

| Two-Year M.Com Programme From July 2026 with Specialization in International Business        |              |                                                   |        |         |
|----------------------------------------------------------------------------------------------|--------------|---------------------------------------------------|--------|---------|
| Course Code                                                                                  | Semester     | 1 <sup>st</sup> Semester-<br>Title of the paper   | Type   | Credits |
| PAC.31.401                                                                                   | Semester-I   | Management Accounting                             | Major  | 4       |
| PAC.31.402                                                                                   | Semester-I   | Corporate Tax Planning                            | Major  | 4       |
| PAC.31.403                                                                                   | Semester-I   | Climate Finance                                   | Major  | 4       |
| PAC.31.405                                                                                   | Semester-I   | Advanced Organizational Behaviour                 | Major  | 4       |
| PAC.36.402                                                                                   | Semester-I   | Corporate Governance and Ethics                   | *VAC   | 2       |
| PAC.36.403                                                                                   |              | Indian Knowledge System and Business              |        |         |
| PAC.36.404                                                                                   |              | Startups                                          |        |         |
| PAC.34.402                                                                                   | Semester-I   | Conflict Management and Negotiation               | *AEC   | 2       |
| PAC.34.403                                                                                   |              | Personal Branding                                 |        |         |
| PAC.34.404                                                                                   |              | Financial Econometrics                            |        |         |
| Total Credits                                                                                |              |                                                   |        | 20      |
| The list of SWYAM courses for semester Ist is also available with the Department             |              |                                                   |        |         |
| *Choose only one Course each from VAC and AEC available baskets                              |              |                                                   |        |         |
| 2 <sup>nd</sup> Semester                                                                     |              |                                                   |        |         |
| PAC.31.451                                                                                   | Semester-II  | Financial Management                              | Major  | 4       |
| PAC.31.452                                                                                   | Semester-II  | Goods and Service Tax                             | Major  | 4       |
| PAC.31.454                                                                                   | Semester-II  | Quantitative Techniques in Business               | Major  | 4       |
| PAC.31.455                                                                                   | Semester-II  | International Business                            | Major  | 4       |
| PAC.36.452                                                                                   | Semester-II  | Indian Ethos and Leadership                       | *VAC   | 2       |
| PAC.36.453                                                                                   |              | Financial Literacy                                |        |         |
| PAC.36.454                                                                                   |              | Emotional Intelligence                            |        |         |
| PAC.34.451                                                                                   | Semester-II  | Business Communication                            | *AEC   | 2       |
| PAC.34.452                                                                                   |              | Creativity and Critical Thinking                  |        |         |
| PAC.34.453                                                                                   |              | Financial Report Writing                          |        |         |
| PAC.34.454                                                                                   |              | Personality Development                           |        |         |
| Total Credits                                                                                |              |                                                   |        | 20      |
| The list of SWYAM courses for semester 2 <sup>nd</sup> is also available with the Department |              |                                                   |        |         |
| *Choose only one Course each from VAC and AEC available baskets                              |              |                                                   |        |         |
| 3 <sup>rd</sup> Semester                                                                     |              |                                                   |        |         |
| PAC.31.503                                                                                   | Semester-III | International Business Environment                | Major  | 4       |
| PAC.31.504                                                                                   | Semester-III | International Supply Chain & Logistics Management | Major  | 4       |
| PAC.32.527                                                                                   | Semester-III | Cross Cultural Management                         | Minor  | 4       |
| PAC.32.528                                                                                   |              | Export Import Procedure Documentation             |        |         |
| PAC.32.529                                                                                   |              | International Human Resource Management           |        |         |
| PAC.32.530                                                                                   | Semester-III | Management of MNCs                                | Minor  | 4       |
| PAC.32.531                                                                                   |              | International Trade and Geo-Politics              |        |         |
| PAC.32.532                                                                                   |              | International Marketing                           |        |         |
| PAC.35.501                                                                                   | Semester-III | Stock Market Operations                           | *Skill | 2       |

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| PAC.35.502                                                                                   |              | Export Import Procedure              |       |    |
| PAC.35.503                                                                                   |              | Computerized Accounting              |       |    |
| PAC.35.504                                                                                   |              | Data Analysis with Excel             |       |    |
| PAC.33.501                                                                                   | Semester-III | Personal Finance                     | *MDC  | 2  |
| PAC.33.502                                                                                   |              | AI in Business                       |       |    |
| PAC.33.503                                                                                   |              | Social Media Marketing               |       |    |
| PAC.33.504                                                                                   |              | Income Tax Return Filling            |       |    |
| Total Credits                                                                                |              |                                      |       | 20 |
| The list of SWYAM courses for semester 3 <sup>rd</sup> is also available with the Department |              |                                      |       |    |
| *Choose only one Course each from Skill and MDC available baskets                            |              |                                      |       |    |
| 4 <sup>th</sup> Semester                                                                     |              |                                      |       |    |
| PAC.31.553                                                                                   | Semester-IV  | Advanced Research Methodology        | Major | 2  |
| PAC.31.554                                                                                   | Semester-IV  | Advanced Research Publication Ethics | Major | 2  |
| PAC.38.552                                                                                   | Semester-IV  | Advanced Project Dissertation        | Major | 16 |
| Total Credits                                                                                |              |                                      |       | 20 |
| The list of SWYAM courses for semester 4 <sup>th</sup> is also available with the Department |              |                                      |       |    |

## **1<sup>st</sup> Semester**

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| Course Code:<br>PAC.31.401 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Course Title: Management Accounting                                                                                                                          |                      |
| Scheme of Instruction      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                              | Scheme of Evaluation |
| Total Duration             | 60 Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Max. Marks                                                                                                                                                   | 100                  |
| Hours/Week                 | 4Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Assignment/IA                                                                                                                                                | 05/30                |
| Credits                    | 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Attendance                                                                                                                                                   | 05                   |
| Instruction Delivery       | L/T/P                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Seminar/ End Exam                                                                                                                                            | 10/50                |
| Course Type                | Major                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Exam Duration                                                                                                                                                | 2.5 Hr.              |
| Instruction Mode           | Regular                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Evaluation                                                                                                                                                   | Grade                |
| Course Objectives          | <ul style="list-style-type: none"><li>To develop students’ knowledge, skills and understanding in evaluating strategic management accounting techniques issn different business contexts</li><li>To develop students’ knowledge, skills and understanding in applying strategic management accounting techniques in different business contexts</li><li>To enable Students to contribute to the evaluation of the performance of an organization</li><li>To enable Students to contribute to the organization’s strategic development</li></ul> |                                                                                                                                                              |                      |
| Course Outcomes            | <ul style="list-style-type: none"><li>The students will be able to evaluate different choices systematically</li><li>The students will be able to apply appropriate techniques for decision-making to a wide range of management decision situations that have direct impact on organization strategies.</li><li>Design responsibility centers, manage divisional transfer pricing, and evaluate organizational performance using Balanced Scorecards and Human Resource Accounting.</li></ul>                                                  |                                                                                                                                                              |                      |
| Content                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                              |                      |
| Unit -1                    | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Introduction to Management Accounting<br>Introduction, Functions and role of Management Accounting, Management Accounting vs. Financial Accounting           |                      |
|                            | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Management Accounting Techniques<br>Tools and Techniques of Management Accounting.                                                                           |                      |
|                            | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Introduction to Strategic Management Accounting<br>Strategic Management Accounting–Nature and Scope; Functions                                               |                      |
|                            | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Strategic Management: Significance<br>Role and Significance of Strategic Management Accounting; Strategic Management Accounting Versus Management Accounting |                      |
|                            | Module – 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Ratio Analysis<br>Classification, Advantages and Limitations of Accounting ratios                                                                            |                      |
| Unit-II                    | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Financial Statement Analysis<br>Meaning and Types of Financial Statements, Analysis of financial statements: Comparative Statement Analysis                  |                      |
|                            | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Types<br>Common-size Statement Analysis, Trend Analysis                                                                                                      |                      |
|                            | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | CVP Analysis<br>Cost-Volume-Profit Analysis                                                                                                                  |                      |
|                            | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Marginal Costing<br>Application of Marginal Costing                                                                                                          |                      |
|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Activity Based Costing<br>Significance and Application of Activity-based Costing                                                                             |                      |
| Unit-III                   | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Target and Life Cycle costing Target Costing; Life Cycle Costing                                                                                             |                      |
|                            | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Kaizen and Just in Time Kaizen Costing; Just-in-Time                                                                                                         |                      |

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|                    | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Value Chain and Customer Profitability Analysis Value Chain Analysis; Customer Profitability Analysis                                   |
|                    | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Re-engineering Productivity and Business Process Re-engineering (BPR                                                                    |
|                    | Module – 5                                                                                                                                                                                                                                                                                                                                                                                                                                                              | TOC, Theory of Constraints.                                                                                                             |
| <b>Unit-IV</b>     | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Introduction to Responsibility Accounting<br>Responsibility Accounting: Concept and various approaches to Responsibility Accounting,    |
|                    | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Types:-Responsibility centres;                                                                                                          |
|                    | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Divisional Performance Evaluation<br>Strategic Performance Measurement–Balanced Scorecard;                                              |
|                    | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Transfer Pricing and Human Resource Accounting<br>Divisional Transfer Pricing; Human Resources Accounting: Concept, objectives, process |
|                    | Module – 5                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Methods :-Human resource valuation                                                                                                      |
| <b>Note</b>        | Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs                                                                                                                                                                                                                                                                                                                 |                                                                                                                                         |
| <b>Examination</b> | Part – A: Long answer type questions (About 700 Words) Part – B: Short answer type questions (About 300 Words) Part – C: Case Studies<br>Note: Part – A & B Questions Covers all Units and Part – C from any 2 Units                                                                                                                                                                                                                                                    |                                                                                                                                         |
| <b>Text Book</b>   | <ul style="list-style-type: none"> <li>▪ Sahaf, M.A., Management Accounting: Principles &amp; Practice; Vikas Publishing, New Delhi.</li> </ul>                                                                                                                                                                                                                                                                                                                         |                                                                                                                                         |
| <b>References</b>  | <ul style="list-style-type: none"> <li>▪ Horngren, C.T., Sundem, G. L., Schatzberg, J. O., Burgstahler, D., Introduction To Management Accounting; Pearson India, New Delhi</li> <li>▪ Jawahar Lal, Strategic Cost Management; Himalaya Publishing House, New Delhi</li> <li>▪ Kumar, V.K., Strategic Management Accounting: Theory &amp; Practice, Cengage India, New Delhi</li> <li>▪ Bhattacharyya D: Management Accounting; Pearson Education. New Delhi</li> </ul> |                                                                                                                                         |

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| Course Code:<br>PAC.31.402 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Course Title: Corporate Tax Planning                                                                                                                                            |                      |
| Scheme of Instruction      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                 | Scheme of Evaluation |
| Total Duration             | 60 Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Max. Marks                                                                                                                                                                      | 100                  |
| Hours/Week                 | 4Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Assignment/IA                                                                                                                                                                   | 05/30                |
| Credits                    | 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Attendance                                                                                                                                                                      | 05                   |
| Instruction Delivery       | L/T/P                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Seminar/ End Exam                                                                                                                                                               | 10/50                |
| Course Type                | Major                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Exam Duration                                                                                                                                                                   | 2.5 Hr.              |
| Instruction Mode           | Regular                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Evaluation                                                                                                                                                                      | Grade                |
| Course Objectives          | <ul style="list-style-type: none"><li>• To acquaint the students about the theoretical aspects of Corporate Taxation</li><li>• To acquaint the students with the practical operations of corporate tax rules, laws and procedures</li><li>• To help students to learn the application of corporate tax rules and use in corporate life for tax planning and management</li><li>• Introduce international transaction taxation, transfer pricing, Advance Pricing Agreements (APAs), and statutory tax filing/assessment procedures.</li></ul> |                                                                                                                                                                                 |                      |
| Course Outcomes            | <ul style="list-style-type: none"><li>• familiar to use the rules and procedures of corporate laws</li><li>• To apply Tax laws practically</li><li>• To understand and implement tax planning, management and investment decisions.</li><li>• Execute electronic tax returns, manage assessment procedures, and handle transfer pricing documentation in line with regulatory frameworks.</li></ul>                                                                                                                                           |                                                                                                                                                                                 |                      |
| Content                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                 |                      |
| Unit -1                    | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Introduction to corporate taxation, Ethical Foundation under IKS, importance of tax planning as a management decision,                                                          |                      |
|                            | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | minimizing tax liability<br>tax evasion, tax avoidance and tax planning, Fair Taxation System under IKS                                                                         |                      |
|                            | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Objectives and basis of tax planning<br>key terms related to tax assessment of companies-Indian company, domestic company,                                                      |                      |
|                            | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Company Types<br>foreign company, investment company, residential status of a company, scope of total income                                                                    |                      |
|                            | Module – 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | MAT<br>carry forward and set off of losses, minimum alternative tax, provisions related to tax assessment of companies, tax assessment rates and exemption limits for companies |                      |
| Unit-II                    | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Tax planning<br>Managerial decisions- Capital structure decisions in wake of tax planning                                                                                       |                      |
|                            | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | provisions<br>Tax on dividend and deductions allowed                                                                                                                            |                      |
|                            | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Tax planning<br>Bonus shares, lease or buy decisions, make or buy decision,                                                                                                     |                      |
|                            | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Decision Making<br>repair/renewal or replacement decision                                                                                                                       |                      |
|                            | Module – 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Tax planning<br>Employees’ remuneration- fringe benefit of tax, ESOPs                                                                                                           |                      |
| Unit-III                   | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | International Transactions<br>Taxation of international Transactions                                                                                                            |                      |
|                            | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Concept of Arm’s Length Price computation of the arm’s length price                                                                                                             |                      |

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|                    | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                 | Powers of Transfer Pricing Officer<br>reference to transfer pricing officer, powers to make safe harbor rules                                                                        |
|                    |                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                      |
|                    | Module - 4                                                                                                                                                                                                                                                                                                                                                                                                                 | Maintenance of books of account, accountant report, specified domestic transactions                                                                                                  |
|                    | Module – 5                                                                                                                                                                                                                                                                                                                                                                                                                 | Price agreement<br>advance pricing agreement (APA). Important judicial rulings                                                                                                       |
| <b>Unit-IV</b>     | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                 | Returns<br>Returns of income and Assessment: Voluntary return of income, Return of loss                                                                                              |
|                    | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                 | Returns<br>Extension of time, Belated return, Revised return, Defective or incomplete return                                                                                         |
|                    | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                 | Submission of Returns<br>Scheme to facilitate submission of returns through tax returns preparers, Filing of return in electronic form                                               |
|                    | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                 | Assessments<br>Return by whom to be signed, permanent account number (PAN). self assessment, summary assessment without calling the assessee, Best judgment assessment, Reassessment |
|                    | Module – 5                                                                                                                                                                                                                                                                                                                                                                                                                 | Problems<br>Issue of notice for reassessment, Problems on return of income and assessment, Obligations to furnish annual information return.                                         |
|                    |                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                      |
| <b>Note</b>        | Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs                                                                                                                                                                                                                                                                    |                                                                                                                                                                                      |
| <b>Examination</b> | Part – A: Long answer type questions (About 700 Words)<br>Part – B: Short answer type questions (About 300 Words)<br>Part – C: Case Studies<br>Note: Part – A & B Questions Covers all Units and Part – C from any 2 Units                                                                                                                                                                                                 |                                                                                                                                                                                      |
| <b>Text Book</b>   | <ul style="list-style-type: none"> <li>Ahuja, G., Gupta, R., Corporate Tax, Bharat Law House</li> </ul>                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                      |
| <b>References</b>  | <ul style="list-style-type: none"> <li>Lakhotia, R.N., Lakhotia, S., Corporate Tax Planning Handbook, Vision Books</li> <li>Singhania, V.K., Singhania, M., Corporate Tax Planning and Business Tax Procedures, Taxmann</li> <li>Mehrotra, H.C., Goyal, S.P, Corporate Tax Planning &amp; Management, Sahitya Bhawan publications Gosh, Biswanath, ECONOMIC ENVIRONMENT OF BUSINESS, South Asia Book, New Delhi</li> </ul> |                                                                                                                                                                                      |

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| Course Code: PAC.31.403                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Course Title : Climate Finance                                                                                             |                      |          |
| Scheme of Instruction                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                            | Scheme of Evaluation |          |
| Total Duration                                                                                                                          | 60 Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                            | Max. Marks           | 100      |
| Hours/Week                                                                                                                              | 4 Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                            | Assignment/IA        | 5/30     |
| Credits                                                                                                                                 | 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                            | Attendance           | 05       |
| Instruction Delivery                                                                                                                    | L/T/P                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                            | Seminar/ End Exam    | 10/50    |
| Course Type                                                                                                                             | Major                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                            | Exam Duration        | 2.30 Hr. |
| Instruction Mode                                                                                                                        | Regular                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                            | Evaluation           | Grade    |
| Course Objectives                                                                                                                       | <ul style="list-style-type: none"><li>Understand the scientific basis of climate change and its implications for finance.</li><li>Analyze different financial mechanisms for climate change mitigation and adaptation.</li><li>Evaluate the role of public policy and international agreements in climate finance.</li><li>Apply financial tools and techniques to assess climate-related risks and opportunities.</li><li>Critically assess case studies and real-world examples of climate finance initiatives.</li></ul>                                                                                                                                                                                                                                                    |                                                                                                                            |                      |          |
| Bullet Points Based on Number of Credits<br>(To Depict Knowledge, Skills, Competency, Attitudes and Values to be Attained)              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                            |                      |          |
| Course Outcomes                                                                                                                         | <ul style="list-style-type: none"><li>Students leaving the course will be able to apply their new knowledge to a variety of career paths. The following professions and/or fields will benefit from a knowledge of climate finance and environmental markets:</li><li>Financial analyst, portfolio manager, financial product development Investment and management consultant - Sustainability specialists (especially for firms in high impact sectors such as oil &amp; gas, forestry, chemicals, metals and mining and utilities) –</li><li>Commodities trader - Venture capitalist, private equity or real estate investor - Credit and insurance risk analysts - Investor relations, public relations, communications - Not-for-profit managers and executives</li></ul> |                                                                                                                            |                      |          |
| Bullet Points Based on Number of Credits<br>(To depict Transferable Knowledge, Skills, Competency, Attitudes and Values to be Achieved) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                            |                      |          |
| Content                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                            |                      |          |
| Unit -1<br>Introduction to<br>Climate Finance                                                                                           | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Introduction to Climate Finance, Financial Concepts relating to financing the low-carbon transition and climate adaptation |                      |          |
|                                                                                                                                         | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | National industrial and capital allocation strategies ,Key drivers and players, Products and services                      |                      |          |
|                                                                                                                                         | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Scientific Basis of Climate Change                                                                                         |                      |          |
|                                                                                                                                         | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Impacts of Climate Change on ecosystems and economies                                                                      |                      |          |
|                                                                                                                                         | Module – 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Climate Change Interventions in India and China –Adaptation and Mitigation Measures.                                       |                      |          |
| Unit -11                                                                                                                                | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Definitions and scope of Climate Finance                                                                                   |                      |          |
| Climate Finance<br>Fundamentals                                                                                                         | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Sources of Climate Finance (Public, Private, International)                                                                |                      |          |
|                                                                                                                                         | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Mitigation Climate Finance- Introduction, Mitigation Strategies and Projects in India and China.                           |                      |          |
|                                                                                                                                         | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Overview of Climate-related Financial Instruments (e.g., Carbon markets, Green bonds, GCF, CIFs & GEF)                     |                      |          |

