evolution into the General Agreement on Tariffs and Trade (GATT), Basic principles and objectives of GATT.
Unit 2	GATT Provisions: Working of GATT, Uruguay round protocol to the GATT 1994.
Unit 3	Establishment and Evolution of the World Trade Organization (WTO): Transition from GATT to WTO, Basic principles and objectives of the WTO.
Unit 4	Ministerial Conferences and Decision-Making in the WTO: Role and significance of Ministerial Conferences, Decision-making processes within the WTO.
Unit 5	General Elimination of Quantitative Restrictions: Understanding quantitative restrictions and their impact on international trade, Measures and agreements aimed at eliminating quantitative restrictions.
Unit 6	Agreement on Agriculture: Overview of the Agreement on Agriculture (AoA), Components of the AoA: domestic support commitments, market access, export subsidies.
Unit 7	Indian Agriculture under WTO Regime: Doha round of negotiations, export prohibitions, and restrictions, Challenges in the Indian agriculture sector.
Unit 8	Agreement on the Application of Sanitary and Phytosanitary Measures (SPS

	Agreement) Purpose and scope of the SPS Agreement, International standards and transparency in SPS measures.
Unit 9	Agreement on Subsidies and Countervailing Measures (SCM Agreement): Prohibited subsidies under the SCM Agreement, Actionable and non-actionable subsidies, Calculation of subsidy amounts.
Unit 10	Trade-Related Aspects of Intellectual Property Rights (TRIPS Agreement) Overview of the TRIPS Agreement, Patents, copyrights, and trademarks protection, Control of anti-competitive practices under TRIPS.
Unit 11	Agreement on Trade-Related Investment Measures (TRIMs Agreement) Understanding TRIMs and their impact on trade, Inconsistencies with WTO principles.
Unit 12	Agreement on Technical Barriers to Trade (TBT Agreement): Role of members in addressing technical barriers to trade, Adoption and application of standards, international cooperation and transparency in TBT measures.
Unit 13	Agreement on Rules of origin: introduction and types of rules of origin, compliance and administration of rules of origin
Unit 14	Agreements on Safeguards Role of safeguards in international trade, Emergency regulations and their application, Agreement on Textiles and Clothing under safeguards
Unit 15	Agreement on Import Licensing Procedure: Key provisions of the agreement on Import licensing, Implications for international trade.
Unit 16	Export Procedures and Documents: Processing an export order, negotiation of documents, role of banks in an export import transaction
Unit 17	Incoterms: Incoterms, purpose and scope of incoterms, structure of incoterms, incoterm groups
Unit 18	Decision measures in favour of least developed countries: introduction to least developed countries, trade and economic assistance to least developed countries.
Unit 19	WTO and Developing countries: Provisions granted to developing countries under WTO, Challenges faced by developing countries in implementing WTO agreements.
Unit 20	Dispute Settlement Mechanism under the WTO Features and processes of the WTO's dispute settlement mechanism, Challenges in implementing dispute settlement decisions, Role of the General Council in dispute settlement.

READINGS:

1. WTO TEXT AND CASES by PALLE KRISHNA RAO, EXCEL BOOKS
2. EXPORT IMPORT MANAGEMENT by JUSTIN PAUL & RAJIV ASERKAR, OXFORD UNIVERSITY PRESS
3. WTO AND INTERNATIONAL TRADE by M.B. RAO & MANJULA GURU, VIKAS PUBLISHING HOUSE PVT LTD

Course code	DEMGN697	Course title	INDIA FOREIGN TRADE POLICY	
			WEIGHTAGE	
			CA	ETE (TH.)
			30	70

Course outcomes: Through this course, the student will be able to

CO1: analyze the foreign trade policy and there by identifying India's performance in balance of payment and balance of trade.

CO2: analyze and interpret the trends relating to international trade.

CO3: identify and explore export incentives and duty exemption schemes offered by Government.

CO4: appraise the role of institutions involved in the promotion of international trade.

CO5: Evaluate the policy framework and operational aspects of Foreign Direct Investment, foreign collaborations, and joint ventures abroad.

CO6: Assess trade facilitation measures, digital economy cross-border trade practices, and mechanisms for resolving trade disputes.