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|                                                             | <b>Module – 5</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Climate Change Finance Architecture (India's Climate Change Finance Architecture and Global Climate Finance Architecture).                                                                                                                                         |
| <b>Unit -111<br/>Managing<br/>Climate-related<br/>Risks</b> | <b>Module – 1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Adaptation Climate Finance-Introduction, Adaptation Strategies and Projects in India and China, Resilience Factor-key indicators for resilience.                                                                                                                   |
|                                                             | <b>Module – 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Identifying climate change-related risks, Policy changes, technological advancement, Access to capital, Weather volatility, shifting customer and stakeholder expectations,                                                                                        |
|                                                             | <b>Module – 3</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Climate Risk Assessment and Management practicss                                                                                                                                                                                                                   |
|                                                             | <b>Module – 4</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Opportunities in Renewable Energy and Sustainable Infrastructure Investment                                                                                                                                                                                        |
|                                                             | <b>Module – 5</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Strategically increasing access to capital for entrepreneurs facing systemic barriers, Improving capital flows from developed to developing economies                                                                                                              |
| <b>Unit -1V</b>                                             | <b>Module – 1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | International agreements (e.g., Paris Agreement)                                                                                                                                                                                                                   |
| <b>Policy and<br/>Regulatory<br/>Frameworks</b>             | <b>Module – 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | National and regional policies promoting climate finance                                                                                                                                                                                                           |
|                                                             | <b>Module – 3</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Regulatory challenges and incentives                                                                                                                                                                                                                               |
|                                                             | <b>Module – 4</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Role of International Finance Institutions in Mitigating Climate Change (WBG, ADB, IMF, EIB, AfDB & UNFCCC)                                                                                                                                                        |
|                                                             | <b>Module – 5</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Fiduciary duty and responsible investment, The evolution of materiality, reporting frameworks (GRI to TCFD), stakeholder engagement and reputation management, Liability issues for Executives and Boards, approaches to integrating ESG into investment analysis, |
| <b>Note:</b>                                                | <b>Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                    |
| <b>Examination</b>                                          | <ul style="list-style-type: none"> <li>The question paper shall be spread over three sections A , B and C. Section A will contain four long-answer type questions, one from each unit , carrying 10 marks each to be answered in 700 words. A candidate has to attempt any two questions from section A.</li> <li>The Section B shall be of four short-answer type questions one from each unit, carrying 5 marks to be answered in 300 words. A candidate has to attempt any three questions from section B.</li> <li>The Section C shall contain two case studies of 15 marks each out of which a candidate has to attempt only one case study.</li> </ul> |                                                                                                                                                                                                                                                                    |
| <b>Text Book</b>                                            | <ol style="list-style-type: none"> <li>Climate Finance: Theory and Practice by Anil Markandya, Ibon Galarraga, and Dirk Rübelke.</li> <li>Handbook of International Climate Finance by Michaelowa Axel.</li> <li>The Economics of Climate Change in China: Towards a Low-Carbon Economy by Fan Gang and Nicholas Stern.</li> </ol>                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                    |
| <b>References</b>                                           | <ol style="list-style-type: none"> <li>AIPCC Special Reports on Climate Change.</li> <li>Reports from organizations like the World Bank, IMF, and UNFCCC.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                    |

| Course Code: PAC.31.405                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Course Title: Advanced Organizational Behaviour                                                                                                                                                                                                                                                       |                      |
|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| Scheme of Instruction                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                       | Scheme of Evaluation |
| Total Duration                                     | 60 Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Max. Marks                                                                                                                                                                                                                                                                                            | 100                  |
| Hours/Week                                         | 4Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Assignment/IA                                                                                                                                                                                                                                                                                         | 05/30                |
| Credits                                            | 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Attendance                                                                                                                                                                                                                                                                                            | 05                   |
| Instruction Delivery                               | L/T/P                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Seminar/ End Exam                                                                                                                                                                                                                                                                                     | 10/50                |
| Course Type                                        | Major                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Exam Duration                                                                                                                                                                                                                                                                                         | 2.5 Hr.              |
| Instruction Mode                                   | Regular                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Evaluation                                                                                                                                                                                                                                                                                            | Grade                |
| Course Objectives                                  | <ul style="list-style-type: none"><li>• The main objective of the course is to familiarize the learners about the conceptual and theoretical domains of individual and organizational behaviour</li><li>• In this course students will understand the different facets of organizational leadership and increase their own leadership capacities through feedback, reflection and practice.</li><li>• Explore classic and advanced leadership theories, behavioral grids, contingency models (Fiedler, Path-Goal), and LMX theory to evaluate leadership effectiveness.</li><li>• Analyze team decision-making techniques, virtual team management, and modern paradigms like transformational, servant, and charismatic leadership.</li></ul> |                                                                                                                                                                                                                                                                                                       |                      |
| Course Outcomes                                    | <ul style="list-style-type: none"><li>• On the successful completion of the course, the student would be able to comprehend different behaviours of people in the organizations and accordingly would be capable to deal with them effectively.</li><li>• Apply personality frameworks and motivation models to improve recruitment, job design, and employee engagement.</li><li>• Assess diverse leadership theories and situational models to adopt appropriate leading styles across varying organizational contexts.</li><li>• Lead cross-functional and virtual teams effectively using structured decision-making, conflict resolution, and modern transformational leadership practices.</li></ul>                                     |                                                                                                                                                                                                                                                                                                       |                      |
| Content                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                       |                      |
| Unit -1<br>Introduction to Organizational Behavior | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Foundations of Organizational Behavior:<br>Meaning, nature and scope of OB, Core concepts of IKS in Modern OB (Dharma,Karma Yuga, Atmananda and Lokasangraha)<br>Importance of OB in modern organizations OB as a multidisciplinary field<br>OB models (autocratic, custodial, supportive, collegial) |                      |
|                                                    | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Evolution of Organizational :- Behavior:Historical, evolution of OB<br>Scientific Management (Taylor) ,Human Relations Movement ,Behavioral Science Approach, Modern OB perspective                                                                                                                   |                      |
|                                                    | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Hawthorne Experiments and Implications:<br>Background and stages of Hawthorne studies<br>Key findings (informal groups, motivation, supervision)<br>Criticism of Hawthorne studies<br>Managerial implications                                                                                         |                      |
|                                                    | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Contributing Disciplines and OB Theories:<br>Psychology, Sociology, Anthropology, Political Science Classical, Neo-classical and Modern theories<br>Systems and contingency approach                                                                                                                  |                      |

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|                                           | Module – 5 | Individual Behavior – Values and Emotions:<br>Values: types, importance, value conflict Attitudes vs values<br>Emotions and moods<br>Emotional Intelligence (Goleman model)<br>Application in workplace                               |
| Unit-II<br>Personality,                   | Module – 1 | Personality – Concepts and Determinants:                                                                                                                                                                                              |
| Perception and<br>Motivation              |            | Meaning and nature of personality Determinants:<br>heredity, environment, situation Personality<br>development<br>Importance in OB                                                                                                    |
|                                           | Module – 2 | Personality Theories – MBTI and Big Five:<br>MBTI framework (introversion/extroversion etc.) Big Five traits (OCEAN<br>model)<br>Application in recruitment and leadership                                                            |
|                                           | Module – 3 | Perception and Perceptual Distortions:<br>Perceptual process (stimulus → attention → interpretation) Factors<br>influencing perception<br>Perceptual errors (halo effect, stereotyping, projection, etc.)                             |
|                                           | Module – 4 | McGregor's Theory X and Theory Y:<br>Assumptions of Theory X, Assumptions of Theory Y<br>Comparison and managerial implications<br>,Application in modern organizations                                                               |
|                                           | Module – 5 | Motivation and Job Design:<br>Concept and importance of motivation<br>Overview of motivation theories (Maslow, Herzberg, McClelland) Intrinsic<br>motivation<br>Job design techniques (job enrichment, job rotation, job enlargement) |
| Unit-III<br>Introduction to<br>Leadership | Module – 1 | Leadership Fundamentals:<br>Definition and nature of leadership Leadership vs management<br>Importance of leadership in organizations Roles<br>and functions of a leader                                                              |
|                                           | Module – 2 | Leadership Theories and Paradigms:<br>Trait theory Behavioral theory Contingency theory<br>Modern leadership paradigms<br>Levels of analysis (individual, dyadic, group, organizational)                                              |
|                                           | Module – 3 | Leadership Traits, Attitudes and Ethics:<br>Traits of effective leaders<br>Leadership attitudes (task vs people orientation)<br>Ethical leadership<br>Moral leadership challenges                                                     |
|                                           | Module – 4 | Leadership Styles and Classic Studies:<br>Leadership styles (autocratic, democratic, laissez-faire) Ohio State studie,<br>University of Michigan studies<br>Leadership grid (Blake & Mouton)                                          |
|                                           | Module – 5 | Advanced Leadership Theories:<br>Contingency models (Fiedler, Path-Goal theory) Dyadic theory evolution<br>Leader-Member Exchange (LMX) theory                                                                                        |

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|                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                | Leadership continuum (Tannenbaum & Schmidt)<br>Leadership substitutes theory                                                                                                                                                       |
| Unit-IV<br>Team<br>Leadership | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                     | Teams in Organizations:<br>Meaning and importance of teams<br>Types of teams (functional, cross-functional, virtual, etc.)<br>Group vs team                                                                                        |
|                               | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                     | Team Decision Making:<br>Decision-making process in teams<br>Techniques (brainstorming, nominal group technique, Delphi) Groupthink and its prevention                                                                             |
|                               | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                     | Leadership Skills for Teams:<br>Communication skills Conflict resolution Conducting effective meetings<br>Ginnett's Team Effectiveness Leadership Model                                                                            |
|                               | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                     | Modern Team Structures:<br>Virtual teams<br>Self-managed teams<br>Role of leadership in self-managed teams<br>Challenges in managing remote teams                                                                                  |
|                               | Module – 5                                                                                                                                                                                                                                                                                                                                                                                                                                     | Contemporary Leadership Approaches:<br>Charismatic leadership Transformational leadership Servant leadership<br>Stewardship leadership<br>Leadership of diversity and culture<br>Strategic leadership and high-performance culture |
| Examination                   | Part – A: Long answer type questions (About 700 Words) Part<br>– B: Short answer type questions (About 300 Words) Part –<br>C: Case Studies<br>Note: Part – A & B Questions Covers all Units and Part – C from any 2 Units                                                                                                                                                                                                                     |                                                                                                                                                                                                                                    |
| Text Book                     | <ul style="list-style-type: none"> <li>▪ Robbins, Stephen P., Organizational Behavior, Prentice-Hall of India, New Delhi,</li> <li>▪ Fred Luthans, Organizational Behavior, Tata McGraw-Hill New Delhi,</li> <li>▪ Hersey, Paul, Dewey E. Johnson, and Kenneth H. Blanchard, Management of Organisational Behaviour, Prentice-Hall of India, New Delhi.</li> </ul>                                                                             |                                                                                                                                                                                                                                    |
| References                    | <ul style="list-style-type: none"> <li>▪ Terrance R. Motchell, People in Organization An Introduction to Organisational Behaviour, McGraw-Hill, New York .</li> <li>▪ Aswathappa, K., Organisation Behaviour, Himalaya Publishing House, New Delhi.</li> <li>▪ Singh, K., Organizational Behaviour: Text and Cases, Pearson.</li> <li>▪ Pareek, U. and Khanna, S., Understanding Organizational Behaviour, Oxford University Press.</li> </ul> |                                                                                                                                                                                                                                    |

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|-----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------|
| Course Code:                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Course Title: Corporate Governance and Business Ethics                                                                                                                                                                                                                                                                                      |                      |         |
| PAC.36.402                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                             |                      |         |
| Scheme of Instruction                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                             | Scheme of Evaluation |         |
| Total Duration                                                              | 30 Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                             | Max. Marks           | 50      |
| Hours/Week                                                                  | 2Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                             | Assignment/IA        | 2.5/15  |
| Credits                                                                     | 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                             | Attendance           | 2.5     |
| Instruction Delivery                                                        | L/T                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                             | Seminar/ End Exam    | 05/25   |
| Course Type                                                                 | VBC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                             | Exam Duration        | 1.5 Hr. |
| Instruction Mode                                                            | Regular                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                             | Evaluation           | Grade   |
| Course Objectives                                                           | <ul style="list-style-type: none"><li>Examine core governance theories, models, Indian statutory frameworks (Companies Act 2013, SEBI LODR), and the role of independent board committees.</li><li>Introduce moral principles, corporate culture, and major ethical theories (Utilitarianism, Rights, Justice, Virtue) to resolve complex business dilemmas.</li><li>Introduce moral principles, corporate culture, and major ethical theories (Utilitarianism, Rights, Justice, Virtue) to resolve complex business dilemmas.</li><li>Analyze governance risks including corporate fraud, insider trading, functional area ethics, and emerging digital challenges like AI ethics and cyber governance.</li></ul> |                                                                                                                                                                                                                                                                                                                                             |                      |         |
| Course Outcomes                                                             | <ul style="list-style-type: none"><li>Analyze contemporary governance challenges faced by organizations.</li><li>Evaluate ethical implications of emerging technologies, including AI and digital transformation.</li><li>Design governance strategies that promote transparency, accountability, and sustainability.</li><li>Recommend ethical solutions to real-world corporate governance issues using case studies.</li></ul>                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                             |                      |         |
| Content                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                             |                      |         |
| Unit -1<br>Foundations of<br>Corporate<br>Governance and<br>Business Ethics | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Introduction to Corporate Governance <ul style="list-style-type: none"><li>Meaning, Nature and Objectives of Corporate Governance</li><li>Evolution and Importance of Corporate Governance</li><li>Principles of Good Corporate Governance</li><li>Corporate Governance Models</li><li>Benefits and Challenges of Good Governance</li></ul> |                      |         |
|                                                                             | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Corporate Governance Framework in India <ul style="list-style-type: none"><li>Corporate Governance under the Companies Act, 2013</li><li>SEBI (LODR) Regulations</li><li>Role of the Board of Directors</li><li>Independent Directors</li><li>Board Committees (Audit, Nomination &amp; Remuneration, CSR Committee)</li></ul>              |                      |         |

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|                                                                                                       | Module – 3 | Stakeholders and Corporate Accountability <ul style="list-style-type: none"> <li>Stakeholder Theory</li> <li>Shareholders' Rights</li> <li>Corporate Accountability and Transparency</li> <li>Disclosure Requirements</li> <li>Whistle-blowing Mechanism</li> </ul>                                   |
|                                                                                                       | Module – 4 | Foundations of Business Ethics                                                                                                                                                                                                                                                                        |
|                                                                                                       |            | <ul style="list-style-type: none"> <li>Meaning and Nature of Business Ethics</li> <li>Importance of Ethics in Business</li> <li>Ethical Values and Corporate Culture</li> <li>Ethical Issues in Business</li> <li>Code of Ethics and Code of Conduct</li> </ul>                                       |
|                                                                                                       | Module – 5 | Ethical Decision-Making <ul style="list-style-type: none"> <li>Ethical Decision-Making Process</li> <li>Ethical Theories:-Utilitarian Theory,Rights Theory,Justice Theory</li> <li>Virtue Ethics</li> <li>Resolving Ethical Dilemmas</li> <li>Case Studies in Business Ethics</li> </ul>              |
| <b>Unit-2<br/>Contemporary<br/>Issues in<br/>Corporate<br/>Governance<br/>and Business<br/>Ethics</b> | Module-1   | Corporate Social Responsibility (CSR) <ul style="list-style-type: none"> <li>Meaning and Evolution of CSR</li> <li>CSR under the Companies Act, 2013</li> <li>CSR Planning and Implementation</li> <li>CSR Reporting</li> <li>Business Benefits of CSR</li> </ul>                                     |
|                                                                                                       | Module-2   | Sustainability and Responsible Business <ul style="list-style-type: none"> <li>Sustainable Development</li> <li>Triple Bottom Line</li> <li>Environmental, Social and Governance (ESG)</li> <li>Responsible Business Practices</li> <li>Circular Economy and Green Business</li> </ul>                |
|                                                                                                       | Module-3   | Ethical Issues in Functional Areas <ul style="list-style-type: none"> <li>Ethics in Marketing</li> <li>Ethics in Human Resource Management</li> <li>Ethics in Finance and Accounting</li> <li>Ethics in Information Technology and Data Privacy</li> <li>Ethics in Supply Chain Management</li> </ul> |
|                                                                                                       | Module-4   | Contemporary Governance Challenges <ul style="list-style-type: none"> <li>Corporate Fraud and Financial Scandals</li> <li>Insider Trading</li> <li>Corporate Corruption</li> <li>Risk Management</li> <li>Digital Governance and Cyber Ethics</li> </ul>                                              |
|                                                                                                       | Module-5   | Emerging Trends in Corporate Governance (Outcome-Based Module) <ul style="list-style-type: none"> <li>Global Best Practices in Corporate Governance</li> <li>Governance in Start-ups and Family Businesses</li> </ul>                                                                                 |
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|                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>• Artificial Intelligence and Business Ethics</li> <li>• Ethical Leadership</li> <li>• Future Challenges in Corporate Governance</li> </ul> |
| <b>Note:</b>       | Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                    |
| <b>Examination</b> | Part – A: Very Short answer type Questions 50 words each from all the units Part – B: Short Questions type Questions 300 Words each from all the units Part – C: Long Answer type question (Case Studies)                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                    |
| <b>Text Book</b>   | <input type="checkbox"/> Fernando, A. C. <i>Corporate Governance: Principles, Policies and Practices</i> . Pearson.<br><i>Corporate Governance</i> . Oxford University Press.<br><input type="checkbox"/> Mallin, C. A. <i>Business Ethics: Concepts and Cases</i> . Pearson.<br><input type="checkbox"/> Velasquez, M. G. <i>Business Ethics</i> . Oxford University Press.<br><input type="checkbox"/> Crane, A., & Matten, D. <i>Corporate Governance, Business Ethics and CSR</i> . Ane Books.<br><input type="checkbox"/> Sharma, J. P. |                                                                                                                                                                                    |
| <b>References</b>  | <input type="checkbox"/> Companies Act, 2013<br><input type="checkbox"/> SEBI (LODR) Regulations<br><input type="checkbox"/> National Guidelines on Responsible Business Conduct (NGRBC)<br><input type="checkbox"/> OECD Principles of Corporate Governance<br><input type="checkbox"/> United Nations Sustainable Development Goals (SDGs)                                                                                                                                                                                                 |                                                                                                                                                                                    |

|                                                       |            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                      |         |
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| Course Code: PAC.36.403                               |            | Course Title: Indian Knowledge System and Business                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                      |         |
| Scheme of Instruction                                 |            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Scheme of Evaluation |         |
| Total Duration                                        | 30 Hrs.    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Max. Marks           | 50      |
| Hours/Week                                            | 2Hrs.      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Assignment/IA        | 2.5/15  |
| Credits                                               | 2          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Attendance           | 2.5     |
| Instruction Delivery                                  | L/T        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Seminar/ End Exam    | 05/25   |
| Course Type                                           | VBC        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Exam Duration        | 1.5 Hr. |
| Instruction Mode                                      | Regular    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Evaluation           | Grade   |
| Course Objectives                                     |            | <ul style="list-style-type: none"><li>Understand the fundamentals, evolution, and importance of green marketing in today's global business context.</li><li>Explore different types, strategies, and practices involved in green marketing and their application across industries.</li><li>Analyze the role of green policies, regulations, and technologies in shaping environmentally responsible marketing efforts.</li><li>Evaluate real-world case studies to identify best practices, innovative approaches, and implementation challenges in green marketing.</li><li>Foster a sustainability-oriented mindset through the understanding of ethical, environmental, and social responsibilities in marketing.</li></ul>                                                              |                      |         |
| Course Outcomes                                       |            | <ul style="list-style-type: none"><li>Demonstrate a solid understanding of green marketing concepts, policies, and the role of green technologies in sustainable business practices.</li><li>Apply green marketing mix strategies and analyze case studies to design eco-friendly and effective marketing plans.</li><li>Evaluate and recommend green marketing policies and innovations for firms based on environmental challenges, technological advancements, and market needs.</li><li>Develop an environmentally conscious and innovation-driven marketing approach that supports ethical and sustainable business models.</li><li>Uphold corporate social responsibility and environmental ethics by promoting green practices that align with global sustainability goals.</li></ul> |                      |         |
| Content                                               |            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                      |         |
| Unit -1<br>Foundations of IKS & The Individual Leader | Module – 1 | Defining the Indian Knowledge System; the historical dominance of India in global trade (The "Golden Sparrow" era) and the role of indigenous business ethics.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                      |         |
|                                                       | Module – 2 | Understanding the balance between <i>Dharma</i> (Ethics), <i>Artha</i> (Wealth), <i>Kama</i> (Desire), and <i>Moksha</i> (Liberation) as a framework for a balanced business life.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                      |         |
|                                                       | Module – 3 | Moving from "Work for Result" to "Work as Worship" ( <i>Nishkama Karma</i> ). How the religious teachings reduce professional burnout and increase focus ( <i>Ekagrata</i> ).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                      |         |

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|-------------------------------------------------------------|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                             | Module – 4 | Kautilyan Financial Integrity: Basic principles of the <i>Arthashastra</i> regarding the King's (Manager's) duty. Focus on <i>Yogakshema</i> —the proactive protection and growth of stakeholder wealth.       |
|                                                             | Module – 5 | Character & Leadership (Vivekananda's Vision): The "Man-making" education model. Developing <i>Atma-Vishwas</i> (Self-confidence) and <i>Shraddha</i> (Sincerity) to lead teams with courage and honesty.      |
| <b>Unit-2</b><br>Applied Wisdom & Organizational Governance | Module-1   | The Shreni (Guild) System: Advanced study of ancient Indian cooperative business models. How community-based trust and shared resources created sustainable market monopolies.                                 |
|                                                             | Module-2   | Rajarshi Leadership (The Sage-Leader): Moving from "Boss" to "Custodian." Leading through <i>Satva</i> (Purity/Wisdom) rather than <i>Rajas</i> (Ego/Aggression). Lessons from the lives of Janaka and Vidura. |
|                                                             | Module-3   | Conflict Resolution (The Samvad Method): Using the Indian tradition of <i>Vada-Vidya</i> (Dialogue for Truth) to settle workplace disputes and build a culture of consensus.                                   |
|                                                             | Module-4   | Sustainable Wealth (Dharmic Capitalism): The concept of <i>Ishavasya</i> —understanding that wealth is a trust for society. Practicing "Ethical Profitability" over "Greed-driven Growth."                     |
|                                                             | Module-5   | Corporate Governance & Lokasangraha: Acting for the "Universal Good." How the Indian concept of <i>Pancha-Maha-Yagna</i> (The Five Great Sacrifices) serves as the ultimate model for modern CSR and ESG.      |
| <b>Note:</b>                                                |            | Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs                                                        |
| <b>Examination</b>                                          |            | Part – A: Very Short answer type Questions 50 words each from all the units Part – B: Short Questions type Questions 300 Words each from all the units Part – C: Long Answer type question (Case Studies)      |
| <b>Text Book</b>                                            |            | <ul style="list-style-type: none"> <li>• Kautilya's <i>Arthashastra</i> – Edited by L.N. Rangarajan (Penguin).</li> <li>• Foundations of Indian Management – P.N. Rastogi.</li> </ul>                          |
| <b>References</b>                                           |            | <ul style="list-style-type: none"> <li>• Personality Development – Swami Vivekananda (Advaita Ashrama).</li> <li>• Indian Ethos in Management – T.K. Sharma.</li> </ul>                                        |

| Course Code:<br>PAC.36.404           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Course Title: StartUps                                                                                                                                                                                                                                                                                                               |                      |         |
|--------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------|
| Scheme of Instruction                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                      | Scheme of Evaluation |         |
| Total Duration                       | 30 Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                      | Max. Marks           | 50      |
| Hours/Week                           | 2Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                      | Assignment/IA        | 2.5/15  |
| Credits                              | 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                      | Attendance           | 2.5     |
| Instruction Delivery                 | L/T                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                      | Seminar/ End Exam    | 05/25   |
| Course Type                          | Skill                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                      | Exam Duration        | 1.5 Hr. |
| Instruction Mode                     | Regular                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                      | Evaluation           | Grade   |
| Course Objectives                    | <ul style="list-style-type: none"><li>• The main aim of this course is to understand new venture creation opportunities, its resources, and requirements for Enterprise Start-up.</li><li>• Teach systematic techniques for ideation (SCAMPER, mind mapping), identifying market gaps, and validating feasibility.</li><li>• Introduce diverse revenue models, value proposition logic, and competitive differentiation frameworks for sustainable ventures.</li><li>• Train students in Lean Startup principles, Minimum Viable Product (MVP) creation, Business Model Canvas (BMC), and investor pitching skills.</li></ul> |                                                                                                                                                                                                                                                                                                                                      |                      |         |
| Course Outcomes                      | <ul style="list-style-type: none"><li>• To recognize various opportunities for new ventures and develop a credible business plan for real life situations.</li><li>• Leverage entrepreneurial ecosystems, incubator networks, and government policy frameworks to launch startups effectively.</li><li>• Construct a comprehensive Business Model Canvas detailing value propositions, customer segments, channels, and revenue streams.</li><li>• Apply the Build–Measure–Learn feedback loop to build MVPs and deliver effective investor pitch decks.</li></ul>                                                            |                                                                                                                                                                                                                                                                                                                                      |                      |         |
| Content                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                      |                      |         |
| Unit -1<br>Start-up<br>Opportunities | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | The New Industrial Revolution and Start-up Era <ul style="list-style-type: none"><li>• The New Industrial Revolution (Digital transformation, Industry 4.0)</li><li>• The “Big Idea” concept in entrepreneurship</li><li>• Evolution and rise of the start-up economy</li><li>• Importance of innovation-driven businesses</li></ul> |                      |         |
|                                      | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Idea Generation and Brainstorming <ul style="list-style-type: none"><li>• Creativity and innovation in entrepreneurship</li><li>• Techniques of idea generation (brainstorming, mind mapping, SCAMPER)</li><li>• Identifying market gaps and opportunities</li><li>• Evaluating feasibility of ideas</li></ul>                       |                      |         |
|                                      | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | From Ideation to Venture Creation <ul style="list-style-type: none"><li>• Concept of ideation and validation</li><li>• Business start-up process (idea → plan → launch)</li><li>• Venture choices (small business, scalable start-ups, social enterprises)</li><li>• Risk and uncertainty in start-ups</li></ul>                     |                      |         |

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|                       | Module – 4                                                                                                                                                                                                                                                     | <p>Start-up Ecosystem and Forces of Change</p> <ul style="list-style-type: none"> <li>• The entrepreneurial ecosystem (incubators, investors, mentors)</li> <li>• The six forces of change (technology, globalization, demographics, etc.)</li> <li>• Role of networks and support systems</li> <li>• Case examples of ecosystem success</li> </ul> |
|                       | Module – 5                                                                                                                                                                                                                                                     | Entrepreneurship in India and Government Initiatives                                                                                                                                                                                                                                                                                                |
|                       |                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>• Growth of start-ups in India</li> <li>• Key government initiatives (e.g., Startup India, Make in India)</li> <li>• Role of policy and funding support</li> <li>• Challenges and opportunities in Indian start-up landscape</li> </ul>                                                                      |
| Unit-2 Startup Models | Module-1                                                                                                                                                                                                                                                       | <p>Introduction to Business Models</p> <ul style="list-style-type: none"> <li>• Meaning and importance of business models</li> <li>• Types of business models (B2B, B2C, platform, subscription, freemium)</li> <li>• Components of a business model</li> <li>• Revenue generation mechanisms</li> </ul>                                            |
|                       | Module-2                                                                                                                                                                                                                                                       | <p>Value Proposition and Innovation</p> <ul style="list-style-type: none"> <li>• Creating value propositions</li> <li>• Conventional industry logic vs value innovation logic</li> <li>• Customer-focused innovation</li> <li>• Delivering unique value to customers</li> </ul>                                                                     |
|                       | Module-3                                                                                                                                                                                                                                                       | <p>Building and Analyzing Business Models</p> <ul style="list-style-type: none"> <li>• Designing sustainable business models</li> <li>• Analyzing strengths and weaknesses</li> <li>• Competitive advantage and differentiation</li> <li>• Case-based understanding</li> </ul>                                                                      |
|                       | Module-4                                                                                                                                                                                                                                                       | <p>Business Model Canvas</p> <ul style="list-style-type: none"> <li>• Introduction to Business Model Canvas (BMC)</li> <li>• Key elements: customer segments, value proposition, channels, revenue streams, etc.</li> <li>• Practical application of BMC</li> <li>• Developing a sample business model</li> </ul>                                   |
|                       | Module-5                                                                                                                                                                                                                                                       | <p>Lean Start-ups and Business Pitching</p> <ul style="list-style-type: none"> <li>• Concept of lean start-up methodology</li> <li>• Build–Measure–Learn cycle</li> <li>• Minimum Viable Product (MVP)</li> <li>• Business pitching techniques (pitch deck, storytelling, investor communication)</li> </ul>                                        |
| Note:                 | Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs                                                                                                        |                                                                                                                                                                                                                                                                                                                                                     |
| Examination           | <p>Part – A: Very Short answer type Questions 50 words each from all the units</p> <p>Part – B: Short Questions type Questions 300 Words each from all the units</p> <p>Part – C: Long Answer type question (Case Studies)</p>                                 |                                                                                                                                                                                                                                                                                                                                                     |
| Text Book             | <ul style="list-style-type: none"> <li>• Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.</li> <li>• Anjan Raichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010.</li> </ul> |                                                                                                                                                                                                                                                                                                                                                     |

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|            | <ul style="list-style-type: none"> <li>• S. R. Bhowmik &amp; M. Bhowmik, Entrepreneurship, New Age International, 2007.</li> </ul>                                                                                                                                                                                                                                                                                    |
| References | <ul style="list-style-type: none"> <li>• Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.</li> <li>• Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.</li> <li>• Vijay Sathe, Corporate Entrepreneurship, 1e, Cambridge, 2009</li> </ul> |

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|----------------------------------------------------|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------|
| Course Code: PAC.34.402                            |            | Course Title: Conflict Management & Negotiation Skills                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                      |         |
| Scheme of Instruction                              |            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Scheme of Evaluation |         |
| Total Duration                                     | 30 Hrs.    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Max. Marks           | 50      |
| Hours/Week                                         | 2Hrs.      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Assignment/IA        | 2.5/15  |
| Credits                                            | 2          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Attendance           | 2.5     |
| Instruction Delivery                               | L/T        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Seminar/ End Exam    | 05/25   |
| Course Type                                        | (AEC)      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Exam Duration        | 1.5 Hr. |
| Instruction Mode                                   | Regular    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Evaluation           | Grade   |
| Course Objectives                                  |            | <ul style="list-style-type: none"><li>Understand the fundamental principles, elements, and styles of negotiation.</li><li>Explore the psychological, strategic, and communicative foundations of negotiation and conflict resolution.</li><li>Apply various negotiation models and strategies effectively in diverse contexts.</li><li>Identify and overcome barriers and impasses during negotiation through practical tools and techniques.</li><li>Develop a confident, ethical, and adaptable negotiation style suitable for both personal and professional interactions.</li></ul>                                                            |                      |         |
| Course Outcomes                                    |            | <ul style="list-style-type: none"><li>Explain core concepts, styles, and models of negotiation including BATNA, ZOPA, and PRAM with real-world relevance.</li><li>Apply strategic negotiation techniques and communication tools to resolve conflicts and reach agreements.</li><li>Analyze negotiation contexts and design strategies that align with specific goals, styles, and cultural dimensions.</li><li>Cultivate a proactive and collaborative mind set to handle diverse negotiation scenarios effectively.</li><li>Demonstrate ethical behavior, empathy, and integrity during negotiation and conflict resolution processes.</li></ul> |                      |         |
| Content                                            |            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                      |         |
| Unit -1<br>Foundations and Elements of Negotiation | Module – 1 | Introduction to Negotiation <ul style="list-style-type: none"><li>Definition and importance of negotiation</li><li>Elements and fundamentals of negotiation</li><li>Determinants of negotiation performance</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                              |                      |         |
|                                                    | Module – 2 | The Negotiation Process <ul style="list-style-type: none"><li>Stages of the negotiation process</li><li>Preparing for negotiation</li><li>Closing and evaluating negotiation outcomes</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                      |         |

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|                                                                                 | Module – 3                                                                                                                                                                                                                                                                                                                                                                           | Conflict Management Through Negotiation <ul style="list-style-type: none"> <li>• Nature and types of conflict</li> <li>• Conflict resolution styles</li> <li>• Using negotiation to manage and resolve conflict</li> </ul>                       |
|                                                                                 | Module – 4                                                                                                                                                                                                                                                                                                                                                                           | Negotiation Styles and Dimensions <ul style="list-style-type: none"> <li>• Dimensions of negotiating ability</li> <li>• Four main negotiating styles</li> <li>• Identifying your personal negotiation style</li> </ul>                           |
|                                                                                 | Module – 5                                                                                                                                                                                                                                                                                                                                                                           | Developing Effective Negotiation Style <ul style="list-style-type: none"> <li>• Building trust in negotiation</li> <li>• Developing emotional intelligence in negotiation</li> <li>• Adapting style to different negotiation contexts</li> </ul> |
| <b>Unit-2<br/>Negotiation<br/>Models,<br/>Strategies, and<br/>Communication</b> | Module-1                                                                                                                                                                                                                                                                                                                                                                             | Module 1: Core Negotiation Models <ul style="list-style-type: none"> <li>• PRAM Model of Negotiation</li> <li>• Key concepts: WATNA, BATNA, WAP, ZOPA</li> <li>• Application of models in decision making</li> </ul>                             |
|                                                                                 | Module-2                                                                                                                                                                                                                                                                                                                                                                             | Negotiation Strategies <ul style="list-style-type: none"> <li>• Distributive vs. integrative strategies</li> <li>• Choosing the right strategy</li> <li>• Balancing cooperation and competition</li> </ul>                                       |
|                                                                                 | Module-3                                                                                                                                                                                                                                                                                                                                                                             | Communication in Negotiation <ul style="list-style-type: none"> <li>• Defining effective communication</li> <li>• Kinesthetic and non-verbal communication</li> <li>• Role of persuasion and its theories in negotiation</li> </ul>              |
|                                                                                 | Module-4                                                                                                                                                                                                                                                                                                                                                                             | Decoding and Influencing <ul style="list-style-type: none"> <li>• Decoding communication cues in negotiation</li> <li>• Influence tactics and persuasive messaging</li> <li>• Managing emotions and interpersonal signals</li> </ul>             |
|                                                                                 | Module-5                                                                                                                                                                                                                                                                                                                                                                             | Barriers and Resolution Techniques <ul style="list-style-type: none"> <li>• Identifying barriers and impasses</li> <li>• Psychological and cultural causes of conflict</li> <li>• Tools and strategies for overcoming barriers</li> </ul>        |
| <b>Note:</b>                                                                    | Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                  |
| <b>Examination</b>                                                              | Part – A: Very Short answer type Questions 50 words each from all the units Part<br>– B: Short Questions type Questions 300 Words each from all the units Part – C:<br>Long Answer type question (Case Studies)                                                                                                                                                                      |                                                                                                                                                                                                                                                  |
| <b>Text Book</b>                                                                | <ul style="list-style-type: none"> <li>• Malhotra, D., &amp; Bazerman, M. H. (2022). Negotiation genius: How to overcome obstacles and achieve brilliant results at the bargaining table and beyond (Updated ed.). Harper Business.</li> <li>• Wheeler, M. (2023). The art of negotiation: How to improvise agreement in a chaotic world (2nd ed.). Simon &amp; Schuster.</li> </ul> |                                                                                                                                                                                                                                                  |

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| <b>References</b> | <ul style="list-style-type: none"> <li>• Fisher, R., Ury, W., &amp; Patton, B. (2011). <i>Getting to yes: Negotiating agreement without giving in</i> (3rd ed.). Penguin Books.</li> <li>• Shell, G. R. (2018). <i>Bargaining for advantage: Negotiation strategies for reasonable people</i> (3rd ed.). Penguin Books.</li> <li>• Thompson, L. L. (2020). <i>The mind and heart of the negotiator</i> (7th ed.). Pearson.</li> <li>• Kolb, D. M., &amp; Williams, J. (2000). <i>The shadow negotiation: How women can master the hidden agendas that determine bargaining success</i>. Simon &amp; Schuster.</li> <li>• Sebenius, J. K., &amp; Lax, D. A. (2016). <i>3-D negotiation: Powerful tools to change the game in your most important deals</i>. Harvard Business Review Press.</li> </ul> |
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| Course Code: PAC.34.403                           |            | Course Title: Personal Branding                                                                                                                                                                                                                                                                                      |                      |         |
|---------------------------------------------------|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------|
| Scheme of Instruction                             |            |                                                                                                                                                                                                                                                                                                                      | Scheme of Evaluation |         |
| Total Duration                                    | 30 Hrs.    |                                                                                                                                                                                                                                                                                                                      | Max. Marks           | 50      |
| Hours/Week                                        | 2Hrs.      |                                                                                                                                                                                                                                                                                                                      | Assignment/IA        | 2.5/15  |
| Credits                                           | 2          |                                                                                                                                                                                                                                                                                                                      | Attendance           | 2.5     |
| Instruction Delivery                              | L/T        |                                                                                                                                                                                                                                                                                                                      | Seminar/ End Exam    | 05/25   |
| Course Type                                       | AEC        |                                                                                                                                                                                                                                                                                                                      | Exam Duration        | 1.5 Hr. |
| Instruction Mode                                  | Regular    |                                                                                                                                                                                                                                                                                                                      | Evaluation           | Grade   |
| Course Objectives                                 |            | <ul style="list-style-type: none"><li>To help students develop a strong personal brand identity</li><li>To build professional presence across digital platforms</li><li>To enhance employability through strategic self-presentation.</li><li>To develop skills in content creation and online positioning</li></ul> |                      |         |
| Course Outcomes                                   |            | <ul style="list-style-type: none"><li>Create and manage a professional personal brand</li><li>Differentiate between personal and professional identity online</li><li>Develop effective social media and LinkedIn presence</li><li>Design branding strategies for career growth</li></ul>                            |                      |         |
| Content                                           |            |                                                                                                                                                                                                                                                                                                                      |                      |         |
| Unit -1<br>Foundations of<br>Personal<br>Branding | Module – 1 | Introduction to Personal Branding <ul style="list-style-type: none"><li>Meaning and definition of personal branding</li><li>Importance in career and entrepreneurship</li><li>Process of personal branding (self-analysis → positioning → communication)</li><li>Concept of brand identity</li></ul>                 |                      |         |
|                                                   | Module – 2 | Brand Identity and Positioning <ul style="list-style-type: none"><li>Elements of brand identity (values, skills, strengths)</li><li>Personal brand positioning strategies</li><li>Creating a unique value proposition (UVP)</li><li>Differentiation in competitive environments</li></ul>                            |                      |         |
|                                                   | Module – 3 | Brand Personality and Image Creation <ul style="list-style-type: none"><li>Meaning of brand personality</li><li>Personality traits in branding (authenticity, consistency, credibility)</li><li>Image creation techniques</li><li>Visual and verbal identity</li></ul>                                               |                      |         |
|                                                   | Module – 4 | Discovering Your Unique Self <ul style="list-style-type: none"><li>Identifying personal values and strengths</li><li>Thinking outside the box (creativity in branding)</li><li>Aligning passion with profession</li><li>Self-reflection exercises</li></ul>                                                          |                      |         |

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|                                              | Module – 5                                                                                                                                                                                                      | Branding Strategies for Career Growth <ul style="list-style-type: none"> <li>• Long-term vs short-term branding strategies</li> <li>• Networking and relationship building</li> <li>• Consistency in messaging</li> <li>• Personal branding for leadership and entrepreneurship</li> </ul>          |
| Unit-2 Digital Presence and Online Promotion | Module-1                                                                                                                                                                                                        | Professional Identity on LinkedIn <ul style="list-style-type: none"> <li>• Creating and optimizing LinkedIn profile</li> <li>• Headline, summary, and portfolio building</li> <li>• Networking strategies on LinkedIn</li> </ul>                                                                    |
|                                              | Module-2                                                                                                                                                                                                        | Content Creation and Engagement <ul style="list-style-type: none"> <li>• How to create impactful posts on LinkedIn</li> <li>• Storytelling for personal branding</li> <li>• Content types (text, images, videos, articles)</li> <li>• Building engagement and audience</li> </ul>                   |
|                                              | Module-3                                                                                                                                                                                                        | Personal Website and Online Portfolio <ul style="list-style-type: none"> <li>• Importance of personal websites</li> <li>• Key elements (bio, achievements, portfolio, blog)</li> <li>• Basic tools for creating websites (no-code platforms)</li> <li>• Showcasing professional identity</li> </ul> |
|                                              | Module-4                                                                                                                                                                                                        | Social Media Branding <ul style="list-style-type: none"> <li>• Differentiating personal vs professional profiles</li> <li>• Branding on Instagram</li> <li>• Visual storytelling and consistency</li> <li>• Ethical and responsible online behavior</li> </ul>                                      |
|                                              | Module-5                                                                                                                                                                                                        | Video and YouTube Branding <ul style="list-style-type: none"> <li>• Professional presence on YouTube</li> <li>• Creating a professional channel</li> <li>• Video content strategy (educational, thought leadership)</li> <li>• Building credibility through video</li> </ul>                        |
| Note:                                        | Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs                                                         |                                                                                                                                                                                                                                                                                                     |
| Examination                                  | Part – A: Very Short answer type Questions 50 words each from all the units<br>Part – B: Short Questions type Questions 300 Words each from all the units<br>Part – C: Long Answer type question (Case Studies) |                                                                                                                                                                                                                                                                                                     |
| Text Book                                    | <ul style="list-style-type: none"> <li>• William Arruda – <i>Digital You</i></li> <li>• Dan Schawbel – <i>Promote Yourself</i></li> <li>• Dorie Clark – <i>Reinventing You</i></li> </ul>                       |                                                                                                                                                                                                                                                                                                     |
| References                                   | <ul style="list-style-type: none"> <li>• Gary Vaynerchuk – <i>Crush It!</i></li> <li>• Peter Montoya – <i>The Brand Called You</i></li> </ul>                                                                   |                                                                                                                                                                                                                                                                                                     |