Unit no.	Content
Unit 1	International trade: international trade, need and importance of international trade, the trends in the world trade direction and composition
Unit 2	India's foreign trade direction and composition, foreign trade policies since independence, India's performance in balance of payment and balance of trade
Unit 3	Foreign direct investment and collaborations: policy framework for FDI in India, foreign Collaborations, Indian joint ventures abroad
Unit 4	Counter trade arrangements, project and consultancy exports, developing districts as export hubs
Unit 5	Foreign trade policy: India's recent trade policy – objectives and features, legal framework, Legal Basis of Foreign Trade Policy (FTP)
Unit 6	Trade facilitation and ease of doing business, deemed exports, promoting cross border trade in digital economy, Niryat Bandhu - Hand Holding Scheme for new export / import entrepreneurs
Unit 7	General provisions regarding imports and exports: importer-exporter code, prohibitions on Import and export, Online Complaint Registration and Monitoring System
Unit 8	Export incentives and schemes: export from India schemes- the Merchandise Exports from India Scheme (MEIS) and the Service Exports from India Scheme (SEIS), duty Exemption/remission schemes
Unit 9	Advance authorization, duty free import authorization (DFIA) and duty drawback, export promotion capital goods (EPCG) scheme, schemes for exporters of gems and jewellery
Unit 10	Exim oriented units: export oriented units (EOUs), electronics hardware technology parks (EHTPs), software technology parks (STPs) and bio-technology parks (BTPs)
Unit 11	Export and trading houses, SEZ, export promotion councils, commodity boards/ product export development Authorities
Unit 12	Specific service institutions, role of state trading organizations in foreign trade, aayat niryat forms, Reduction in mandatory documents required for Export and Import
Unit 13	Deemed exports: deemed exports, categories of supply, benefits for deemed exports, conditions for Deemed export benefits
Unit 14	Quality complaints and trade disputes: quality complaints and trade disputes,

	obligation on the part of importer/ exporter,
Unit 15	Provisions in FT(D&R) act & ft (regulation): rules for necessary action against erring exporters/ importers, mechanism for handling of complaints/ disputes
Unit 16	Export promotion of consultancy and management services from India, export promotion of horticulture products from north eastern region, trade infrastructure for export scheme
Unit 17	Council for trade development and promotion, assistance to states for infrastructure development of exports (ASIDE), export development fund for north eastern region of India (EDF-NER)
Unit 18	Market access initiatives (MAI) scheme, spice development agencies (SDAS), spices parks, quality evaluation laboratory (QEL)
Unit 19	Importability / Exportability of items that are Prohibited/Restricted/ STE, Free of Cost Supply by Foreign Buyer, Currency for Realizations of Export Proceeds
Unit 20	SCOMET: special chemicals, organisms, materials, equipment and technologies, contemporary theoretical and policy issues in international trade

READINGS:

1. FOREIGN TRADE POLICY by DEPARTMENT OF COMMERCE , MINISTRY OF COMMERCE AND INDUSTRY, GOVERNMENT OF INDIA
2. FOREIGN TRADE - THEORY, PROCEDURES, PRACTICES AND DOCUMENTATION by DR. KHUSHPAT S. JAIN AND DR. APEXA V. JAIN, HIMALAYA PUBLISHING HOUSE PVT. LTD
3. EXPORT IMPORT MANAGEMENT by PAUL JUSTIN AND ASERKAR, R, OXFORD UNIVERSITY PRESS

Course Code	DEMGN589	Course Title	INTERNATIONAL TRADE LAWS	
			WEIGHTAGE	
			CA	ETE (Th.)
			30	70

Course Outcomes: Through this course, the student will be able to

C01: analyze the principles of WTO and agreements in international trade related issues.

C02: evaluate the major international trade rules governing tariffs and non-tariff barriers in Indian and international market.

C03: explore the essentials of international sales contract and analyze the geopolitical tensions between major trading nations.

C04: acquaint with various Incoterms and cargo carriage in international trade.

C05: Assess the role of logistics, information technology, and e-commerce in facilitating efficient global trade operations.

C06: Examine India's foreign trade trends, regional trade relationships, and the impact of protectionism on the Indian economy.

Unit No.	Content
Unit 1	Institutional Framework of Foreign Trade: role of WTO, fundamental principles of the WTO
Unit 2	Foundations of free trade: trade liberalization, tariff binding, quantitative restrictions
Unit 3	Trade remedies: antidumping duties, countervailing duties, safeguards technical standards
Unit 4	WTO agreements: general agreement on trade in services (GATS), TRIPS, TRIMS
Unit 5	India and WTO: protectionism in India, Impact of trade protectionism on Indian Economy
Unit 6	Trade and agriculture: agreement on agriculture and agricultural subsidies
Unit 7	India's foreign trade: the trends in the world trade direction and composition, india's foreign trade direction and composition
Unit 8	India's regional trade relationships: types of regional trading agreements, India's Regional Trade Agreements
Unit 9	International trade and economies: risks from trade, political and systematic risk
Unit 10	Geopolitical tensions: between major trading nations especially in reference to U.S, EU and emerging economies: China, India and Brazil
Unit 11	International sales contracts: performance, contents of contracts and remedies for breach of contract
Unit 12	Hague Convention: the UN Convention on the Contracts for the International Sale of Goods 1980
Unit 13	International Chamber of Commerce (ICC): History of ICC, functions performed by ICC
Unit 14	Incoterms: Incoterms, purpose and scope of incoterms, structure of incoterms, incoterm groups
Unit 15	International commercial arbitration: UNCITRAL model law, united nations convention on international multimodal transport of good
Unit 16	International carriage of cargo: international multimodal transport