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|---------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>Course Code:</b><br><b>PAC.34.404</b>                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Course Title: Financial Econometrics</b>                                                                                                                                                                                                                                                                                                                                       |                             |
| <b>Scheme of Instruction</b>                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                   | <b>Scheme of Evaluation</b> |
| <b>Total Duration</b>                                                     | 30 Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                               | Max. Marks                                                                                                                                                                                                                                                                                                                                                                        | 50                          |
| <b>Hours/Week</b>                                                         | 2Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Assignment/IA                                                                                                                                                                                                                                                                                                                                                                     | 2.5/15                      |
| <b>Credits</b>                                                            | 2                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Attendance                                                                                                                                                                                                                                                                                                                                                                        | 2.5                         |
| <b>Instruction Delivery</b>                                               | L/T/P                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Seminar/ End Exam                                                                                                                                                                                                                                                                                                                                                                 | 05/25                       |
| <b>Course Type</b>                                                        | Major                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Exam Duration                                                                                                                                                                                                                                                                                                                                                                     | 1.5 Hr.                     |
| <b>Instruction Mode</b>                                                   | Regular                                                                                                                                                                                                                                                                                                                                                                                                                                               | Evaluation                                                                                                                                                                                                                                                                                                                                                                        | Grade                       |
| <b>Course Objectives</b>                                                  | <ul style="list-style-type: none"><li>• To develop a strong foundation in financial econometric theory and its applications.</li><li>• To understand the properties of financial time-series and panel data.</li><li>• To apply regression, volatility and panel data models in finance.</li><li>• To interpret empirical results for financial decision making.</li><li>• To develop research skills for writing empirical finance papers.</li></ul> |                                                                                                                                                                                                                                                                                                                                                                                   |                             |
| <b>Course Outcomes</b>                                                    | <ul style="list-style-type: none"><li>• Analyze financial datasets using appropriate econometric techniques.</li><li>• Evaluate stationarity, market efficiency and regression assumptions.</li><li>• Apply volatility models and event study methodology.</li><li>• Employ panel data and instrumental variable techniques in financial research.</li><li>• Prepare an empirical financial econometrics research paper.</li></ul>                    |                                                                                                                                                                                                                                                                                                                                                                                   |                             |
| <b>Content</b>                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                   |                             |
| <b>Unit -1<br/>Financial Data<br/>and<br/>Time Series<br/>Foundations</b> | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                            | Introduction to Financial Data <ul style="list-style-type: none"><li>• Nature and characteristics of financial data</li><li>• Types of financial data: Prices, Returns, Volumes, Market Capitalization</li><li>• Sources of financial data</li><li>• Frequency of financial data</li><li>• Data cleaning and pre-processing</li></ul>                                             |                             |
|                                                                           | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"><li>• Fundamentals of Time Series Data<ul style="list-style-type: none"><li>• Time series data and characteristics</li><li>• Components of time series</li><li>• Trend, Seasonal, Cyclical and Irregular movements</li><li>• Time plots and descriptive statistics</li></ul></li><li>• Introduction to financial time series analysis</li></ul> |                             |
|                                                                           | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                            | Stationarity and Unit Root Testing <ul style="list-style-type: none"><li>• Concept of Stationarity</li><li>• Importance in Econometric Analysis</li><li>• Unit Root Problem</li><li>• ADF, PP and KPSS Tests</li></ul>                                                                                                                                                            |                             |
|                                                                           | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"><li>• Data Transformation and Financial Returns</li><li>• Data Transformation Techniques</li><li>• Simple vs Log Returns</li><li>• Compounded Returns</li></ul>                                                                                                                                                                                 |                             |

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|                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>• Return Distribution</li> <li>• Applications in Financial Market</li> </ul>                                                                                                                                                                                                                 |
|                                                                             | Module – 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>• Random Walk and Market Efficiency               <ul style="list-style-type: none"> <li>• Random Walk Hypothesis</li> <li>• Efficient Market Hypothesis</li> <li>• Testing Market Efficiency</li> <li>• Implications for Investors</li> <li>• Empirical Applications</li> </ul> </li> </ul> |
| <b>Unit-II<br/>Regression<br/>Analysis and<br/>Time Series<br/>Modeling</b> | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Classical Linear Regression Model (CLRM) <ul style="list-style-type: none"> <li>• Introduction to Regression Analysis</li> <li>• Assumptions of CLRM</li> <li>• Specification of Econometric Models</li> <li>• Interpretation of Regression Coefficients</li> </ul>                                                                 |
|                                                                             | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Estimation and Hypothesis Testing <ul style="list-style-type: none"> <li>• OLS Estimation</li> <li>• Goodness of Fit (<math>R^2</math> and Adjusted <math>R^2</math>)</li> <li>• t-Test and F-Test</li> <li>• Confidence Intervals</li> </ul>                                                                                       |
|                                                                             | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Diagnostic Testing in Regression <ul style="list-style-type: none"> <li>• Multicollinearity</li> <li>• Autocorrelation</li> <li>• Heteroscedasticity</li> <li>• Detection Methods and Corrective Measures</li> </ul>                                                                                                                |
|                                                                             | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | ARMA Models <ul style="list-style-type: none"> <li>• Lag Selection</li> <li>• AR Models</li> <li>• MA Models</li> <li>• ARMA Models</li> <li>• AIC and BIC</li> </ul>                                                                                                                                                               |
|                                                                             | Module – 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Modeling Asset Returns <ul style="list-style-type: none"> <li>• Financial Return Models</li> <li>• Economic Variables Affecting Returns</li> <li>• Technical Indicators</li> <li>• Forecasting Asset Returns</li> </ul>                                                                                                             |
| <b>Examination</b>                                                          | Part – A: Long answer type questions (About 700 Words) Part<br>– B: Short answer type questions (About 300 Words) Part –<br>C: Case Studies<br>Note: Part – A & B Questions Covers all Units and Part – C from any 2 Units                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                     |
| <b>Text Book</b>                                                            | <ul style="list-style-type: none"> <li>▪ Brooks, C. Introductory Econometrics for Finance. Cambridge University Press.</li> <li>▪ Gujarati, D. N., &amp; Porter, D. C. Basic Econometrics. McGraw-Hill.</li> <li>▪ Tsay, R. S. Analysis of Financial Time Series. Wiley.</li> <li>▪ Wooldridge, J. M. Econometric Analysis of Cross Section and Panel Data. MIT Press.</li> <li>▪ Selected empirical papers from journals such as Journal of Financial Economics, Review of Financial Studies, etc.</li> </ul> |                                                                                                                                                                                                                                                                                                                                     |
| <b>References</b>                                                           | <ul style="list-style-type: none"> <li>• Wooldridge, J. M. (2020). <i>Introductory Econometrics: A Modern Approach</i> (7th ed.). Cengage Learning.</li> <li>• Hamilton, J. D. (1994). <i>Time Series Analysis</i>. Princeton University Press.</li> <li>• Alexander, C. (2008). <i>Market Risk Analysis, Volume II: Practical Financial Econometrics</i>. John Wiley &amp; Sons.</li> </ul>                                                                                                                   |                                                                                                                                                                                                                                                                                                                                     |

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|  | <ul style="list-style-type: none"><li>• Verbeek, M. (2017). <i>A Guide to Modern Econometrics</i> (5th ed.). John Wiley &amp; Sons.</li><li>• Tsay, R. S. (2014). <i>Multivariate Time Series Analysis: With R and Financial Applications</i>. John Wiley &amp; Sons.</li></ul> |
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## **2<sup>nd</sup> SEMESTER**

| Course Code: PAC.31.451 |                                                                                                                                                                                                                                                                                                                               | Course Title: Financial Management                                                                                                                                          |                      |
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| Scheme of Instruction   |                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                             | Scheme of Evaluation |
| Total Duration          | 60 Hrs.                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                             | Max. Marks           |
| Hours/Week              | 4Hrs.                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                             | Assignment/IA        |
| Credits                 | 4                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                             | Attendance           |
| Instruction Delivery    | L/T/P                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                             | Seminar/ End Exam    |
| Course Type             | Major                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                             | Exam Duration        |
| Instruction Mode        | Regular                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                             | Evaluation           |
| Course Objectives       | <ul style="list-style-type: none"><li>To help students to understand the different aspects of Financial Management</li><li>To help students to use concepts, theories and models of varied domains of financial management</li><li>To help students in making financial decisions in business and corporate system.</li></ul> |                                                                                                                                                                             |                      |
| Course Outcomes         | <ul style="list-style-type: none"><li>The student on the completion of the course would be well versed with the concepts, theories and models of financial management</li><li>The Students would be able to use different concepts under varied conditions</li><li>The Students would be able make rational choices</li></ul> |                                                                                                                                                                             |                      |
| Content                 |                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                             |                      |
| Unit -1                 | Module – 1                                                                                                                                                                                                                                                                                                                    | Capital Budgeting<br>Meaning, Significance and Process of Capital Budgeting, Capital project classification                                                                 |                      |
|                         | Module – 2                                                                                                                                                                                                                                                                                                                    | Cash Flows<br>Estimation of Cash flows: Project Evaluation Techniques- Payback period method, Average rate of return,                                                       |                      |
|                         | Module – 3                                                                                                                                                                                                                                                                                                                    | Project Evaluation Techniques<br>Net present value, Internal rate of return, Profitability index, and Modified internal rate of return                                      |                      |
|                         | Module – 4                                                                                                                                                                                                                                                                                                                    | Risk & Uncertainty<br>Capital Budgeting under conditions of Risk and Uncertainty. Meaning of risk; Risk analysis techniques- Conventional Techniques & Sensitivity analysis |                      |
|                         | Module – 5                                                                                                                                                                                                                                                                                                                    | Techniques<br>Scenario Analysis, Simulation, Standardization of probability distribution, and risk adjusted rate of return                                                  |                      |
| Unit-II                 | Module – 1                                                                                                                                                                                                                                                                                                                    | Leverage<br>Operating leverage and Financial Leverage                                                                                                                       |                      |
|                         | Module – 2                                                                                                                                                                                                                                                                                                                    | DOL<br>Degrees of Leverage, and uses of leverage                                                                                                                            |                      |
|                         | Module – 3                                                                                                                                                                                                                                                                                                                    | Capital Structure:<br>Theories of capital structure                                                                                                                         |                      |
|                         | Module – 4                                                                                                                                                                                                                                                                                                                    | Capital Structure Decisions<br>Factors affecting Capital Structure, Capital structure Decision; EBIT-EPS Analysis                                                           |                      |
|                         | Module – 5                                                                                                                                                                                                                                                                                                                    | Analysis<br>ROI-ROE analysis, Ratio analysis and cash flow analysis                                                                                                         |                      |
| Unit-III                | Module – 1                                                                                                                                                                                                                                                                                                                    | Dividends<br>Meaning of dividend, Forms of Dividend, Types of Dividend                                                                                                      |                      |
|                         | Module – 2                                                                                                                                                                                                                                                                                                                    | Theories<br>Dividend Decision and Share Valuation: Walter’s Model,                                                                                                          |                      |
|                         | Module – 3                                                                                                                                                                                                                                                                                                                    | Theories<br>Gordon’s Model, Traditional Approach                                                                                                                            |                      |
|                         | Module – 4                                                                                                                                                                                                                                                                                                                    | Dividend Policies                                                                                                                                                           |                      |
|                         | Module – 5                                                                                                                                                                                                                                                                                                                    | Dividend Decisions                                                                                                                                                          |                      |

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|                    |                                                                                                                                                                                                                                                                                                                                                                                                                                            | Factors affecting dividend decision. Stock Split, Buy Back of Shares and, Bonus Shares.                 |
| <b>Unit-IV</b>     | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                 | Mergers and Acquisitions Forms & Types                                                                  |
|                    | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                 | Legal Procedures<br>Reasons for Mergers and Acquisitions. Legal Procedures for Mergers and Acquisitions |
|                    | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                 | Financial Analysis<br>Forms of compensation. Financial Analysis of Mergers & Acquisitions               |
|                    | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                 | Joint Ventures<br>Leveraged Buyouts, Joint Ventures                                                     |
|                    | Module – 5                                                                                                                                                                                                                                                                                                                                                                                                                                 | Restructuring Portfolio<br>Restructuring                                                                |
| <b>Note</b>        | Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs                                                                                                                                                                                                                                                                                    |                                                                                                         |
| <b>Examination</b> | Part – A: Long answer type questions (About 700 Words) Part – B: Short answer type questions (About 300 Words) Part – C: Case Studies<br>Note: Part – A & B Questions Covers all Units and Part – C from any 2 Units                                                                                                                                                                                                                       |                                                                                                         |
| <b>Text Book</b>   | <ul style="list-style-type: none"> <li>▪ Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi</li> <li>▪ Bodie, Zvi, Alex Kane, and Alan Marcus. Investments, McGraw-Hill/Irwin</li> </ul>                                                                                                                                                                                                                                |                                                                                                         |
| <b>References</b>  | <ul style="list-style-type: none"> <li>▪ Brealey, Richard, Stewart Myers, and Franklin Allen. Principles of Corporate Finance. New York, McGraw Hill,</li> <li>▪ Hampton, John, Financial Decision Making, Prentice hall, New Delhi</li> <li>▪ Van Horne, J.C. and J.M. Wachowicz Jr., Fundamentals of Financial Management, Prentice Hall, New Delhi.</li> <li>▪ Scherr F C. Modern Working Capital Management, Prentice hall.</li> </ul> |                                                                                                         |

| Course Code: PAC.31.452 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Course Title: Goods and Services Tax                                                                                                  |                      |
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| Scheme of Instruction   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                       | Scheme of Evaluation |
| Total Duration          | 60 Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Max. Marks                                                                                                                            | 100                  |
| Hours/Week              | 4Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Assignment/IA                                                                                                                         | 05/30                |
| Credits                 | 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Attendance                                                                                                                            | 05                   |
| Instruction Delivery    | L/T/P                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Seminar/ End Exam                                                                                                                     | 10/50                |
| Course Type             | Major                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Exam Duration                                                                                                                         | 2.5 Hr.              |
| Instruction Mode        | Regular                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Evaluation                                                                                                                            | Grade                |
| Course Objectives       | <ul style="list-style-type: none"><li>To help students to acquaint the knowledge about the concept of Goods and Services Tax.</li><li>To acquaint students with the practical operation of GST</li><li>Examine time-of-supply rules under forward and reverse charge mechanisms, interest penalties, and tax rate changes.</li><li>Evaluate valuation rules for supplies involving monetary, non-monetary, partial, or related-party considerations.</li></ul>                                                                                        |                                                                                                                                       |                      |
| Course Outcomes         | <ul style="list-style-type: none"><li>Determine the taxability of complex transactions including tenancy rights, joint ventures, and deemed supplies under GST law.</li><li>Identify statutory places of supply for cross-border trade, assembly at site, and domestic goods and services.</li><li>Calculate tax liability timelines under forward and reverse charge frameworks across varying tax rate scenarios.</li><li>Compute the transaction value of taxable supplies under diverse monetary and non-monetary pricing arrangements.</li></ul> |                                                                                                                                       |                      |
| Content                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                       |                      |
| Unit -1                 | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Introduction<br>Genesis of GST in India Exemptions from GST. Concept of Supply, forms of supply                                       |                      |
|                         | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Important Concepts related to GST<br>Consideration, Course or Furtherance of Business, Activities without Consideration-Deemed Supply |                      |
|                         | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | GST Transactions<br>Activities/Transactions to be treated as supply of goods or supply of services                                    |                      |
|                         | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Tenancy Rights<br>Taxability of “tenancy rights “ under GST                                                                           |                      |
|                         | Module – 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Non Supplies under GST<br>Joint Venture, Priority Sector Lending Certificates. Non supplies under GST.                                |                      |
| Unit-II                 | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Introduction<br>Supply involving movement of goods, Goods delivered on ‘bill to ship to model                                         |                      |
|                         | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Other aspects of supply<br>supply not involving movement of goods, Goods assembled at site,                                           |                      |
|                         | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Other aspects of supply<br><br>goods supplied on board a conveyance, place of supply of goods imported into or exported from India,   |                      |
|                         | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Place of supply of service:<br>Location of supplier of service and the location of the recipient of service in India                  |                      |
|                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Location of Supplier or Recipient<br>Location of Supplier or Recipient is Outside India.                                              |                      |
| Unit-III                | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Time of Supply<br>Introduction, Time of Supply of Goods: Supply of goods and services:                                                |                      |

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|                    | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Forward & Reverse Charge<br>Supply of Goods and Services under Forward Charge, Supply of Goods and Services under Reverse Charge |
|                    | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Residual cases<br>to pay for Goods and Services, Residual cases                                                                  |
|                    | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Addition to Value<br>Addition to Value of Supply of Goods/Services by Way of interest/late fee/penalty for delayed payment       |
|                    | Module – 5                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Rate change & GST                                                                                                                |
|                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Change in Rate of Tax in Respect of Supply of Goods or Services.                                                                 |
| <b>Unit-IV</b>     | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Introduction,<br>Value of Taxable Supply                                                                                         |
|                    | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Supplies to unrelated persons<br>CGST provisions when supplies made solely for a price in Money to unrelated persons             |
|                    | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Non-Monetary Considerations<br>Supplies made solely for non-monetary consideration                                               |
|                    | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Other aspects<br>Supplies made for part monetary consideration or involving additional consideration or to related persons       |
|                    | Module – 5                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Specified Goods or Services<br>Supply of specified Goods or Services                                                             |
| <b>Note</b>        | Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs                                                                                                                                                                                                                                                                                                            |                                                                                                                                  |
| <b>Examination</b> | Part – A: Long answer type questions (About 700 Words)<br>Part – B: Short answer type questions (About 300 Words)<br>Part – C: Case Studies<br>Note: Part – A & B Questions Covers all Units and Part – C from any 2 Units                                                                                                                                                                                                                                         |                                                                                                                                  |
| <b>Text Book</b>   | <ul style="list-style-type: none"> <li>CA Raj K Agrawal &amp; CA Shivani Agrawal, GST, Taxmann, Delhi, Latest Edition.</li> </ul>                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                  |
| <b>References</b>  | <ul style="list-style-type: none"> <li>Deepak &amp; Anita Jauhari, GST Simplified, Tax wave publication, Delhi, Latest Edition. Gupta,</li> <li>Dr. Vinod K. &amp; Dr.M. Singhania, Income Tax Including GST, Taxmann, Delhi, Latest Edition</li> <li>CA Keshav &amp; R Garg, GST Ready Reckoner, Bharat Law House Pvt. Ltd., Delhi, Latest Edition.</li> <li>BARE ACT with short comments, Commercial Law Publishers Pvt. Ltd., Delhi, Latest Edition.</li> </ul> |                                                                                                                                  |

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| Course Code:PAC.31.454                                                  |                                                                                                                                                                                                                                                                                                                                                                                           | Course Title : Quantitative Techniques in Business                                                                                        |                      |          |
| Scheme of Instruction                                                   |                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                           | Scheme of Evaluation |          |
| Total Duration                                                          | 60 Hrs.                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                           | Max. Marks           | 100      |
| Hours/Week                                                              | 4 Hrs.                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                           | Assignment/IA        | 05/30    |
| Credits                                                                 | 4                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                           | Attendance           | 05       |
| Instruction Delivery                                                    | L/T/P                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                           | Seminar/ End Exam    | 10/50    |
| Course Type                                                             | Major                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                           | Exam Duration        | 2.30 Hr. |
| Instruction Mode                                                        | Regular                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                           | Evaluation           | Grade    |
| Course Objectives                                                       | <ul style="list-style-type: none"><li>• The main objective of the course is :</li><li>• To impart knowledge to learners about the course</li><li>• To enable students to make decisions in case of complex corporate problems having quantitative phenomenon and apparent in decisive behaviour</li><li>• To enable students to make proficient decisions in complex situations</li></ul> |                                                                                                                                           |                      |          |
|                                                                         |                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                           |                      |          |
| Course Outcomes                                                         | <ul style="list-style-type: none"><li>• To have comprehensive knowledge about the subject.</li><li>• To resolve complex problems through the application of quantitative tools and techniques to make effective decisions</li><li>• To deal with complex problems with proficiency and understanding</li><li>• To deal with the problems with ethical considerations.</li></ul>           |                                                                                                                                           |                      |          |
|                                                                         |                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                           |                      |          |
| Content                                                                 |                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                           |                      |          |
| Unit I-<br>Introduction<br>Theory &<br>Decision Theory                  | Module – 1                                                                                                                                                                                                                                                                                                                                                                                | Meaning, objectives and significance of operations research. Model building approach to decision making                                   |                      |          |
|                                                                         | Module – 2                                                                                                                                                                                                                                                                                                                                                                                | Theory of Games. Concept and types of games. Determination of value of game under pure and mixed strategies                               |                      |          |
|                                                                         | Module – 3                                                                                                                                                                                                                                                                                                                                                                                | Rule of dominance and graphical method. Limitations of the game theory.                                                                   |                      |          |
|                                                                         | Module – 4                                                                                                                                                                                                                                                                                                                                                                                | Decision theory: Meaning and decision environment. Decision making under various situations-Certainty.                                    |                      |          |
|                                                                         | Module – 5                                                                                                                                                                                                                                                                                                                                                                                | Uncertainty and risk. Computation of expected monetary value with and without perfect information.                                        |                      |          |
| Unit-II-<br>Linear<br>Programming,<br>Transportation and<br>Assignment. | Module – 1                                                                                                                                                                                                                                                                                                                                                                                | Linear Programming: Meaning, conditions and assumption of linear programming, formulation of linear programming problems.                 |                      |          |
|                                                                         | Module – 2                                                                                                                                                                                                                                                                                                                                                                                | Maximization and minimization cases- graphic method, simplex method and Big-M method.                                                     |                      |          |
|                                                                         | Module – 3                                                                                                                                                                                                                                                                                                                                                                                | Introduction to transportation problems: Finding optimal solution under minimization costs and maximization of profit- Least Cost Method. |                      |          |
|                                                                         | Module – 4                                                                                                                                                                                                                                                                                                                                                                                | North-West Corner Rule, Vogel’s Approximation Method. Degeneracy and unbalanced transportation problem                                    |                      |          |
|                                                                         | Module – 5                                                                                                                                                                                                                                                                                                                                                                                | Assignment-Concept of assignment. Hungarian method of assignment for minimization and maximization cases.                                 |                      |          |

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|                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Unbalanced and restrictive assignment problems.                                                    |
| <b>Unit-III CPM and PERT</b>                             | <b>Module – 1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | CPM and PERT- Concept and terminology. Fluker’s rule for the construction of Network Critical Path |
|                                                          | <b>Module – 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Determination of various time estimates and floats.                                                |
|                                                          | <b>Module – 3</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | PERT- concept, computation of expected time and variance of the project.                           |
|                                                          | <b>Module – 4</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Crashing- Time Cost trade-off – concept                                                            |
|                                                          | <b>Module – 5</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Practical problems.                                                                                |
|                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                    |
| <b>Unit-IV Sequencing, Queuing Theory and Simulation</b> | <b>Module – 1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Sequencing and application of sequencing.                                                          |
|                                                          | <b>Module – 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Problems with the sequencing of N jobs on two machines and three machines Model.                   |
|                                                          | <b>Module – 3</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Queuing Theory- Problems on Poisons Exponential Single Server and Multi-Server Model               |
|                                                          | <b>Module – 4</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Simulation-concept, significance. Application of simulation in Inventory Management.               |
|                                                          | <b>Module – 5</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Queuing Theory Concept and its application                                                         |
|                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                    |
| <b>Note:</b>                                             | <b>Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                    |
| <b>Examination</b>                                       | <p><b>Part – A: Long Answer Type questions to be answered in 700 words, one question from each unit. A student has to attempt any two out of four questions carrying 10 each marks each (20 Marks)</b></p> <p><b>Part – B: Short answer type questions to be answered in 300 Words. There will be four questions in this section, one from each unit. The candidate has to attempt any three questions (15 Marks)</b></p> <p><b>Part – C: consists of two Case Study , carrying 15 markes each. A candidate has to attempt only one case study (15 Marks)</b></p> <p><b>Note: Part – A &amp; B Questions Cover all Units and Part – C from last 2 Units</b></p> |                                                                                                    |
| <b>Text Book</b>                                         | <p>1. Vohra, N.D. Quantitative Techniques in Management, New Delhi: Tata McGrawHill</p> <p>2. Dewhurst,F., Quantitative Methods for Business and Management, New Delhi: Tata McGrawHill.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                    |
| <b>References</b>                                        | <p>1. Shahana B S , Quantitative Techniques, Woven Words Academic, Publihers</p> <p>2. David Anderson, Quantitative Techniques, Sangage Publishers Pvt Ltd, New Delhi</p> <p>3. Tulsian Panday , Quantitative Techniques theory and Problems, Pearson Publishers, New Delhi</p>                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                    |

|                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                       |                      |
|-------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| Course Code:<br>PAC.31.455                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Course Title: International Business                                                                                                                                  |                      |
| Scheme of Instruction                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                       | Scheme of Evaluation |
| Total Duration                                                    | 60 Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Max. Marks                                                                                                                                                            | 100                  |
| Hours/Week                                                        | 4Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Assignment/IA                                                                                                                                                         | 05/30                |
| Credits                                                           | 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Attendance                                                                                                                                                            | 05                   |
| Instruction Delivery                                              | L/T                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Seminar/ End Exam                                                                                                                                                     | 10/50                |
| Course Type                                                       | Major                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Exam Duration                                                                                                                                                         | 2.5 Hr.              |
| Instruction Mode                                                  | Regular                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Evaluation                                                                                                                                                            | Grade                |
| Course Objectives                                                 | <ul style="list-style-type: none"><li>To help students to understand, learn and use concepts, theories models of varied domains of financial management</li><li>To use such Knowledge for making financial decisions in business and corporate system.</li><li>Each classical trade theories, instruments of trade policy, regional economic integration, and cross-border entry modes like joint ventures and foreign subsidiaries.</li><li>Apply design thinking, frugal innovation (<i>Jugaad</i>), sustainable supply chain practices, and case studies to construct real-world market entry strategies.</li></ul> |                                                                                                                                                                       |                      |
| Course Outcomes                                                   | <ul style="list-style-type: none"><li>The student on the completion of the course would be well versed with the concepts, theories and models of financial management</li><li>The Students would be able to use or apply the financial knowledge in making financial decisions</li><li>Utilize design thinking, frugal innovation techniques, and sustainability frameworks to launch Indian enterprises into global markets.</li><li>Manage functional operations including glocal marketing mix, expatriate workforces, foreign exchange risks, and digital trade compliance.</li></ul>                              |                                                                                                                                                                       |                      |
| Content                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                       |                      |
| Unit -1<br>Foundations<br>& Indian<br>Ethos in<br>Global<br>Trade | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Module 1: Introduction to International Business: Evolution of global trade, drivers of globalization, and differences between domestic and international business.   |                      |
|                                                                   | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Ancient Indian Trade Wisdom: Lessons from <i>Arthashastra</i> on trade ethics and diplomacy; India’s historical role as a "Vishwa Guru" in the Spice and Silk Routes. |                      |
|                                                                   | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Ethos and Values: Integrating <i>Vasudhaiva Kutumbakam</i> (The World is One Family) into modern corporate social responsibility and ethical global leadership.       |                      |
|                                                                   | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | The Global Environment: PESTEL analysis in a global context; the role of culture, religion, and language in international markets.                                    |                      |
|                                                                   | Module – 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Regional & Institutional Framework: Overview of WTO, IMF, and World Bank; understanding India’s Foreign Trade Policy (National Mandate).                              |                      |
| Unit-II<br>International<br>Strategy &<br>Market<br>Dynamics      | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Theories of International Trade: Mercantilism, Absolute Advantage, Comparative Advantage, and Heckscher-Ohlin Theory.                                                 |                      |
|                                                                   | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Instruments of Trade Policy: Understanding Tariffs, Quotas, Subsidies, and Non-tariff barriers; impact on regional/local industries.                                  |                      |
|                                                                   | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Entry Strategies: Exporting, Licensing, Franchising, Joint Ventures, and Wholly Owned Subsidiaries.                                                                   |                      |
|                                                                   | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Global Supply Chain Management: Managing logistics, sourcing, and distribution across borders with a focus on cost-efficiency and sustainability.                     |                      |
|                                                                   | Module – 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Regional Economic Integration: Analysis of ASEAN, SAARC, EU, and USMCA; India’s Free Trade Agreements (FTAs).                                                         |                      |
| Unit-III<br>Functional                                            | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | International Marketing: Global branding vs. local adaptation (Glocalization); managing the 4Ps across different geographies.                                         |                      |

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| <b>Skills in International Operations</b> | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Global Human Resource Management: Managing expatriates, diverse workforces, and cross-cultural communication strategies.                                            |
|                                           | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | International Finance & Forex: Basics of exchange rates, Balance of Payments (BOP), and managing currency risk.                                                     |
|                                           | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | International Legal & Ethical Issues: Intellectual Property Rights (IPR), global labor standards, and international commercial law.                                 |
|                                           | Module – 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Digitalization in IB: The role of E-commerce, AI, and Blockchain in simplifying cross-border transactions and solving documentation complexities.                   |
| <b>Unit-IV Innovation, Design</b>         | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Design Thinking for Global Markets: Empathy mapping for diverse global consumers; defining problems in international market entry.                                  |
| <b>Thinking &amp; Case Studies</b>        | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Ideation & Prototyping for Innovation: Using "Jugaad" (Frugal Innovation) as a competitive advantage; developing novel business models for emerging markets.        |
|                                           | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Sustainability & Green Business: Designing eco-friendly international supply chains; aligning with UN Sustainable Development Goals (SDGs).                         |
|                                           | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Case Studies in Global Leadership: Analyzing successes and failures (e.g., Tata Motors' JLR acquisition, Starbucks in India, Dr. Reddy's global pharma strategy).   |
|                                           | Module – 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Capstone Project/Simulation: A hands-on exercise where students design a market entry strategy for an Indian SME looking to go global, applying all previous units. |
| <b>Examination</b>                        | Part – A: Long answer type questions (About 700 Words)<br>Part – B: Short answer type questions (About 300 Words)<br>Part – C: Case Studies<br>Note: Part – A & B Questions Covers all Units and Part – C from any 2 Units                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                     |
| <b>Text Book</b>                          | <ul style="list-style-type: none"> <li>• <b>Justin Paul</b>, <i>International Business</i> (Prentice Hall of India).</li> <li>• <b>Francis Cherunilam</b>, <i>International Business: Text and Cases</i> (Himalaya Publishing House).</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                     |
| <b>References</b>                         | <ul style="list-style-type: none"> <li>• Varma, Sumati. <i>International Business</i>. New Delhi, Pearson Education.</li> <li>• Daniels,ss John, Lee Radebaugh, and Daniel Sullivan. <i>International Business: Environments and Operations</i>. Boston, Pearson.</li> <li>• Cherunilam, Francis. <i>International Business: Text and Cases</i>. Mumbai, Himalaya Publishing House.</li> <li>• Cavusgil, S. Tamer, Gary Knight, and John Riesenberger. <i>International Business: The New Realities</i>. Upper Saddle River, Pearson.</li> <li>• Aswathappa, K. <i>International Business</i>. New Delhi, McGraw Hill Education.</li> </ul> |                                                                                                                                                                     |

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| <b>Course Code: Course</b>                                              |                                                                                                                                                                                                                                                                             | <b>Course Title: Indian Ethos and Leadership</b>                                                                                                                                                                                                                                                                                                                                                                                     |                      |         |
| <b>Code: PAC.36.452</b>                                                 |                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                      |                      |         |
| Scheme of Instruction                                                   |                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                      | Scheme of Evaluation |         |
| Total Duration                                                          | 30 Hrs.                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                      | Max. Marks           | 50      |
| Hours/Week                                                              | 2Hrs.                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                      | Assignment/IA        | 2.5/15  |
| Credits                                                                 | 2                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                      | Attendance           | 2.5     |
| Instruction Delivery                                                    | L/T                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                      | Seminar/ End Exam    | 05/25   |
| Course Type                                                             | VBC                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                      | Exam Duration        | 1.5 Hr. |
| Instruction Mode                                                        | Regular                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                      | Evaluation           | Grade   |
| Course Objectives                                                       | <ul style="list-style-type: none"><li>• Familiarity with different aspects of financial literacy such as savings, investment, taxation, and insurance</li><li>• Understand the relevance and process of financial planning</li><li>• Promote financial well-being</li></ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                      |                      |         |
| Course Outcomes                                                         | <ul style="list-style-type: none"><li>• Develop proficiency for personal and family financial planning</li><li>• Apply the concept of investment planning</li><li>• Ability to analyse banking and insurance products</li><li>• Personal tax planning.</li></ul>            |                                                                                                                                                                                                                                                                                                                                                                                                                                      |                      |         |
| Content                                                                 |                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                      |                      |         |
| <b>Unit -1</b><br><br><b>Foundations of Indian Ethos and Management</b> | Module – 1                                                                                                                                                                                                                                                                  | <b>Introduction to Indian Ethos</b> <ul style="list-style-type: none"><li>• Definition and features of Indian Ethos.</li><li>• Difference between Western and Indian Management thoughts.</li><li>• The role of <i>Dharma</i> (Righteousness) in modern business.</li></ul>                                                                                                                                                          |                      |         |
|                                                                         | Module – 2                                                                                                                                                                                                                                                                  | <b>Vedantic Perspectives in Management</b> <ul style="list-style-type: none"><li>• Lessons from the Upanishads and Bhagavad Gita.</li><li>• The concept of <i>Nishkama Karma</i> (Selfless Action) and its application in the workplace.</li><li>• Self-Management: The key to managing others.</li></ul>                                                                                                                            |                      |         |
|                                                                         | Module – 3                                                                                                                                                                                                                                                                  | <b>Module 3: Personality Development and <i>Gunas</i></b> <ul style="list-style-type: none"><li>• Understanding the three <i>Gunas</i>: <i>Sattva</i>, <i>Rajas</i>, and <i>Tamas</i>.</li><li>• Impact of <i>Gunas</i> on decision-making and professional behavior.</li><li>• Mental purification and the concept of <i>Chitta-shuddhi</i>.</li></ul>                                                                              |                      |         |
|                                                                         | Module – 4                                                                                                                                                                                                                                                                  | <b>Indian Value System &amp; Professional Ethics</b> <ul style="list-style-type: none"><li>• The Four Goals of Human Life (<i>Purusharthas</i>): <i>Dharma</i>, <i>Artha</i>, <i>Kama</i>, <i>Moksha</i>.</li><li>• Application of <i>Ethical Artha</i> (Wealth creation through ethical means).</li><li>• Corporate Social Responsibility (CSR) in the context of <i>Vasudhaiva Kutumbakam</i> (The world is one family).</li></ul> |                      |         |
|                                                                         | Module – 5                                                                                                                                                                                                                                                                  | <b>Holistic Decision Making</b> <ul style="list-style-type: none"><li>• The Indian model of "Total Quality Management" (TQM) through inner excellence.</li><li>• Meditation and mindfulness as tools for managerial effectiveness.</li></ul>                                                                                                                                                                                         |                      |         |
| <b>Unit-2</b><br><b>Leadership and</b>                                  | Module-1                                                                                                                                                                                                                                                                    | <b>Leadership Models from Indian Scriptures</b> <ul style="list-style-type: none"><li>• The <i>Rajarshi</i> model (The Sage-King).</li></ul>                                                                                                                                                                                                                                                                                         |                      |         |

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| <b>Corporate Governance</b> |                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Leadership traits in the Ramayana and Mahabharata.</li> <li>Kautilya's <i>Arthashastra</i>: Perspectives on governance and strategic leadership.</li> </ul>                                       |
|                             | Module-2                                                                                                                                                                                                  | <b>Servant Leadership and Mentorship</b> <ul style="list-style-type: none"> <li>The <i>Guru-Shishya</i> Parampara as a model for corporate mentoring and coaching.</li> <li>Leading with empathy and humility.</li> </ul>                |
|                             | Module-3                                                                                                                                                                                                  | <b>Motivation and Team Building</b> <ul style="list-style-type: none"> <li>Indian approach to human motivation (beyond Maslow).</li> <li><i>Sanskara</i> (Values) as a driver of employee engagement.</li> </ul>                         |
|                             | Module-4                                                                                                                                                                                                  | <b>Ethical Dilemmas and Stress Management</b> <ul style="list-style-type: none"> <li>Identifying and resolving ethical conflicts in finance and commerce.</li> <li>Yoga and <i>Pranayama</i> for executive stress management.</li> </ul> |
|                             | Module-5                                                                                                                                                                                                  | <b>Sustainable Business Practices</b> <ul style="list-style-type: none"> <li>Trusteeship concept of Mahatma Gandhi.</li> <li>Ecological consciousness in Indian Ethos.</li> </ul>                                                        |
| Note:                       | Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs                                                   |                                                                                                                                                                                                                                          |
| Examination                 | Part – A: Very Short answer type Questions 50 words each from all the units Part – B: Short Questions type Questions 300 Words each from all the units Part – C: Long Answer type question (Case Studies) |                                                                                                                                                                                                                                          |
| Text Book                   |                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li><b>S.K. Chakraborty:</b> <i>Management by Values: Towards Cultural Congruence.</i></li> </ul>                                                                                                     |
| References                  |                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li><b>N.M. Khandelwal:</b> <i>Indian Ethos and Values for Management.</i></li> <li><b>Subhash Sharma:</b> <i>Management in New Age: Western Windows-Eastern Doors.</i></li> </ul>                    |

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| <b>Course Code:<br/>PAC.36.453</b>                            |                                                                                                                                                                                                                                                                             | <b>Course Title: Financial Literacy</b>                                                                                                                                                                                                                                                                       |                      |         |
| Scheme of Instruction                                         |                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                               | Scheme of Evaluation |         |
| Total Duration                                                | 30 Hrs.                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                               | Max. Marks           | 50      |
| Hours/Week                                                    | 2Hrs.                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                               | Assignment/IA        | 2.5/15  |
| Credits                                                       | 2                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                               | Attendance           | 2.5     |
| Instruction Delivery                                          | L/T                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                               | Seminar/ End Exam    | 05/25   |
| Course Type                                                   | VBC                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                               | Exam Duration        | 1.5 Hr. |
| Instruction Mode                                              | Regular                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                               | Evaluation           | Grade   |
| Course Objectives                                             | <ul style="list-style-type: none"><li>• Familiarity with different aspects of financial literacy such as savings, investment, taxation, and insurance</li><li>• Understand the relevance and process of financial planning</li><li>• Promote financial well-being</li></ul> |                                                                                                                                                                                                                                                                                                               |                      |         |
| Course Outcomes                                               | <ul style="list-style-type: none"><li>• Develop proficiency for personal and family financial planning</li><li>• Apply the concept of investment planning</li><li>• Ability to analyse banking and insurance products</li><li>• Personal tax planning.</li></ul>            |                                                                                                                                                                                                                                                                                                               |                      |         |
| Content                                                       |                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                               |                      |         |
| Unit -1<br>Financial<br>Planning and<br>Financial<br>Products | Module – 1                                                                                                                                                                                                                                                                  | Introduction to Financial Planning <ul style="list-style-type: none"><li>• Meaning and importance of financial planning</li><li>• Concept of saving and financial goals</li><li>• Steps in personal financial planning</li><li>• Role of financial discipline</li></ul>                                       |                      |         |
|                                                               | Module – 2                                                                                                                                                                                                                                                                  | Time Value of Money and Spending Management <ul style="list-style-type: none"><li>• Concept of Time Value of Money (TVM)</li><li>• Present value and future value (basic understanding)</li><li>• Budgeting and management of spending</li><li>• Developing financial discipline and savings habits</li></ul> |                      |         |
|                                                               | Module – 3                                                                                                                                                                                                                                                                  | Banking Products and Services <ul style="list-style-type: none"><li>• Overview of banking system</li><li>• Types of bank accounts (savings, current, fixed deposits)</li><li>• Loans and credit facilities</li><li>• Digital banking services</li></ul>                                                       |                      |         |
|                                                               | Module – 4                                                                                                                                                                                                                                                                  | Digital Payments and Financial Technology <ul style="list-style-type: none"><li>• Debit cards (ATM cards) and credit cards</li><li>• Net banking and Unified Payments Interface</li><li>• Digital wallets and mobile banking apps</li><li>• Advantages and challenges of digital payments</li></ul>           |                      |         |
|                                                               | Module – 5                                                                                                                                                                                                                                                                  | Financial Security and Fraud Prevention <ul style="list-style-type: none"><li>• Online frauds and cyber risks</li></ul>                                                                                                                                                                                       |                      |         |

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|                                                    |                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>• Ponzi schemes and investment scams</li> <li>• Safety measures and precautions</li> <li>• Role of awareness in financial protection</li> </ul>                                                                                                          |
| Unit-2<br>Investment<br>Planning and<br>Management | Module-1                                                                                                                                                                                                                                    | Investment Opportunities and Financial Products <ul style="list-style-type: none"> <li>• Meaning and importance of investment</li> <li>• Types of investment avenues (equity, debt, mutual funds, gold, real estate)</li> <li>• Risk-return relationship</li> <li>• Portfolio basics</li> </ul> |
|                                                    | Module-2                                                                                                                                                                                                                                    | Insurance Planning <ul style="list-style-type: none"> <li>• Concept and importance of insurance</li> <li>• Life insurance (term, endowment, ULIP)</li> <li>• Non-life insurance (health, motor, property)</li> <li>• Medical insurance schemes</li> </ul>                                       |
|                                                    | Module-3                                                                                                                                                                                                                                    | Introduction to Tax Structure in India <ul style="list-style-type: none"> <li>• Basic concepts of taxation</li> <li>• Structure of personal income tax in India</li> <li>• Types of income</li> <li>• Slab system overview</li> </ul>                                                           |
|                                                    | Module-4                                                                                                                                                                                                                                    | Personal Tax Planning <ul style="list-style-type: none"> <li>• Meaning and objectives of tax planning</li> <li>• Tax-saving strategies</li> <li>• Exemptions and deductions for individuals (e.g., 80C, 80D)</li> <li>• Ethical tax planning vs tax evasion.</li> </ul>                         |
|                                                    | Module-5                                                                                                                                                                                                                                    | E-Filing and Compliance <ul style="list-style-type: none"> <li>• Process of income tax return filing</li> <li>• Documents required for e-filing</li> <li>• Online filing procedures</li> <li>• Importance of compliance and deadlines</li> </ul>                                                |
| Note:                                              | Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs                                                                                     |                                                                                                                                                                                                                                                                                                 |
| Examination                                        | Part – A: Very Short answer type Questions 50 words each from all the units Part – B: Short Questions type Questions 300 Words each from all the units Part – C: Long Answer type question (Case Studies)                                   |                                                                                                                                                                                                                                                                                                 |
| Text Book                                          | <ul style="list-style-type: none"> <li>• Introduction to Financial Planning (4th Edition 2017)- Indian Institute of Banking &amp; Finance.</li> <li>• Sinha, Madhu. Financial Planning: A Ready Reckoner July 2017, McGraw Hill.</li> </ul> |                                                                                                                                                                                                                                                                                                 |
| References                                         | <ul style="list-style-type: none"> <li>• Halan, Monika, Lets Talk Money: You've Worked Hard for It, Now Make It Work for You, July 2018 Harper Business.</li> </ul>                                                                         |                                                                                                                                                                                                                                                                                                 |