Unit 17	Conventions concerning international carriage: conventions concerning international carriage by air, rail and road
Unit 18	Logistics and international trade: benefits and critical elements of an efficient logistics system
Unit 19	Information technology and International Trade: electronic procurement, electronic marketing
Unit 20	Impact of Information Technology: electronic logistics, e commerce in export/import

READINGS:

1. EXPORT IMPORT MANAGEMENT by JUSTIN PAUL & RAJIV ASERKAR, OXFORD UNIVERSITY PRESS
2. FOREIGN TRADE - THEORY, PROCEDURES, PRACTICES AND DOCUMENTATION by DR. KHUSHPAT S. JAIN AND DR. APEXA V. JAIN, HIMALAYA PUBLISHING HOUSE PVT. LTD

Course code	DEPEA515	Course Title	ANALYTICAL SKILLS-I	
			WEIGHTAGE	
			CA	ETE (Th.)
			30	70

Course Outcomes: Through this course, the student will be able to

CO1: apply the procedural fluency with number system and mathematical operations to solve the stated problems.

CO2: apply an appropriate approach to solve problems related to percentage and profit & loss.

CO3: analyze the reasoning aptitude problems such as blood relation, direction sense and number ranking & time sequence test to solve related problems.

CO4: apply the analytical concepts learnt to solve the questions of ratio & proportion and alligation & mixture.

CO5: use the concepts of permutation & combination and probability to solve related problems.

CO6: apply the concepts learnt to solve the questions related to syllogisms and data interpretation.

Unit No.	Content
Unit 1	Number system: classification of numbers, rules of divisibility, multiplication and squaring of numbers, HCF & LCM of numbers, cyclicity of unit digit, remainder theorem
Unit 2	Average: average of numbers, arithmetic mean, weighted average
Unit 3	Mathematical operations: BODMAS rule, calculation based problem, conversion of symbols into signs
Unit 4	Percentage: commodity price increase/decrease, comparison based questions, population based examples, successive percent changes, budget based problems
Unit 5	Profit and loss: cost price, selling price, profit and loss, calculation of profit/loss percent, false weight, discount, successive discount, marked price
Unit 6	Direction sense test: understanding of directions, different types of practice problems
Unit 7	Blood relation: cracking jumbled up descriptions, relation puzzle, coded relations
Unit 8	Number, ranking and time sequence: number test, ranking test, time sequence test
Unit 9	Ratio and proportion: ratio and its types, proportion and its types, direct and indirect variations, partnership
Unit 10	Alligation or mixture: concept and rules of alligation, problem based on mixing of liquids/items
Unit 11	Problem on ages and numbers: problems on ages, problem on numbers
Unit 12	Permutation and combination: factorial, difference between permutation & combinations, circular permutation, arrangement and selection based problems, distribution and division Probability: experiment, sample space, event, probability of occurrence of an event, bayes theorem, odds of an event, selection based problems, binomial distribution
Unit 13	Logical Venn diagram and set theory: Venn diagram based problems, concept of set theory Syllogism: all, some and none relations, related statements with Venn diagram
Unit 14	Data interpretation: basics of data interpretation, average and percentage, tabulation, bar graphs, pie charts, line graphs

READINGS:

1. QUANTITATIVE APTITUDE FOR COMPETITIVE EXAMINATIONS by Dr. R S AGGARWAL, S CHAND PUBLISHING
2. A MODERN APPROACH TO VERBAL & NON-VERBAL REASONING by Dr. R S AGGARWAL, S CHAND PUBLISHING
3. MAGICAL BOOK ON QUICKER MATHS by M TYRA, BANKING SERVICE CHRONICLE
4. ANALYTICAL REASONING by M.K. PANDEY, BANKING SERVICE CHRONICLE

Course code	DEPEA516	Course Title	ANALYTICAL SKILLS-II	
			WEIGHTAGE	
			CA	ETE (Th.)
			30	70

Course Outcomes: Through this course, the student will be able to

CO1: employ the concepts learnt to analyze and solve the problems related to work based on time and efficiency.

CO2: use an appropriate approach to solve problems related to time, speed and distance.

CO3: analyze the various logical reasoning techniques to solve problems related to series completion, coding decoding in minimum possible time.

CO4: utilize analytical skills to calculate simple and compound interest.

CO5: articulate an appropriate approach to solve the problems related to clock and calendar.

CO6: analyze the logical reasoning aptitude problems related to puzzle test and non-verbal reasoning to solve accordingly.

Unit No.	Content
Unit 1	Time and Work: chain rule, computation of work done together, men, women, children-based problems, wages-based work problems, alternate day work
Unit 2	Pipes and Cisterns: inlet-outlet, part of tank filled, time-based problems, alternate work
Unit 3	Time and Distance: concept of time speed and distance, conversion of Units, average speed concept, different types of problems
Unit 4	Problem on trains: relative speed concept, faster and slower train Boats and streams and races: downstream and upstream, linear and circular track
Unit 5	Sequence and series completion: series completion, analogy, classification, arithmetic and geometric progression
Unit 6	Alphabet test and logical sequence of words: alphabetical order of words, letter-word problems, rule detection, alphabetical quibble, word formation by unscrambling letters, word formation using Letters of a given word, alpha-numeric sequence puzzle, logical sequence of words
Unit 7	Coding-Decoding: letter coding, number/symbol coding, substitution, matrix coding, mixed letter coding, mixed number coding
Unit 8	Simple interest: basics of principal, rate and time, rate computation, time computation, amount computation
Unit 9	Compound interest: concept of simple and compound interest, questions based on relation between compound and simple interest
Unit 10	Calendar: calculating odd days, basic concept of calendar, finding the exact day
Unit 11	Clocks: concept of clock, angle computation, loss or gain in time
Unit 12	Data sufficiency: reasoning and quantitative data sufficiency problems Coding inequalities: basic operations, rules of inequalities, coded relations
Unit 13	Puzzle test: seating/placing arrangements, comparison type questions, sequential order of things, family-based problems
Unit 14	Non-Verbal Reasoning: series of figures, analogy of figures, classification of figures

READINGS:

1. QUANTITATIVE APTITUDE FOR COMPETITIVE EXAMINATIONS by DR. R S AGGARWAL, S CHAND PUBLISHING
2. A MODERN APPROACH TO VERBAL & NON-VERBAL REASONING by DR. R S AGGARWAL, S CHAND PUBLISHING

3. MAGICAL BOOK ON QUICKER MATHS by M TYRA, BANKING SERVICE CHRONICLE
4. ANALYTICAL REASONING by M.K. PANDEY, BANKING SERVICE CHRONICLE

Course code	DEENG539	Course Title	ACADEMIC ENGLISH	
			WEIGHTAGE	
			CA	ETE (Th.)
			30	70

Course Outcomes: Through this course, the student will be able to

C01: differentiate between a range of authentic academic texts.

C02: observe actively to lectures, presentations and interviews to understand key information.

C03: construct a variety of essays and other assignments.

C04: appraise academic grammar.

C05: apply academic English and vocabulary in professional life.

Unit No.	Content
Unit 1	Academic writing: introduction, texts and academic texts, ways of writing, balanced versus weighted essays
Unit 2	Academic writing: brainstorming and outlining, gathering information
Unit 3	Writing paragraphs: introduction, types of paragraphs, enumeration
Unit 4	Writing paragraphs: exemplification, complex paragraphs, sequence
Unit 5	Writing paragraphs: comparison of items, cause effect in paragraph writing, visuals in paragraph writing
Unit 6	Basics of reports and research papers: introduction, types of reports, format of a report, assessment reports
Unit 7	Basics of reports and research papers: writing a report, understanding the text, data collection, writing a research paper
Unit 8	Basics of reports and research papers: overview of a research paper, selection of a research paper, plagiarism, citing sources, publication sources
Unit 9	Presenting your ideas: purpose of a presentation, components of a presentation, when to read or speak, preparation
Unit 10	Presenting your ideas: before the talk, on the podium, handling questions, strategic planning
Unit 11	Grammar for editing: basic sentences, verbs, nouns, editing a sentence
Unit 12	Grammar for editing: delayed subjects: it, there and what, the long and winding sentence, short sentences, parallelism
Unit 13	Working with words: misleading words, one word for many, complicated words, avoiding metaphors, redundant words
Unit 14	Working with words: linking words, expressing the degree of certainty, capitalization, sexist language

READINGS:

1. A COURSE IN ACADEMIC WRITING by RENU GUPTA, ORIENT BLACKSWAN PVT. LTD.
2. ENGLISH GRAMMAR by RAJEEVAN KARAL, OXFORD UNIVERSITY PRESS
3. OXFORD EAP: A COURSE IN ENGLISH FOR ACADEMIC PURPOSES by EDWARD DE CHAZAL AND SAM MCCARTER, OXFORD UNIVERSITY PRESS
4. MLA HANDBOOK by MODERN LANGUAGE ASSOCIATION OF AMERICA, MODERN LANGUAGE ASSOCIATION.

Course code	DEENG514	Course Title	INTRODUCTION TO THE STUDY OF LANGUAGE	
			WEIGHTAGE	
			CA	ETE (Th.)
			30	70

Course Outcomes: Through this course, the student will be able to

CO1: identify vowels and consonants in phonetics.

CO2: distinguish between different parts of speech organs, place of articulation and manner of articulation.

CO3: describe syllable and stress patterns in relationship with aspects of connected speech in English language.