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|  | <ul style="list-style-type: none"><li>• Pandit, Amar The Only Financial Planning Book that You Will Ever Need, Network 18 Publications Ltd.</li></ul> |
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| <b>Course Code:<br/>PAC.36.454</b>                      |                                                                                                                                                                                                                                                                                                                                                             | <b>Course Title: Emotional Intelligence</b>                                                                                                                                                                                                                                                                                                                                    |                      |         |
| Scheme of Instruction                                   |                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                | Scheme of Evaluation |         |
| Total Duration                                          | 30 Hrs.                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                | Max. Marks           | 50      |
| Hours/Week                                              | 2Hrs.                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                | Assignment/IA        | 2.5/15  |
| Credits                                                 | 2                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                | Attendance           | 2.5     |
| Instruction Delivery                                    | L/T                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                | Seminar/ End Exam    | 05/25   |
| Course Type                                             | VBC                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                | Exam Duration        | 1.5 Hr. |
| Instruction Mode                                        | Regular                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                | Evaluation           | Grade   |
| Course Objectives                                       | <ul style="list-style-type: none"><li>• Introduce the concept of emotional intelligence, its models and components.</li><li>• Understand the significance of emotional intelligence in self-growth and building effective relationships.</li><li>• Identify the measures of emotional intelligence. based on acceptance, compassion, and justice.</li></ul> |                                                                                                                                                                                                                                                                                                                                                                                |                      |         |
| Course Outcomes                                         | <ul style="list-style-type: none"><li>• Self-Awareness, Self-Management, Social Awareness &amp; Relationship Management.</li><li>• Discover personal competence and techniques of building emotional intelligence.</li><li>• Gain insights into establishing positive relationships.</li></ul>                                                              |                                                                                                                                                                                                                                                                                                                                                                                |                      |         |
| Content                                                 |                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                |                      |         |
| Unit -1<br>Fundamentals of<br>Emotional<br>Intelligence | Module – 1                                                                                                                                                                                                                                                                                                                                                  | Introduction to Emotional Intelligence <ul style="list-style-type: none"><li>• Meaning and definition of Emotional Intelligence (EI)</li><li>• Nature and characteristics of EI</li><li>• Significance of EI in personal and professional life</li><li>• EI vs IQ</li></ul>                                                                                                    |                      |         |
|                                                         | Module – 2                                                                                                                                                                                                                                                                                                                                                  | Models of Emotional Intelligence <ul style="list-style-type: none"><li>• Ability Model (Salovey &amp; Mayer)</li><li>• Trait Model (Petrides)</li><li>• Mixed Model (Daniel Goleman)</li><li>• Comparative analysis of models</li><li>• Applications in organizations</li></ul>                                                                                                |                      |         |
|                                                         | Module – 3                                                                                                                                                                                                                                                                                                                                                  | Self-Awareness (Core Competency) <ul style="list-style-type: none"><li>• Concept and importance of self-awareness</li><li>• Recognizing and understanding one’s emotions</li><li>• Identifying strengths and development areas</li><li>• Tools for improving self-awareness (reflection, feedback, journaling)</li><li>• Balancing logic with ethical responsibility</li></ul> |                      |         |
|                                                         | Module – 4                                                                                                                                                                                                                                                                                                                                                  | Self-Management (Emotional Regulation) <ul style="list-style-type: none"><li>• Managing emotions effectively</li><li>• Handling anxiety, stress, fear, and anger</li></ul>                                                                                                                                                                                                     |                      |         |

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|                          |                                                                                                                                                         | <ul style="list-style-type: none"> <li>Techniques: mindfulness, cognitive restructuring, relaxation</li> <li>Role of discipline and resilience</li> </ul>                                                                                                                                                                                                                               |
|                          | Module – 5                                                                                                                                              | <p>Building Blocks of Emotional Intelligence</p> <ul style="list-style-type: none"> <li>Overview of EI components: <ul style="list-style-type: none"> <li>Self-awareness</li> <li>Self-management</li> <li>Social awareness</li> <li>Relationship management</li> </ul> </li> <li>Integration of competencies in workplace behavior</li> <li>EI for leadership effectiveness</li> </ul> |
| Unit-2 Social Competence | Module-1                                                                                                                                                | <p>Social Awareness</p> <ul style="list-style-type: none"> <li>Understanding others’ perspectives</li> <li>Empathy and compassion in organizations</li> <li>Cultural sensitivity and diversity awareness</li> <li>Role of social awareness in leadership</li> </ul>                                                                                                                     |
|                          | Module-2                                                                                                                                                | <p>Relationship Management</p> <ul style="list-style-type: none"> <li>Building effective interpersonal relationships</li> <li>Communication skills (verbal and non-verbal)</li> <li>Collaboration and teamwork</li> <li>Trust-building in organizations</li> </ul>                                                                                                                      |
|                          | Module-3                                                                                                                                                | <p>Conflict Management and Team Dynamics</p> <ul style="list-style-type: none"> <li>Types and sources of conflict</li> <li>Emotional intelligence in conflict resolution</li> <li>Negotiation and problem-solving techniques</li> <li>Managing team dynamics</li> </ul>                                                                                                                 |
|                          | Module-4                                                                                                                                                | <p>Measurement of Emotional Intelligence</p> <ul style="list-style-type: none"> <li>Tools and techniques to measure EI</li> <li>Self-report and ability-based assessments</li> <li>Practical implications of EI measurement</li> <li>Limitations of EI measurement</li> <li>Dialogue and debate as tools for ethical development.</li> </ul>                                            |
|                          | Module-5                                                                                                                                                | <p>Developing Emotional Intelligence</p> <ul style="list-style-type: none"> <li>Strategies to enhance EI</li> <li>Training and development programs</li> <li>Role of coaching and mentoring</li> <li>Continuous improvement and lifelong learning</li> </ul>                                                                                                                            |
| Note:                    | Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs |                                                                                                                                                                                                                                                                                                                                                                                         |

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| Examination | Part – A: Very Short answer type Questions 50 words each from all the units Part – B: Short Questions type Questions 300 Words each from all the units Part – C: Long Answer type question (Case Studies)                                                                                                      |
| Text Book   | <ul style="list-style-type: none"> <li>• Developing Emotional Intelligence</li> <li>• Strategies to enhance EI</li> <li>• Training and development programs</li> <li>• Role of coaching and mentoring</li> <li>• Continuous improvement and lifelong learning</li> <li>• <i>Making &amp; Cases.</i></li> </ul> |
| References  | <ul style="list-style-type: none"> <li>• HBR's 10 Must Reads on Managing Yourself (2011)</li> <li>• Self Discipline: Life Management, Kindle Edition, Daniel Johnson.</li> </ul>                                                                                                                               |

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| Course Code:<br>PAC.34.451                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Course Title: Business Communication                                                                                                                                                                                                                                |                      |         |
| Scheme of Instruction                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                     | Scheme of Evaluation |         |
| Total Duration                                                                                                                                        | 30 Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                     | Max. Marks           | 50      |
| Hours/Week                                                                                                                                            | 2Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                     | Assignment/IA        | 2.5/15  |
| Credits                                                                                                                                               | 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                     | Attendance           | 2.5     |
| Instruction Delivery                                                                                                                                  | L/T                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                     | Seminar/ End Exam    | 05/25   |
| Course Type                                                                                                                                           | AEC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                     | Exam Duration        | 1.5 Hr. |
| Instruction Mode                                                                                                                                      | Regular                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                     | Evaluation           | Grade   |
| Course Objectives                                                                                                                                     | <ul style="list-style-type: none"><li>Understand the fundamentals, processes, forms, and models of communication relevant to business environments.</li><li>Develop effective oral, written, and visual communication skills suitable for professional contexts.</li><li>Analyze and overcome communication barriers while integrating emotional intelligence and technological tools.</li><li>Collaborate efficiently in team settings and manage negotiations and conflict through effective interpersonal communication.</li><li>Create professional reports, resumes, emails, and applications aligned with business standards and expectations.</li></ul>                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                     |                      |         |
| <b>Bullet Points Based on Number of Credits</b><br><b>(To Depict Knowledge, Skills, Competency, Attitudes and Values to be Attained)</b>              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                     |                      |         |
| Course Outcomes                                                                                                                                       | <ul style="list-style-type: none"><li>Demonstrate understanding of business communication concepts, communication networks, models, and barriers, including verbal, non-verbal, and written communication forms.</li><li>Apply effective communication techniques in reports, emails, resumes, presentations, public speaking, and digital communication tools (video calls, Skype, etc.).</li><li>Evaluate communication strategies in individual and team settings, and design context-appropriate responses for negotiations, conflict resolution, and collaborative tasks.</li><li>Develop confidence, clarity, empathy, and adaptability while communicating with diverse audiences in various professional scenarios.</li><li>Uphold professional ethics, respect for diversity, and responsibility in communication, fostering transparency, trust, and constructive dialogue in organizational environments.</li></ul> |                                                                                                                                                                                                                                                                     |                      |         |
| <b>Bullet Points Based on Number of Credits</b><br><b>(To depict Transferable Knowledge, Skills, Competency, Attitudes and Values to be Achieved)</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                     |                      |         |
| Content                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                     |                      |         |
| Unit -1<br>Introduction to<br>Business<br>Communication                                                                                               | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Fundamentals and Importance of Communication <ul style="list-style-type: none"><li>Definition &amp; significance of communication in business</li><li>Communication models &amp; flow</li><li>Forms of communication: verbal, non-verbal, visual, written</li></ul> |                      |         |

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|                                                                                | <b>Module – 2</b> | <b>Communication Networks and the Communication Process</b> <ul style="list-style-type: none"> <li>• Internal communication networks in organizations</li> <li>• Stages of the communication process</li> <li>• Oral vs. written communication</li> </ul>                                                           |
|                                                                                | <b>Module – 3</b> | <b>Barriers, Gateways &amp; Emotional Intelligence</b> <ul style="list-style-type: none"> <li>• Common communication barriers (physical, psychological, semantic)</li> <li>• Strategies to overcome barriers</li> <li>• Role of emotional intelligence in effective communication</li> </ul>                        |
|                                                                                | <b>Module – 4</b> | <b>Public Speaking and Presentation Skills</b> <ul style="list-style-type: none"> <li>• Components of effective public speaking</li> <li>• PowerPoint presentations: designing and delivery</li> <li>• Body language, facial expressions, voice modulation</li> </ul>                                               |
|                                                                                | <b>Module – 5</b> | <b>Creativity &amp; Technology in Oral Communication</b> <ul style="list-style-type: none"> <li>• Non-verbal cues: eye contact, gestures</li> <li>• Audience research and handling questions</li> <li>• Communication through telephone, video calls, Skype</li> <li>• Introduction to group discussions</li> </ul> |
| <b>Unit-2<br/>Written &amp;<br/>Interpersonal<br/>Communication<br/>Skills</b> | <b>Module-1</b>   | <b>Report Writing Essentials</b> <ul style="list-style-type: none"> <li>• Purpose and types of reports</li> <li>• Stages of writing, style, tone</li> <li>• The Five Ws and One H (What, Why, When, Where, Who, How)</li> </ul>                                                                                     |
|                                                                                | <b>Module-2</b>   | <b>Structure and Presentation of Reports</b> <ul style="list-style-type: none"> <li>• Division of reports, numbering, visual aids</li> <li>• Use of appendices, references, summary</li> </ul>                                                                                                                      |
|                                                                                | <b>Module-3</b>   | <b>Business and Personal Communication</b> <ul style="list-style-type: none"> <li>• Commercial letters, email etiquette</li> <li>• Diary writing, maintaining records</li> <li>• Job applications and resume writing</li> </ul>                                                                                     |
|                                                                                | <b>Module-4</b>   | <b>Teamwork and Collaboration</b> <ul style="list-style-type: none"> <li>• Advantages/disadvantages of teamwork</li> <li>• Stages of team development</li> <li>• Roles, challenges, and non-team behavior</li> </ul>                                                                                                |
|                                                                                | <b>Module-5</b>   | <b>Negotiation and Conflict Management</b> <ul style="list-style-type: none"> <li>• Conditions for negotiation, strategies (win-win, win-lose)</li> <li>• Emotions and ethics in negotiation</li> </ul>                                                                                                             |

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|                    |                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Conflict types, cultural influence in resolution</li> </ul> |
| <b>Note:</b>       | <b>Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs</b>                                                                                                                              |                                                                                                    |
| <b>Examination</b> | <b>Part – A: Long answer type Questions 700 words each from all the units Part – B: Short Questions type Questions 300 Words each from all the units Part – C: Case Studies</b><br><b>Note: Part – A &amp; B Questions Covers all Units and Part – C from last 2 Units</b>                  |                                                                                                    |
| <b>Text Book</b>   | 1. C.B.Gupta (2019). Essentials of Business Communication, Sultan Chand & Sons.<br>2 Kaul, A. Effective Business Communication, 2nd ed. PHI learning                                                                                                                                        |                                                                                                    |
| <b>References</b>  | 1. Quintanilla, Kelly M, (2021), Business and Professional Communication, , Sage publication<br>2. Kaul, Asha: Business Communication: Prentice-Hall of India, Delhi<br>3. Monippally, Matthukutty M. Business Communication Strategies. Tata McGrawHill Publishing Company Ltd., New Delhi |                                                                                                    |

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| Course Code: PAC.34.452                          |                                                                                                                                                                                                                                                                                 | Course Title: Creativity and Critical Thinking                                                           |                      |         |
| Scheme of Instruction                            |                                                                                                                                                                                                                                                                                 |                                                                                                          | Scheme of Evaluation |         |
| Total Duration                                   | 30 Hrs.                                                                                                                                                                                                                                                                         |                                                                                                          | Max. Marks           | 50      |
| Hours/Week                                       | 2Hrs.                                                                                                                                                                                                                                                                           |                                                                                                          | Assignment/IA        | 2.5/15  |
| Credits                                          | 2                                                                                                                                                                                                                                                                               |                                                                                                          | Attendance           | 2.5     |
| Instruction Delivery                             | L/T                                                                                                                                                                                                                                                                             |                                                                                                          | Seminar/ End Exam    | 05/25   |
| Course Type                                      | AEC                                                                                                                                                                                                                                                                             |                                                                                                          | Exam Duration        | 1.5 Hr. |
| Instruction Mode                                 | Regular                                                                                                                                                                                                                                                                         |                                                                                                          | Evaluation           | Grade   |
| Course Objectives                                | <ul style="list-style-type: none"><li>• Familiarity with different aspects of financial literacy such as savings, investment, taxation, and insurance</li><li>• Understand the relevance and process of financial planning</li><li>• Promote financial well-being</li></ul>     |                                                                                                          |                      |         |
| Course Outcomes                                  | <ul style="list-style-type: none"><li>• Develop proficiency for personal and family financial planning</li><li>• Apply the concept of investment planning</li><li>• Ability to analyse banking and insurance products</li><li>• Personal tax planning.</li></ul>                |                                                                                                          |                      |         |
| Content                                          |                                                                                                                                                                                                                                                                                 |                                                                                                          |                      |         |
| Unit -1<br>The Architecture of Critical Thinking | Module – 1                                                                                                                                                                                                                                                                      | Core principles of logic; distinguishing between deductive and inductive thinking; role of objectivity.  |                      |         |
|                                                  | Module – 2                                                                                                                                                                                                                                                                      | Deconstructing claims; identifying premises and conclusions; spotting common logical fallacies.          |                      |         |
|                                                  | Module – 3                                                                                                                                                                                                                                                                      | Understanding mental shortcuts; identifying confirmation bias, anchoring, and the halo effect.           |                      |         |
|                                                  | Module – 4                                                                                                                                                                                                                                                                      | Techniques for framing issues; root cause analysis using the "5 Whys" and problem mapping.               |                      |         |
|                                                  | Module – 5                                                                                                                                                                                                                                                                      | Assessing source credibility; navigating digital misinformation and algorithmic bias.                    |                      |         |
| Unit-2<br>Creative Problem Solving               | Module-1                                                                                                                                                                                                                                                                        | Understanding the interplay between divergent (expanding) and convergent (filtering) thinking.           |                      |         |
|                                                  | Module-2                                                                                                                                                                                                                                                                        | Practical application of SCAMPER and Mind Mapping to bypass cognitive blocks and generate ideas.         |                      |         |
|                                                  | Module-3                                                                                                                                                                                                                                                                        | Using the "Six Thinking Hats" method to analyze problems from multiple emotional and factual angles.     |                      |         |
|                                                  | Module-4                                                                                                                                                                                                                                                                        | Basics of human-centered innovation: empathy, ideation, prototyping, and user-centric testing.           |                      |         |
|                                                  | Module-5                                                                                                                                                                                                                                                                        | Synthesizing ideas into actionable plans; strategies for pitching and implementing innovative solutions. |                      |         |
| Note:                                            | Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs                                                                                                                         |                                                                                                          |                      |         |
| Examination                                      | Part – A: Very Short answer type Questions 50 words each from all the units Part – B: Short Questions type Questions 300 Words each from all the units Part – C: Long Answer type question (Case Studies)                                                                       |                                                                                                          |                      |         |
| Text Book                                        | <ul style="list-style-type: none"><li>• Introduction to Financial Planning (4th Edition 2017)- Indian Institute of Banking &amp; Finance.ss</li><li>• Sinha, Madhu. Financial Planning: A Ready Reckoner July 2017, McGraw Hill.</li></ul>                                      |                                                                                                          |                      |         |
| References                                       | <ul style="list-style-type: none"><li>• Halan, Monika, Lets Talk Money: You've Worked Hard for It, Now Make It Work for You, July 2018 Harper Business.</li><li>• Pandit, Amar The Only Financial Planning Book that You Will Ever Need, Network 18 Publications Ltd.</li></ul> |                                                                                                          |                      |         |

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| Course Code: PAC.34.453                            |                                                                                                                                                                                                                                                                       | Course Title: Financial Report Writing                                                                                                                         |                      |         |
| Scheme of Instruction                              |                                                                                                                                                                                                                                                                       |                                                                                                                                                                | Scheme of Evaluation |         |
| Total Duration                                     | 30 Hrs.                                                                                                                                                                                                                                                               |                                                                                                                                                                | Max. Marks           | 50      |
| Hours/Week                                         | 2Hrs.                                                                                                                                                                                                                                                                 |                                                                                                                                                                | Assignment/IA        | 2.5/15  |
| Credits                                            | 2                                                                                                                                                                                                                                                                     |                                                                                                                                                                | Attendance           | 2.5     |
| Instruction Delivery                               | L/T                                                                                                                                                                                                                                                                   |                                                                                                                                                                | Seminar/ End Exam    | 05/25   |
| Course Type                                        | AEC                                                                                                                                                                                                                                                                   |                                                                                                                                                                | Exam Duration        | 1.5 Hr. |
| Instruction Mode                                   | Regular                                                                                                                                                                                                                                                               |                                                                                                                                                                | Evaluation           | Grade   |
| Course Objectives                                  | <ul style="list-style-type: none"><li>Familiarity with different aspects of financial literacy such as savings, investment, taxation, and insurance</li><li>Understand the relevance and process of financial planning</li><li>Promote financial well-being</li></ul> |                                                                                                                                                                |                      |         |
| Course Outcomes                                    | <ul style="list-style-type: none"><li>Develop proficiency for personal and family financial planning</li><li>Apply the concept of investment planning</li><li>Ability to analyse banking and insurance products</li><li>Personal tax planning.</li></ul>              |                                                                                                                                                                |                      |         |
| Content                                            |                                                                                                                                                                                                                                                                       |                                                                                                                                                                |                      |         |
| Unit -1<br>Fundamentals of Financial Communication | Module – 1                                                                                                                                                                                                                                                            | Principles of Financial Writing: Clarity, conciseness, and objectivity; understanding the target audience (shareholders, regulators, or management).           |                      |         |
|                                                    | Module – 2                                                                                                                                                                                                                                                            | Structure of Annual Reports: Components of a standard report; drafting the Director’s Report, Management Discussion and Analysis (MD&A), and Auditor's Report. |                      |         |
|                                                    | Module – 3                                                                                                                                                                                                                                                            | Regulatory Framework: Writing in compliance with SEBI guidelines, Companies Act 2013, and the influence of Ind-AS on financial narratives.                     |                      |         |
|                                                    | Module – 4                                                                                                                                                                                                                                                            | Data Synthesis: Techniques for summarizing Balance Sheets, P&L accounts, and Cash Flow statements into readable executive summaries.                           |                      |         |
|                                                    | Module – 5                                                                                                                                                                                                                                                            | Ethics in Reporting: Transparency and full disclosure; avoiding "creative accounting" descriptions; professional skepticism in writing.                        |                      |         |
| Unit-2                                             | Module-1                                                                                                                                                                                                                                                              | Strategic Performance Narrative: Analyzing and writing about                                                                                                   |                      |         |