Unit No.	Content
Unit 1	Language and Phonetics: introduction to first and second language, introduction to phonetics
Unit 2	Language and Phonetics: meaning and importance of phonetics, difference between phonetics and phonology
Unit 3	The Production of Speech Sounds: introduction to the speech organs, articulators above the larynx
Unit 4	The Production of Speech Sounds: vowels and consonants, long vowels and short vowels
Unit 5	Vowels, Diphthongs, and Triphthongs: introduction to vowels, long vowels, short vowels
Unit 6	Vowels, Diphthongs, and Triphthongs: introduction, diphthongs, triphthongs
Unit 7	Voicing and Consonants: the larynx, respiration and voicing, plosives
Unit 8	Voicing and Consonants: place of articulation, manner of articulation, fortis and lenis
Unit 9	The Phoneme and Phonology: the functioning and patterning of sounds, the phoneme
Unit 10	The Phoneme and Phonology: the phonology, symbols and transcription, minimal pairs
Unit 11	The Syllable and Stress: strong and weak syllables, close front and close back vowels
Unit 12	The Syllable and Stress: syllabic consonants, nature of stress
Unit 13	The Syllable and Stress: levels of stress, placement of stress within the word
Unit 14	Aspects of Connected Speech: rhythm, assimilation, elision, linking

READINGS:

1. LINGUISTICS by CRYSTAL, DAVID, PENGUIN BOOKS INDIA
2. ENGLISH PRONOUNCING DICTIONARY by JONES, DANIEL, CAMBRIDGE UNIVERSITY PRESS
3. ENGLISH PHONETICS AND PHONOLOGY: A PRACTICAL COURSE by ROACH, PETER, CAMBRIDGE UNIVERSITY PRESS
4. MODERN LINGUISTICS: AN INTRODUCTION by VERMA, S.K & N. KRISHNASWAMY, OXFORD UNIVERSITY PRESS

Course code	DEENG519	Course Title	POST-INDEPENDENCE INDIAN LITERATURE	
			WEIGHTAGE	
			CA	ETE (Th.)
			30	70

Course Outcomes: Through this course, the student will be able to

CO1: understand the social cultural and political dimensions of Indian Writing in English.

CO2: deduce the historical elements and theoretical orientation of Indian Writing in English.

CO3: analyze the stylistic techniques of Indian Writing in English.

CO4: trace the essential features of Indian Writing in English.

Unit No.	Content
Unit 1	Literary Terms: feminism, patriarchy, sexism
Unit 2	Literary Terms: misogynoir, misandry, LGBTQ
Unit 3	Literary Terms: gender issues, male gaze, womanism
Unit 4	Rupa Bajwa - The Sari Shop: plot and narrative technique
Unit 5	Rupa Bajwa - The Sari Shop: social and political background, character analysis and thematic analysis
Unit 6	Tagore - Leave this chanting and singing: textual, analysis, thematic analysis, symbols and motifs, stylistic features
Unit 7	Tagore - Kamala Das - My Grandmother's House: textual analysis, thematic analysis
Unit 8	Tagore - Kamala Das - My Grandmother's House: symbols and motifs, stylistic features
Unit 9	Difficult Daughters by Manju Kapur: about the author, plot, character analysis
Unit 10	Difficult Daughters by Manju Kapur: thematic analysis and gender issues, critical analysis
Unit 11	Mahesh Dattani - Final Solution: character analysis and thematic analysis
Unit 12	Mahesh Dattani - Final Solution: plot, narrative technique
Unit 13	Girish Karnad - Nagamandala: thematic analysis, narrative technique
Unit 14	Girish Karnad - Nagamandala: plot summary, character analysis

READINGS:

1. THE VINTAGE BOOK OF MODERN INDIAN LITERATURE by AMIT CHAUDHURI, VINTAGE BOOKS
2. THE SARI SHOP by RUPA BAJWA, PENGUIN BOOKS INDIA
3. NAGAMANDALA by GIRISH KARNAD, OXFORD UNIVERSITY PRESS
4. GITANJALI: RABINDRANATH TAGORE by RABINDRANATH TAGORE, RUPA PUBLICATIONS
5. KAMALA DAS by DR. N. K. SHARMA, UNIQUE PUBLISHER
6. FINAL SOLUTIONS by MAHESH DATTANAI, PENGUIN BOOKS INDIA
7. DIFFICULT DAUGHTERS by MANJU KAPUR, PENGUIN BOOKS INDIA

Course code	DEENG527	Course Title	POSTCOLONIAL LITERATURES AND CULTURAL STUDIES	
			WEIGHTAGE	
			CA	ETE (Th.)
			30	70

Course Outcomes: Through this course, the student will be able to

CO1: identify the impact of colonialism on culture.

CO2: estimate the significance of the post-colonial era in the life of its inhabitants.

CO3: apply the post-colonial theory of Homi Bhabha and Edward Said in the prescribed texts.

CO4: justify new trends in post-colonial discourse through the lens of selected texts.

Unit No.	Content
Unit 1	Salman Rushdie: Midnight's Children: Midnight's Children as a post-colonial epic, technique of magic realism of Rushdie
Unit 2	Salman Rushdie: Midnight's Children: discussion of the plot of the novel, epical features of the novel
Unit 3	Salman Rushdie: Midnight's Children: character of Saleem and his importance, the themes of alienation and cultural dislocation
Unit 4	Chinua Achebe: Things Fall Apart: Struggle for dominance and identity crisis, introduction to the African culture
Unit 5	Chinua Achebe: Things Fall Apart: theme of cultural destruction, hybridity and marginalization
Unit 6	Chinua Achebe: Things Fall Apart: theme of gender discrimination in the novel, conflict between tradition and modernity
Unit 7	Bapsi Sidhwa: The American Brat: the life and achievements of the writer, the theme of male domination in society, Feroza's American experience
Unit 8	Bapsi Sidhwa: The American Brat: cultural assimilation of Feroza and the application of Bhabha's theory of hybridity, loss of identity of Feroza in America, cultural conflicts between Parsee culture and American culture, the character of Zareen
Unit 9	Jean Rhys: Wide Sargasso Sea: introduction to the writer, race, relations and prejudice, the theme of oppression of slavery
Unit 10	Jean Rhys: Wide Sargasso Sea: the episodes of magic and incantation in the novel, male domination and patriarchal power structure, discussion on the characters and themes
Unit 11	Derek Walcott: Dream On Monkey Mountain: the significance of the title of the drama, the post-colonial elements in the drama, the theme of the loss of identity
Unit 12	Derek Walcott: Dream On Monkey Mountain: the theme of marginalization and the application of the theory of Homi Bhabha, Makak and his confrontation with the colonial rulers, the significance of the ending of the drama
Unit 13	Margaret Atwood: Surfacing: the life and achievements of the writer, the significance of the title, the theme of alienation and the application of the theory of hybridity of Homi Bhabha
Unit 14	Margaret Atwood: Surfacing: the postcolonial elements in the novel, the theme of feminism in the novel, the role of nature in the novel, the plot structure of the novel

READINGS:

1. MIDNIGHT'S CHILDREN by SALMAN RUSHDIE, VINTAGE BOOKS
2. THINGS FALL APART by CHINUA ACHEBE, ANCHOR BOOKS
3. SURFACING by MARGARET ATWOOD, ANCHOR BOOKS
4. AMERICAN BRAT by BAPSI SIDHWA, MILKWEED EDITIONS
5. DREAM ON MONKEY MOUNTAIN by DEREK WALCOTT, FARRA, STRAUS

6. WIDE SARGASSO SEA by JEAN RHYS, PENGUIN CLASSICS

Course Code	DEPOL525	Course Title	POLITICAL INSTITUTIONS IN INDIA
			WEIGHTAGE
			CA ETE (Th.)
			30 70

Course Outcomes: Through this course, the student will be able to

CO1: understand the leading institutions of the Indian political system and the changing nature of these institutions.

CO2: assess the laws pertaining to elections and analyse the electoral system of India.

CO3: enumerate the working of the Indian federalism in the constitutional context.

CO4: distinguish the powers and functions of various organs of the government.

CO5: discuss about various constitutional and statutory bodies of India.

CO6: evaluate the functioning of the local government institutions.

Unit No.	Content
Unit-1	Indian National Movement to the Making of the Indian Constitution: Definitions of Constitution, Functions of Constitution, Evolution of the Indian Constitution 1858-1935, The Company Rule (1773-1858), The Crown Rule (1858-1947)
Unit-2	Constituent Assembly: Meaning of Constituent Assembly, Evolution of the Concept of Constituent a Assembly in India, Cabinet Mission Plan and the Formation of the Constituent Assembly, Composition of the Constituent Assembly, Working of the Constituent Assembly, Objective Resolution, Gandhian Ideology, Constitution Assembly Debates, Decision Making in the Constituent Assembly
Unit-3	Philosophy of the Constitution: Key Words in the Preamble, Salient Features of the Constitution, Fundamental Rights, Directive Principles of State Policy
Unit-4	Constitutionalism in India: Democracy, Features of the Indian Democracy, Social Change, Factors of Social Change, National Unity, Separation of Powers, Basic Structure Doctrine, Evolution of Basic Structure Doctrine, Procedure of Amendment
Unit-5	Union executive: President, Powers and Functions of the President, Prime Minister, Council of Ministers
Unit-6	Union Parliament: Composition of the Parliament, Officials of Rajya Sabha, Sessions of Parliament, Functions of Parliament, Parliamentary Committees
Unit-7	Judiciary Part-I: Supreme Court: Jurisdiction and Powers, High Court: Jurisdiction and Powers
Unit-8	Judiciary part -II: Judicial Review, Judicial Activism, Judicial Restraint, Judicial Reform
Unit-9	State executive: Governor, Powers and Functions of Governor, Position and Role of the Governor, Chief Minister, Powers and Functions of Chief Minister, Council of Ministers
Unit-10	State Legislature: Composition of Two Houses, Duration of Two Houses, Membership of State Legislature, Presiding Officer, Sessions of State Legislature, Powers and Functions of the State Legislature, Position of legislative council, Privileges of State Legislature
Unit-11	Federalism in India: Nature and Scope, Centre-State Relations, Federalism with a Strong Central Government, Role of Intergovernmental Coordination Mechanisms in Indian Federalism
Unit-12	Electoral Process and Election Commission of India: Election Commission, Electoral Reforms, Issues in Electoral Politics in India, Electoral Reforms Undertaken, Functioning and Reforms of the Local Government Institutions
Unit-13	Constitutional and Statutory Bodies Part -I: Comptroller and Auditor General: Duties and Powers, National Commission for Scheduled Castes: Evolution and Functions, National Commission for Scheduled Tribes: Function and Reports
Unit-14	Constitutional and Statutory Bodies Part -II: National Commission for Human Rights,