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| <b>Advanced Reporting and Visualization</b> |                                                                                                                                                                                                                                                                                    | financial ratios, profitability trends, and liquidity positions for stakeholders.                                                                                  |
|                                             | Module-2                                                                                                                                                                                                                                                                           | <b>Integrated and ESG Reporting:</b> Introduction to writing Business Responsibility and Sustainability Reports (BRSR); reporting on non-financial capital.        |
|                                             | Module-3                                                                                                                                                                                                                                                                           | <b>Visual Data Storytelling:</b> Integrating tables, charts, and infographics to support the text; drafting effective captions and annotations for financial data. |
|                                             | Module-4                                                                                                                                                                                                                                                                           | <b>Internal and Forensic Reports:</b> Writing internal audit reports, project appraisal reports, and investigative findings for management decision-making.        |
|                                             | Module-5                                                                                                                                                                                                                                                                           | <b>Review and Revision:</b> Professional editing of financial drafts; checking for consistency between numerical data and textual commentary.                      |
| Note:                                       | Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs                                                                                                                            |                                                                                                                                                                    |
| Examination                                 | Part – A: Very Short answer type Questions 50 words each from all the units Part – B: Short Questions type Questions 300 Words each from all the units Part – C: Long Answer type question (Case Studies)                                                                          |                                                                                                                                                                    |
| Textbook                                    | <ul style="list-style-type: none"> <li>• <b>Gupta, S.</b> (2023). <i>Financial Reporting and Analysis</i>. Taxmann Publications.</li> <li>• <b>Laskin, A. V.</b> (2017). <i>The Handbook of Financial Communication and Investor Relations</i>. Wiley.</li> </ul>                  |                                                                                                                                                                    |
| References                                  | <ul style="list-style-type: none"> <li>• <b>Hicks, L.</b> (2020). <i>The Financial Writer's Stylebook</i>. Financial Times Press.</li> <li>• <b>Robinson, T. R., et al.</b> (2024). <i>International Financial Statement Analysis</i>. CFA Institute Investment Series.</li> </ul> |                                                                                                                                                                    |

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|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|----------------------|---------|
| <b>Course Code: PAC.34.454</b>                 |                                                                                                                                                                                                                                                                                                                                                          | <b>Course Title: Personal Development</b>                                                                         |                      |         |
| Scheme of Instruction                          |                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                   | Scheme of Evaluation |         |
| Total Duration                                 | 30 Hrs.                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                   | Max. Marks           | 50      |
| Hours/Week                                     | 2Hrs.                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                   | Assignment/IA        | 2.5/15  |
| Credits                                        | 2                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                   | Attendance           | 2.5     |
| Instruction Delivery                           | L/T                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                   | Seminar/ End Exam    | 05/25   |
| Course Type                                    | AEC                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                   | Exam Duration        | 1.5 Hr. |
| Instruction Mode                               | Regular                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                   | Evaluation           | Grade   |
| Course Objectives                              | <ul style="list-style-type: none"><li>To enhance self-awareness and emotional intelligence for professional excellence.</li><li>To develop essential soft skills including time management, leadership, and resilience.</li><li>To prepare students for the transition from the classroom to high-pressure corporate or academic environments.</li></ul> |                                                                                                                   |                      |         |
| Course Outcomes                                | <ul style="list-style-type: none"><li>Have proficiency for personal and family planning</li><li>Apply the concept of Personality for self-development</li></ul>                                                                                                                                                                                          |                                                                                                                   |                      |         |
| Content                                        |                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                   |                      |         |
| Unit -1                                        | Module – 1                                                                                                                                                                                                                                                                                                                                               | <b>Self-Analysis:</b> Utilizing SWOT and Johari Window to assess personal and professional identity.              |                      |         |
| <b>Self-Mastery and Emotional Intelligence</b> | Module – 2                                                                                                                                                                                                                                                                                                                                               | <b>EQ Framework:</b> Developing the four pillars: self-awareness, self-management, social awareness, and empathy. |                      |         |
|                                                | Module – 3                                                                                                                                                                                                                                                                                                                                               | <b>Values &amp; Ethics:</b> Defining personal core values and aligning them with professional integrity.          |                      |         |
|                                                | Module – 4                                                                                                                                                                                                                                                                                                                                               | <b>Resilience &amp; Mindset:</b> Cultivating a growth mindset and practical stress management techniques          |                      |         |
|                                                | Module – 5                                                                                                                                                                                                                                                                                                                                               | <b>Strategic Goal Setting:</b> Mapping career trajectories using the SMART goal-setting methodology.              |                      |         |
| Unit-2                                         | Module-1                                                                                                                                                                                                                                                                                                                                                 | <b>Advanced Communication:</b> Mastering assertive verbal cues, active listening, and persuasive speaking.        |                      |         |
| <b>Advanced Reporting and Visualization</b>    | Module-2                                                                                                                                                                                                                                                                                                                                                 | <b>Productivity Management:</b> Prioritization via the Eisenhower Matrix and overcoming procrastination.          |                      |         |
|                                                | Module-3                                                                                                                                                                                                                                                                                                                                                 | <b>Leadership Dynamics:</b> Analyzing leadership styles and managing conflict within diverse teams.               |                      |         |
|                                                | Module-4                                                                                                                                                                                                                                                                                                                                                 | <b>Digital Presence:</b> Professional email etiquette and managing a strategic digital footprint.                 |                      |         |
|                                                | Module-5                                                                                                                                                                                                                                                                                                                                                 | <b>Grooming &amp; Networking:</b> Building a professional persona and mastering the "elevator pitch."             |                      |         |
| Note:                                          | Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs                                                                                                                                                                                                  |                                                                                                                   |                      |         |
| Examination                                    | Part – A: Very Short answer type Questions 50 words each from all the units Part – B: Short Questions type Questions 300 Words each from all the units Part – C: Long Answer type question (Case Studies)                                                                                                                                                |                                                                                                                   |                      |         |
| Text Book                                      | <ul style="list-style-type: none"><li><b>Gupta, S.</b> (2023). <i>Financial Reporting and Analysis</i>. Taxmann.</li><li><b>Covey, S. R.</b> (2020). <i>The 7 Habits of Highly Effective People</i>. Simon &amp; Schuster.</li></ul>                                                                                                                     |                                                                                                                   |                      |         |
| References                                     | <ul style="list-style-type: none"><li><b>Goleman, D.</b> (2005). <i>Emotional Intelligence</i>. Bantam Books.</li><li><b>Laskin, A. V.</b> (2017). <i>The Handbook of Financial Communication</i>. Wiley.</li></ul>                                                                                                                                      |                                                                                                                   |                      |         |

## **3<sup>rd</sup> SEMESTER**

|                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                       |                             |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>Course Code<br/>PAC.31.503</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Course Title: International Business Environment</b>                                                                                               |                             |
| <b>Scheme of Instruction</b>      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                       | <b>Scheme of Evaluation</b> |
| <b>Total Duration</b>             | 60 Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Max. Marks                                                                                                                                            | 100                         |
| <b>Hours/Week</b>                 | 4Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Assignment/IA                                                                                                                                         | 05/30                       |
| <b>Credits</b>                    | 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Attendance                                                                                                                                            | 05                          |
| <b>Instruction Delivery</b>       | L/T/P                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Seminar/ End Exam                                                                                                                                     | 10/50                       |
| <b>Course Type</b>                | Major                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Exam Duration                                                                                                                                         | 2.5 Hr.                     |
| <b>Instruction Mode</b>           | Regular                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Evaluation                                                                                                                                            | Grade                       |
| <b>Course Objectives</b>          | <ul style="list-style-type: none"><li>• To explore and offer knowledge on global business environment</li><li>• To explore knowledge on international institutions involved in promotion of global business, and to make future global managers</li><li>• To develop understanding of socio-cultural factors influencing cross-border business decisions.</li><li>• To build awareness of economic and ecological dimensions shaping sustainable global business practices.</li></ul> |                                                                                                                                                       |                             |
| <b>Course Outcomes</b>            | <ul style="list-style-type: none"><li>• Evaluate political and legal risks and apply dispute-resolution mechanisms in global contexts.</li><li>• Demonstrate cross-cultural competence using frameworks like Hofstede's theory.</li><li>• Assess economic policies and green business strategies for sustainable decision-making.</li></ul>                                                                                                                                           |                                                                                                                                                       |                             |
| <b>Content</b>                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                       |                             |
| <b>Unit - 1</b>                   | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | International Business Environment-<br>Definition-Importance-Scope of International Business Environment                                              |                             |
|                                   | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Nature of Business Environment<br>- Micro and Macro Environment-Strategic Management-Meaning, Phases                                                  |                             |
|                                   | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Environmental Analysis<br>(SWOT Analysis, PESTLE Analysis in detail                                                                                   |                             |
|                                   | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Scanning<br>-Globalization-ripple effects of globalization-Multinational corporations Definitions                                                     |                             |
|                                   | Module – 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Features of Multinational corporations-<br>nature-need-advantages to host and home countries-criticisms of MNC’s- India’s presence in global business |                             |
| <b>Unit- II</b>                   | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Nature of International Business Environment<br>- Political environment-Meaning, Features Political Risk-Sources of political risk                    |                             |
|                                   | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Types of political risk<br>–Remedial Measures to be undertaken by MNC to tackle political risk                                                        |                             |
|                                   | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | - Legal environment-<br>Systems of law-International disputes-Meaning of International disputes                                                       |                             |
|                                   | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Dispute settlement mechanisms<br>Dispute settlement mechanisms                                                                                        |                             |
|                                   | Module – 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Dispute resolution implications for international manager. Dispute resolution implications for international manager                                  |                             |

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| <b>Unit-III</b>    | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                       | Social Environment- Introduction- Need- Importance<br><br>Social Environment                                                  |
|                    | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                       | Social Environment<br>Impact of Social Environment on International Trade- Culture-Meaning- Features                          |
|                    | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                       | elements of culture- language-religion-education aesthetics-attitudes                                                         |
|                    | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                       | -multiculturalism<br>-meaning-managing multiculturalism-communicating across cultures- Indian Culture                         |
|                    | Module – 5                                                                                                                                                                                                                                                                                                                                                                                                                                       | Impact of global culture on Indian Culture-cross cultural communication<br>-Hofstede's theory of cross-cultural communication |
| Unit-IV            | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                       | Economic Environment- Meaning and importance- economic policies                                                               |
|                    | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                       | Discretionary policy and policy rules<br>-Macro economic factors affecting Investment decisions                               |
|                    | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                       | NATURAL ENVIRONMENT :<br>Natural Environment-Meaning-Importance-Natural Resource Accounting(NRA)                              |
|                    | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                       | NRA:- NRA and Evaluation of Interaction between Foreign trade and Environment                                                 |
|                    | Module – 5                                                                                                                                                                                                                                                                                                                                                                                                                                       | Green Business<br>-Meaning Sustainability Strategies-Essential Characteristics-Green Business Practices                       |
| <b>Note</b>        | Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs                                                                                                                                                                                                                                                                                          |                                                                                                                               |
| <b>Examination</b> | Part – A: Long answer type questions (About 700 Words) Part – B: Short answer type questions (About 300 Words) Part – C: Case Studies<br>Note: Part – A & B Questions Covers all Units and Part – C from any 2 Units                                                                                                                                                                                                                             |                                                                                                                               |
| <b>Text Book</b>   | <ul style="list-style-type: none"> <li>Adhikary, Manab, GLOBAL BUSINESS MANAGEMENT, Macmillan, New Delhi.</li> </ul>                                                                                                                                                                                                                                                                                                                             |                                                                                                                               |
| <b>References</b>  | <ul style="list-style-type: none"> <li>Aswathappa, INTERNATIONAL BUSINESS, Tata Mc Graw Hill publications, New Delhi.</li> <li>Bhattacharya.B, GOING INTERNATIONAL RESPONSE STRATEGIES FOR INDIAN SECTOR, Wheeler Publishing Co, New Delhi</li> <li>Black and Sundaram, INTERNATIONAL BUSINESS ENVIRONMENT, Prentice Hall of India, New Delhi.</li> <li>Gosh, Biswanath, ECONOMIC ENVIRONMENT OF BUSINESS, South Asia Book, New Delhi</li> </ul> |                                                                                                                               |

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| Course<br>Code:PAC.31.504                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Course Title: International Supply Chain & Logistics Management                                                                                                                       |                      |         |
| Scheme of Instruction                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                       | Scheme of Evaluation |         |
| Total Duration                                                                                                                          | 60 Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                       | Max. Marks           | 100     |
| Hours/Week                                                                                                                              | 4Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                       | Assignment/IA        | 05/30   |
| Credits                                                                                                                                 | 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                       | Attendance           | 05      |
| Instruction Delivery                                                                                                                    | L/T                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                       | Seminar/ End Exam    | 10/50   |
| Course Type                                                                                                                             | Core                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                       | Exam Duration        | 2.5 Hr. |
| Instruction Mode                                                                                                                        | Regular                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                       | Evaluation           | Grade   |
| Course Objectives                                                                                                                       | <ul style="list-style-type: none"><li>To introduce students to the fundamentals and integrated processes of Supply Chain Management (SCM) in a global context.</li><li>To provide insights into logistics operations, international transportation, warehousing, and risk management across the supply chain.</li><li>To enable understanding of technological applications and information systems in SCM.</li><li>To analyze strategic and behavioral aspects of global SCM and logistics challenges.</li></ul>              |                                                                                                                                                                                       |                      |         |
| Bullet Points Based on Number of Credits<br>(To Depict Knowledge, Skills, Competency, Attitudes and Values to be Attained)              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                       |                      |         |
| Course Outcomes                                                                                                                         | <ul style="list-style-type: none"><li>Comprehend the structure and strategic significance of international supply chains.</li><li>Apply modern SCM tools and metrics to assess performance and risk.</li><li>Understand logistics systems, outsourcing models, and warehousing decisions.</li><li>Evaluate transport systems including maritime, air, intermodal, and multimodal transportation.</li><li>Make informed decisions related to carrier selection, distribution networks, and global logistics planning.</li></ul> |                                                                                                                                                                                       |                      |         |
| Bullet Points Based on Number of Credits<br>(To depict Transferable Knowledge, Skills, Competency, Attitudes and Values to be Achieved) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                       |                      |         |
| Content                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                       |                      |         |
| Unit -1<br>Introduction to<br>Supply Chain<br>Management &<br>Integrated SCM                                                            | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Fundamentals of SCM and Logistics <ul style="list-style-type: none"><li>Concept of SCM</li><li>Relationship between SCM and logistics</li></ul>                                       |                      |         |
|                                                                                                                                         | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Supply Chain Strategy and Structure <ul style="list-style-type: none"><li>Push vs. pull systems,</li><li>SCM structure,</li><li>Planning, and operations</li></ul>                    |                      |         |
|                                                                                                                                         | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Integrated SCM and Strategic Fit <ul style="list-style-type: none"><li>Concepts, scope, process</li><li>Competitive strategy</li><li>Demand forecasting and risk management</li></ul> |                      |         |

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|                                                                                                | <b>Module – 4</b> | <b>Metrics and Modeling in SCM</b> <ul style="list-style-type: none"> <li>• Key performance indicators (KPIs)</li> <li>• Performance measurement</li> <li>• Modeling and continuous improvement</li> </ul>                                 |
|                                                                                                | <b>Module – 5</b> | <b>Strategic Challenges in SCM</b> <ul style="list-style-type: none"> <li>• Barriers to achieving and sustaining strategic fit</li> </ul>                                                                                                  |
| <b>Unit-2<br/>Behavioural<br/>Aspects of SCM<br/>and Information<br/>Management<br/>System</b> | <b>Module-1</b>   | <b>Relationship Management in SCM</b> <ul style="list-style-type: none"> <li>• Role of relationship marketing</li> <li>• Supplier and customer relationship strategies</li> </ul>                                                          |
|                                                                                                | <b>Module-2</b>   | <b>Conflict and Leadership in SCM</b> <ul style="list-style-type: none"> <li>• Conflict resolution and leadership challenges</li> <li>• Impact of online sales on supply chain</li> <li>• Strategic distribution network design</li> </ul> |
|                                                                                                | <b>Module-3</b>   | <b>Information Flow and Sharing</b> <ul style="list-style-type: none"> <li>• Importance and</li> <li>• Methods of information distribution</li> </ul>                                                                                      |
|                                                                                                | <b>Module-4</b>   | <b>Technology Platforms for SCM</b> <ul style="list-style-type: none"> <li>• Role of IT in efficient SCM practices</li> </ul>                                                                                                              |
|                                                                                                | <b>Module-5</b>   | <ul style="list-style-type: none"> <li>• <b>Functional Technology Tools in SCM</b></li> <li>• Applications of ERP, MRP, DRP, PDM, EIP</li> <li>• CPFR, WMS, TMS, RFID, GPS, GIS</li> </ul>                                                 |
| <b>Unit-3<br/>Logistic System</b>                                                              | <b>Module-1</b>   | <b>Logistics Concepts and System Design</b> <ul style="list-style-type: none"> <li>• Definition, scope, and objectives of logistics</li> <li>• Inbound and outbound logistics system</li> </ul>                                            |
|                                                                                                | <b>Module-2</b>   | <b>Reverse Logistics and Value Addition</b> <ul style="list-style-type: none"> <li>• Return logistics and logistics-marketing interface</li> </ul>                                                                                         |
|                                                                                                | <b>Module-3</b>   | <b>Packaging and Lean Practices</b> <ul style="list-style-type: none"> <li>• Packing,</li> <li>• Marking, and</li> <li>• Just-In-Time (JIT) practices</li> </ul>                                                                           |
|                                                                                                | <b>Module-4</b>   | <b>Third-Party Logistics (3PL)</b> <ul style="list-style-type: none"> <li>• Outsourcing logistics – benefits,</li> </ul>                                                                                                                   |

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|                                  |                                                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>Challenges, and trends</li> </ul>                                                                                                                                  |
|                                  | <b>Module-5</b>                                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li><b>Warehousing Decisions</b> <ul style="list-style-type: none"> <li>Key factors in warehouse selection and operations</li> </ul> </li> </ul>                       |
| <b>Unit-4<br/>Transportation</b> | <b>Module-1</b>                                                                                                                                                                                                                                                                       | <b>Overview of Transportation Systems</b> <ul style="list-style-type: none"> <li>Importance,</li> <li>Service types, and inter-modal options</li> </ul>                                                   |
|                                  | <b>Module-2</b>                                                                                                                                                                                                                                                                       | <b>Transport Economics and Carrier Selection</b> <ul style="list-style-type: none"> <li>Cost structures</li> <li>Pricing, and decision determinants</li> </ul>                                            |
|                                  | <b>Module-3</b>                                                                                                                                                                                                                                                                       | <b>Shipping Industry Structure</b> <ul style="list-style-type: none"> <li>World sea trade,</li> <li>liner and tramp operations,</li> <li>Freight models</li> </ul>                                        |
|                                  | <b>Module-4</b>                                                                                                                                                                                                                                                                       | <b>Chartering and Containerization</b> <ul style="list-style-type: none"> <li>Chartering types and agreements</li> <li>Developments in sea transport: Unitization, ICD, CFC</li> </ul>                    |
|                                  | <b>Module-5</b>                                                                                                                                                                                                                                                                       | <b>Indian and International Air Transport</b> <ul style="list-style-type: none"> <li>Indian shipping policy and port systems</li> <li>International air freight setup and India's trade by air</li> </ul> |
| <b>Note:</b>                     | <b>Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs</b>                                                                                                                        |                                                                                                                                                                                                           |
| <b>Examination</b>               | <b>Part – A: Long answer type Questions 700 words each from all the units Part – B: Short Questions type Questions 300 Words each from all the units Part – C: Case Studies</b><br><b>Note: Part – A &amp; B Questions Covers all Units and Part – C from last 2 Units</b>            |                                                                                                                                                                                                           |
| <b>Text Book</b>                 | <ul style="list-style-type: none"> <li><b>Benton, J.C. (2015) □ <i>Purchasing and Supply Management</i>, McGraw Hill (Units I, II, V)</b></li> <li><b>Chase, R.B., Shankar, &amp; Jacobs, F.R. (2015) □ <i>Operations and Supply Chain Management</i>, (Unit I)</b></li> </ul>        |                                                                                                                                                                                                           |
| <b>References</b>                | <ul style="list-style-type: none"> <li><b>Drake, M. (2011) – <i>Global Supply Chain Management</i>, Business Expert Press (Units I, II)</b></li> <li><b>Hult, M.G., Closs, D., Frayer, D. (2014) – <i>Global Supply Chain Management</i>, McGraw Hill (Units I–III, V)</b></li> </ul> |                                                                                                                                                                                                           |