READINGS:

1. INDIAN GOVERNMENT AND POLITICS by BIDYUT CHAKRABARTY, RAJENDRA KUMAR PANDEY, SAGE PUBLICATIONS.
2. THE INDIAN CONSTITUTION: CORNERSTONE OF A NATION by AUSTIN GRANVILLE.

Course Code	DEPOL527	Course Title	PUBLIC POLICY AND GOVERNANCE IN INDIA	
			WEIGHTAGE	
			CA	ETE (Th.)
			30	70

Course Outcomes: Through this course, the student will be able to

C01: understand the nature and scope of public policy and administration in India.

C02: assess the major problems and complexities in India's governance system.

C03: appreciate the methodological pluralism and synthesizing nature of knowledge in public policy and administration.

C04: analyse the changing dimensions and patterns in India's public governance and administrative processes.

C05: evaluate the role of non-state actors and civil society in India's public governance system.

Unit No.	Content
Unit-1	Public Policy and Administration in India: Meaning and Concept of Public Policy; Meaning, Evolution, Scope and Importance of Public Administration; Public Policy & Public Administration in India, Evolution of Indian Administration
Unit-2	Public and Private Administration: Approaches, System Theory, Organization Theory, Decision Making Theory,
Unit-3	Public Administration Theories and Concepts: Meaning, Ecological Approach
Unit-4	Scientific Management Theory, Rational Choice theory, New Public Administration, Development Administration
Unit-5	Comparative Public Administration in India: Comparative Public Administration in India
Unit-6	New Public Management: Themes, Significance, Consequences, Good Governance
Unit-7	Changing Nature of Public Administration: Case of Bureaucracy, Characteristics of Bureaucracy, Impact of Globalization
Unit-8	Theories and Principles of Organisation and its Operations in India: Principles of Organisation, Theories of Organisation: Classical, Neo-classical & Modern Bureaucratic Theory, Human Relations Theory
Unit-9	Managing the Organization: Theories of Leadership, Types of Theories of Leadership, Trait Theory, Behavioural Theory, Theories of Motivation
Unit-10	Organisational Communication: Theories and Principles, Theory X & Theory Y, Functioning in India and its impacts
Unit-11	Chester Bernard: Principles of Communication, Information Management in the Organization
Unit-12	Conflict in the Organization: Factors influencing conflict, Views of Mary Parker Follett, Views of Peter Drucker
Unit-13	Public Policy and Governance in India: Types of Public Policy, Stages, Basis of Policy-Making
Unit-14	Public Policy Issues and Challenges in India: Constraints in Policy Implementation

READINGS:

1. INTRODUCTION TO THE STUDY OF PUBLIC ADMINISTRATION by SHAFRITZ, J.M. AND HYDE, WADSWORTH
2. PUBLIC ADMINISTRATION IN INDIA by STERLING PUBLICATIONS, STRELING PUBLICATIONS.

Course Code	DESOC515	Course Title	FUNDAMENTALS OF SOCIOLOGY
			WEIGHTAGE
			CA
			ETE (Th.)
			30
			70

Course Outcomes: Through this course, the student will be able to

CO1: articulate all the methodical concepts to understand the social system and function.

CO2: collect information regarding various social units in terms of structural and functional analysis.

CO3: examine structural and functional significance of social institution.

CO4: innovate ideas to create pathways for the social problems.

CO5: apply theoretical understanding in the process of social change and mobilization.

CO6: analyse the process of social exclusion and inclusion in terms of policy making and development program.

Unit No.	Content
Unit-1	Introduction to Sociology: Definition, Nature and Importance, Relation of Sociology with other social sciences-Economics, History, Political Science, Psychology and Social Anthropology
Unit-2	Sociology and other Social Studies: Branches of Sociology-Industrial Sociology, Political Sociology, Sociology of Family, Sociology of Education, Medical Sociology, Urban and Rural Sociology
Unit-3	Sociological Imagination: Development of Sociology as a Social Science and Sociological Prospective
Unit-4	Basic Concepts: Society, Community, Association and Institution –Social Groups, Social Structure and function, Role and Status, Social Stratification and Mobility, Social Control, Social process and Social Change.
Unit-5	Sociology of Culture: Culture and Socialization Definition-Features, Elements, Types, Cultural Relativity, Ethnocentrism, Cultural lag, Cultural System & sub-system, cultural change.
Unit-6	Social Institutions: Marriage, Family, Kinship, Religious Institutions, Economic Institution, Educational Institution and Political Institutions
Unit-7	Indian Social Institutions (I): Caste System, Jajmani System, Major religious practices
Unit-8	Indian Social Institutions (II): Indian Agriculture: farmers movements, Primary education, Mid-day meal, privatization of higher education, Research and development
Unit-9	Social Problems (I): Definition, Nature, Cause, Proposals, Legal and Constitutional measures in controlling social problems.
Unit-10	Social Problems (II): Family Disorganisation, Problem of Child Labour, Problem of Aged, Gender issues and Gender problems,
Unit-11	Social Problems (III): Communal Riots, corruption, terrorism, Alcoholism and Drug Addiction, problem of Unemployment, untouchability, population problem, Rural and Urban Problems, Nepotism
Unit-12	Social Change: Meaning Definition, Nature and Importance, Types of Social Change
Unit-13	Social Movement: Peasant movement, Dalit Movement, Backward Classes movement, Social Reform Movement
Unit-14	Social Inclusion and Exclusion: Meaning-Nature-issues and problems of Social Inclusion/Exclusion among Scheduled Caste and Class-Scheduled Tribes, Neo Buddhist movement, Women empowerment

READINGS:

1. SOCIOLOGY: PRINCIPLES OF SOCIOLOGY WITH AN INTRODUCTION TO SOCIAL THOUGHTS by RAO C.N. SHANKAR. S CHAND.
2. FUNDAMENTALS OF SOCIOLOGY by VIDYA BHUSHAN, PEARSON EDUCATION.
3. FUNDAMENTALS OF SOCIOLOGY by GISBERT P. ORIENT BLACK SWAN, THIRD EDITION (2010).
4. FUNDAMENTALS OF SOCIOLOGY by RAJENDRA KUMAR SHARMA, ATLANTIC.1ST EDITION (2013).

Course Code	DESOC506	Course Title	GLOBALIZATION AND SOCIETY
			WEIGHTAGE
			CA ETE (Th.)
			30 70

Course Outcomes: Through this course, the student will be able to
C01: understand the concept and evolution of globalization.
C02: analyze the impact of globalization on Indian society and economy.
C03: evaluate globalization's influence on culture and communication.
C04: examine economic transformations in a globalized world.
C05: critically assess globalization's environmental and social challenges.
C06: predict the future of globalization and India's role in it.

Unit No.	Content
Unit-1	Introduction to globalization: concept, history of globalization
Unit-2	Dimensions of globalization (i): social, cultural, political
Unit-3	Dimensions of globalization (ii): Economic and ecological dimension
Unit-4	Globalization in India: Perspectives, Globalization and reforms in India, Impact of Globalization on women and poor
Unit-5	Globalization in society: Family, marriage, relationship
Unit-6	Globalization in Culture: Language and communication, Social Structure
Unit-7	Globalization in education: Learning, Access to education, Technological gap
Unit-8	Globalization in economy: Globalization of Indian banks with WTO regime
Unit-9	Business Process Outsourcing (BPO): an emerging trend in India
Unit-10	Micro finance, Economic liberalization: free market policy
Unit-11	Globalization in the environment: Tourism, Pollution, Global warming
Unit-12	Global crises: globalization as an inevitable process, The East Asia crises
Unit-13	Globalization in Indian society: Indian economy after globalization, Impact of globalization on Indian Agrarian class structure and culture, towards an Alternative view and vision
Unit-14	Future of globalization: future of globalization, Broken promises of global institution

READINGS:

1. GLOBALIZATION IN INDIA: NEW FRONTIERS AND EMERGING CHALLENGES by S.K. PRAMANIK, R GANGULY, PHI LEARNING PVT LTD.
2. GLOBALIZATION AND INDIAN SOCIETY by BABITA AGARWAL, ANIL AGARWAL, AP PUBLISHER
3. GLOBALIZATION: A VERY SHORT INTRODUCTION by MANFRED B. STEGER, OXFORD UNIVERSITY PRESS