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|-------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------|
| Course Code:<br>PAC.32.527                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Course Title: Cross Cultural Management                                                                                                                                                                                                                                        |                      |         |
| Scheme of Instruction                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                | Scheme of Evaluation |         |
| Total Duration                                                                                                                                        | 60 Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                | Max. Marks           | 100     |
| Hours/Week                                                                                                                                            | 4Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                | Assignment/IA        | 05/30   |
| Credits                                                                                                                                               | 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                | Attendance           | 05      |
| Instruction Delivery                                                                                                                                  | L/T                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                | Seminar/ End Exam    | 10/50   |
| Course Type                                                                                                                                           | Minor (DSEC)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                | Exam Duration        | 2.5 Hr. |
| Instruction Mode                                                                                                                                      | Regular                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                | Evaluation           | Grade   |
| Course Objectives                                                                                                                                     | <ul style="list-style-type: none"><li>• Develop an understanding of the fundamental concepts, determinants, and frameworks of culture and cross-cultural management.</li><li>• Build competencies for analyzing and resolving intercultural conflicts and managing multicultural teams.</li><li>• Foster attitudes of openness and adaptability in dealing with culturally diverse work settings.</li><li>• Instill values of inclusiveness, ethical sensitivity, and mutual respect in international business practices.</li></ul>                                                                            |                                                                                                                                                                                                                                                                                |                      |         |
| <b>Bullet Points Based on Number of Credits</b><br><b>(To Depict Knowledge, Skills, Competency, Attitudes and Values to be Attained)</b>              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                |                      |         |
| Course Outcomes                                                                                                                                       | <ul style="list-style-type: none"><li>• Demonstrate knowledge of cultural determinants, frameworks (e.g., Hofstede, Trompenaars), and their influence on global management practices.</li><li>• Apply effective communication and leadership strategies tailored to cross-cultural contexts and global teams.</li><li>• Analyze complex intercultural scenarios to make informed decisions in negotiation, conflict resolution, and organizational behavior.</li><li>• Exhibit a positive attitude towards cultural diversity and show readiness to adapt and learn in unfamiliar cultural settings.</li></ul> |                                                                                                                                                                                                                                                                                |                      |         |
| <b>Bullet Points Based on Number of Credits</b><br><b>(To depict Transferable Knowledge, Skills, Competency, Attitudes and Values to be Achieved)</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                |                      |         |
| Content                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                |                      |         |
| Unit -1<br>Understanding Culture and Cross-Cultural Perspectives                                                                                      | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Introduction to Culture and its Determinants <ul style="list-style-type: none"><li>• Meaning and definition of culture</li><li>• Determinants of culture (language, religion, values, customs, institutions)</li><li>• Salient features of cross-cultural management</li></ul> |                      |         |
|                                                                                                                                                       | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Perspectives of Cross-Cultural Contexts <ul style="list-style-type: none"><li>• Socio-cultural and ethnic diversity</li><li>• Historical influences on culture</li><li>• Role of religion in shaping culture</li></ul>                                                         |                      |         |

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|                                                                          | <b>Module – 3</b> | <b>Culture and its Diversity</b> <ul style="list-style-type: none"> <li>• Concept of cultural diversity</li> <li>• Managing cultural transitions</li> <li>• Understanding and adapting to new cultures</li> </ul>                                                                        |
|                                                                          | <b>Module – 4</b> | <b>Cross-National Differences in Work Culture</b> <ul style="list-style-type: none"> <li>• Differences in work-related behaviors across nations</li> <li>• Cross-cultural norms in business settings</li> </ul>                                                                          |
|                                                                          | <b>Module – 5</b> | <b>Impact of Culture on Communication and Leadership</b> <ul style="list-style-type: none"> <li>• Cultural influences on communication styles</li> <li>• Leadership styles across cultures</li> <li>• Motivation in different cultural settings</li> </ul>                               |
| <b>Unit-2<br/>Frameworks and Challenges in Cross-Cultural Management</b> | <b>Module-1</b>   | <b>Theoretical Frameworks in Cross-Cultural Management</b> <ul style="list-style-type: none"> <li>• Hofstede’s cultural dimensions</li> <li>• Trompenaars' model</li> <li>• Globe Study</li> </ul>                                                                                       |
|                                                                          | <b>Module-2</b>   | <b>Cultural Shock and Acculturation</b> <ul style="list-style-type: none"> <li>• Phases of cultural shock</li> <li>• Coping strategies</li> <li>• The process of acculturation</li> </ul>                                                                                                |
|                                                                          | <b>Module-3</b>   | <b>Training and Managing Multicultural Teams</b> <ul style="list-style-type: none"> <li>• Cross-cultural training programs</li> <li>• Managing diversity and team dynamics</li> <li>• Best practices for international teamwork</li> </ul>                                               |
|                                                                          | <b>Module-4</b>   | <b>Leadership, Motivation, and Ethical Considerations</b> <ul style="list-style-type: none"> <li>• Global leadership approaches</li> <li>• Motivational theories in a cross-cultural context</li> <li>• Ethics and decision-making across cultures</li> </ul>                            |
|                                                                          | <b>Module-5</b>   | <b>Global Culture and Organizational Implications</b> <ul style="list-style-type: none"> <li>• Cultural mix and global challenges</li> <li>• Influence of global culture on local organizations</li> <li>• Relationship between national culture and organizational structure</li> </ul> |
| <b>Unit-3<br/>Communication and Trends in Cross-Cultural</b>             | <b>Module-1</b>   | <b>Communication Across Cultures</b> <ul style="list-style-type: none"> <li>• Verbal and non-verbal communication differences</li> <li>• Barriers to effective intercultural communication</li> </ul>                                                                                    |

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| <b>Management</b>                                                      |                 | <ul style="list-style-type: none"> <li>• Building intercultural communication competence</li> </ul>                                                                                                                                                                              |
|                                                                        | <b>Module-2</b> | <b>Business Communication in a Global Context</b> <ul style="list-style-type: none"> <li>• Strategies for effective business communication across cultures</li> <li>• Presentation styles, tone, etiquette</li> <li>• Interpersonal skills in cross-cultural contexts</li> </ul> |
|                                                                        | <b>Module-3</b> | <b>Negotiating Internationally</b> <ul style="list-style-type: none"> <li>• Tactics and styles of negotiation across cultures</li> <li>• Influence of culture on negotiation outcomes</li> <li>• Do's and don'ts of international negotiations</li> </ul>                        |
|                                                                        | <b>Module-4</b> | <b>Technology and Cross-Cultural Communication</b> <ul style="list-style-type: none"> <li>• Role of digital tools in bridging cultural gaps</li> <li>• Virtual communication challenges and solutions</li> <li>• Impact of social media on global interactions</li> </ul>        |
|                                                                        | <b>Module-5</b> | <b>Emerging Trends in Cross-Cultural Management</b> <ul style="list-style-type: none"> <li>• Hybrid work and cultural implications</li> <li>• Integration of AI and machine translation</li> <li>• Cultural impacts on remote team collaboration</li> </ul>                      |
| <b>Unit-4<br/>Adaptation and Competency in Cross-Cultural Contexts</b> | <b>Module-1</b> | <b>Adjusting to a New Culture</b> <ul style="list-style-type: none"> <li>• Personal adaptation strategies</li> <li>• Role of mindset and flexibility</li> <li>• Cultural learning and openness</li> </ul>                                                                        |
|                                                                        | <b>Module-2</b> | <b>Cultural Relativity in Management Theories</b> <ul style="list-style-type: none"> <li>• Universal vs. culture-specific theories</li> <li>• Examples of management styles adapted by region</li> <li>• Reinterpreting classic theories in global contexts</li> </ul>           |
|                                                                        | <b>Module-3</b> | <b>Global Manager Competencies</b> <ul style="list-style-type: none"> <li>• Key competencies (adaptability, communication, empathy)</li> <li>• Developing cross-cultural intelligence</li> <li>• Role of training and mentorship</li> </ul>                                      |
|                                                                        | <b>Module-4</b> | <b>Cross-Cultural Leadership and Decision Making</b> <ul style="list-style-type: none"> <li>• Leadership challenges in multicultural settings</li> <li>• Decision-making models in cross-cultural contexts</li> <li>• Ethical dilemmas and cultural expectations</li> </ul>      |
|                                                                        | <b>Module-5</b> | <b>Conflict and Negotiation in Multicultural Settings</b>                                                                                                                                                                                                                        |

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|                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>Identifying sources of conflict in cross-cultural teams</li> <li>Conflict resolution strategies</li> <li>Building mutual trust and collaboration</li> </ul> |
| <b>Note:</b>       | <b>Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs</b>                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                    |
| <b>Examination</b> | <b>Part – A: Long answer type Questions 700 words each from all the units Part – B: Short Questions type Questions 300 Words each from all the units Part – C: Case Studies</b><br><b>Note: Part – A &amp; B Questions Covers all Units and Part – C from last 2 Units</b>                                                                                                                                                                                                                                          |                                                                                                                                                                                                    |
| <b>Text Book</b>   | <ul style="list-style-type: none"> <li>Hofstede, G. (2001). Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations. Sage publications.</li> <li>Trompenaars, F., &amp; Hampden-Turner, C. (2012). Riding the waves of culture: Understanding diversity in global business. Nicholas Brealey Publishing.</li> </ul>                                                                                                                                                     |                                                                                                                                                                                                    |
| <b>References</b>  | <ul style="list-style-type: none"> <li>Maznevski, M. L., &amp; DiStefano, J. J. (2016). Global leadership: Research, practice, and development. Routledge.</li> <li>Brett, J. M., Adair, W. L., &amp; Okumura, T. (2014). Negotiating globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries. John Wiley &amp; Sons.</li> <li>Bhagat, R. S., &amp; McQuaid, S. J. (2016). Handbook of cultural intelligence: Theory, measurement, and applications. Routledge</li> </ul> |                                                                                                                                                                                                    |

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| Course Code:<br>PAC.32.528                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Course Title: Export Import Procedures and Documentation                                                                                                                                             |                      |
| Scheme of Instruction                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                      | Scheme of Evaluation |
| Total Duration                                         | 60 Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Max. Marks                                                                                                                                                                                           | 100                  |
| Hours/Week                                             | 4Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Assignment/IA                                                                                                                                                                                        | 05/30                |
| Credits                                                | 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Attendance                                                                                                                                                                                           | 05                   |
| Instruction Delivery                                   | L/T/P                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Seminar/ End Exam                                                                                                                                                                                    | 10/50                |
| Course Type                                            | Minor (DSEC)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Exam Duration                                                                                                                                                                                        | 2.5 Hr.              |
| Instruction Mode                                       | Regular                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Evaluation                                                                                                                                                                                           | Grade                |
| Course Objectives                                      | <div><input type="checkbox"/> • To develop an in-depth understanding of the concepts, regulatory frameworks, and systems governing exports and imports in India.</div> <div><input type="checkbox"/> • To build the technical ability to handle documentation, customs procedures, and pricing strategies for international trade.</div> <div><input type="checkbox"/> • To enable practical application of institutional support systems and policy frameworks for smooth export-import operations.</div> <div><input type="checkbox"/> • To promote a proactive and compliance-oriented attitude toward international trade rules and procedures.</div> <div><input type="checkbox"/> • To instill ethical practices and value-based documentation in alignment with global trade standards and sustainability.</div> |                                                                                                                                                                                                      |                      |
| Course Outcomes                                        | <div><ul style="list-style-type: none"><li>• Understand the legal, procedural, and financial foundations of international trade.</li><li>• Describe the types and processes involved in export-import documentation and contracts.</li><li>• Draft and analyze export-import documents like shipping bills, letters of credit, and commercial invoices.</li><li>• Navigate customs, insurance, and clearance systems effectively.</li><li>• Plan export-import operations using policy frameworks like FTP, EPCG, and SEZs.</li><li>• Utilize institutional support such as ECGC, FIEO, and EXIM Bank to optimize global trade operations.</li><li>• Exhibit diligence in adhering to documentation accuracy, compliance regulations, and global standards.</li></ul></div>                                             |                                                                                                                                                                                                      |                      |
| Content                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                      |                      |
| Unit -1<br>Preliminaries<br>for Exports<br>and Imports | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Module 1: Introduction to Exporting <div><ul style="list-style-type: none"><li>• Definition, types, and classifications of exports</li><li>• Export marketing strategy and readiness</li></ul></div> |                      |

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|                                                        | <b>Module – 2</b> | <b>Export Marketing Ecosystem</b> <ul style="list-style-type: none"> <li>Export marketing organizations and functions</li> <li>Product selection and market identification</li> </ul>                            |
|                                                        | <b>Module – 3</b> | <b>Registration Formalities</b> <ul style="list-style-type: none"> <li>Import Export Code (IEC), RCMC, and licensing procedures</li> <li>Export licensing and product-market compliance</li> </ul>               |
|                                                        | <b>Module – 4</b> | <b>Pricing &amp; Methods of Exporting</b> <ul style="list-style-type: none"> <li>Export pricing, quotations, and payment terms</li> <li>Letter of credit: meaning and mechanics</li> </ul>                       |
|                                                        | <b>Module – 5</b> | <b>Module 5: Import Preliminaries</b> <ul style="list-style-type: none"> <li>Import liberalization, negative list, categories of importers</li> <li>Special schemes and duty structures for importers</li> </ul> |
| <b>Unit-II<br/>Export<br/>Import<br/>Documentation</b> | <b>Module – 1</b> | <b>Aligned Documentation System (ADS)</b> <ul style="list-style-type: none"> <li>Overview of ADS and essential commercial documents</li> </ul>                                                                   |
|                                                        | <b>Module – 2</b> | <b>Export Documents</b> <ul style="list-style-type: none"> <li>Commercial invoice, shipping bill, mate's receipt, bill of lading, GR Form</li> </ul>                                                             |
|                                                        | <b>Module – 3</b> | <b>Legal and Quality Certifications</b> <ul style="list-style-type: none"> <li>ISO 9000 procedure, BIS 14000, Certificate of Origin, Consular Invoice</li> </ul>                                                 |
|                                                        | <b>Module – 4</b> | <b>Marine Insurance and Inspection</b> <ul style="list-style-type: none"> <li>Marine insurance types and pre-shipment inspection procedures</li> </ul>                                                           |
|                                                        | <b>Module – 5</b> | <b>Import Documentation</b><br>Bill of entry, certificate of inspection, transport and freight declaration                                                                                                       |
| <b>Unit-III<br/>Export-<br/>Import<br/>Procedure</b>   | <b>Module – 1</b> | <b>Export Procedures</b> <ul style="list-style-type: none"> <li>Step-by-step export procedures and export contract elements</li> </ul>                                                                           |

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|                                                                               | <b>Module – 2</b>                                                                                                                                                                                                                                          | <b>Export Finance &amp; Forward Cover</b> <ul style="list-style-type: none"> <li>• Pre- and post-shipment finance</li> <li>• Role of institutions (EXIM Bank, commercial banks, ECGC)</li> </ul> |
|                                                                               | <b>Module – 3</b>                                                                                                                                                                                                                                          | <b>Clearance and Inspections</b> <ul style="list-style-type: none"> <li>• Excise clearance, preshipment inspection, clearing and forwarding</li> </ul>                                           |
|                                                                               | <b>Module – 4</b>                                                                                                                                                                                                                                          | <b>Customs &amp; Shipping Formalities</b> <ul style="list-style-type: none"> <li>• Customs EDI system, documentation negotiation, realization of proceeds</li> </ul>                             |
|                                                                               | <b>Module – 5</b>                                                                                                                                                                                                                                          | <b>Import Procedures</b> <ul style="list-style-type: none"> <li>• Legal import procedures, customs clearance, warehousing, exchange controls</li> </ul>                                          |
| <b>Unit-IV<br/>Policy and Institutional Framework for Exports and Imports</b> | <b>Module – 1</b>                                                                                                                                                                                                                                          | <b>Foreign Trade Policy (FTP)</b> <ul style="list-style-type: none"> <li>• Highlights, objectives, and structure of FTP</li> <li>• Special focus initiatives</li> </ul>                          |
|                                                                               | <b>Module – 2</b>                                                                                                                                                                                                                                          | <b>Export Incentives &amp; Schemes</b> <ul style="list-style-type: none"> <li>• Duty Drawback, EPCG, Deemed Exports, ASIDE, MAI, MDA</li> </ul>                                                  |
|                                                                               | <b>Module – 3</b>                                                                                                                                                                                                                                          | <b>Star Export Houses &amp; Export Towns</b> <ul style="list-style-type: none"> <li>• Criteria, benefits, and operations of SEHs and Towns of Export Excellence</li> </ul>                       |
|                                                                               | <b>Module – 4</b>                                                                                                                                                                                                                                          | <b>Institutional Support Systems</b> <ul style="list-style-type: none"> <li>• Roles of FIEO, IIFT, ITPO, EOUs, SEZs</li> </ul>                                                                   |
|                                                                               | <b>Module – 5</b>                                                                                                                                                                                                                                          | <b>Financial Institutions &amp; Insurance</b> <ul style="list-style-type: none"> <li>• Role of ECGC and EXIM Bank</li> <li>• Risk coverage, guarantees, and trade credit insurance</li> </ul>    |
| <b>Examination</b>                                                            | <b>Part – A: Long answer type questions (About 700 Words)</b><br><b>Part – B: Short answer type questions (About 300 Words)</b><br><b>Part – C: Case Studies</b><br><b>Note: Part – A &amp; B Questions Covers all Units and Part – C from any 2 Units</b> |                                                                                                                                                                                                  |

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| <b>Text Book</b>  | <p>Handbook of Import-Export Procedures – Ministry of Commerce, Government of India, New Delhi</p> <p>Export: What, Where and How, Paras Ram, Anupam Publishers, Delhi</p> <p>Exports – Do it Yourself, Mahajan M.I., Snow White Publications, New Delhi</p> <p>Import – Do it Yourself, M. I. Mahajan, Snow White Publications, New Delhi</p>                                                                 |
| <b>References</b> | <ul style="list-style-type: none"> <li>▪ Export Documentation and Procedures, Nabhi Publications, New Delhi</li> <li>▪ International Marketing Management, R.L. Varshney, Sultan Chand</li> <li>▪ International Marketing, Terpstra, Holt Saunders</li> <li>▪ International Business, Concept, Environment and Strategy, Sharan V</li> <li>▪ Export Management, D.C. Kapoor, Vikas Publishing House</li> </ul> |

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| <b>Course Code:<br/>PAC.32.529</b>                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Course Title: International Human Resource Management</b>                                                                                                                                                       |                             |                |
| <b>Scheme of Instruction</b>                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                    | <b>Scheme of Evaluation</b> |                |
| <b>Total Duration</b>                                                                                                                                 | <b>60 Hrs.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                    | <b>Max. Marks</b>           | <b>100</b>     |
| <b>Hours/Week</b>                                                                                                                                     | <b>4Hrs.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                    | <b>Assignment/IA</b>        | <b>05/30</b>   |
| <b>Credits</b>                                                                                                                                        | <b>4</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                    | <b>Attendance</b>           | <b>05</b>      |
| <b>Instruction Delivery</b>                                                                                                                           | <b>L/T</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                    | <b>Seminar/ End Exam</b>    | <b>10/50</b>   |
| <b>Course Type</b>                                                                                                                                    | Minor (DSEC)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                    | <b>Exam Duration</b>        | <b>2.5 Hr.</b> |
| <b>Instruction Mode</b>                                                                                                                               | Regular                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                    | <b>Evaluation</b>           | <b>Grade</b>   |
| <b>Course Objectives</b>                                                                                                                              | <ul style="list-style-type: none"><li>Analyze the Impact of Cultural, Legal, and Economic Factors on HR Practices</li><li>Examine Key IHRM Functions and Processes</li><li>Assess Strategies for Managing Expatriates and International Assignments</li><li>Explore Emerging Trends and Challenges in Global HRM</li></ul>                                                                                                                                                                                  |                                                                                                                                                                                                                    |                             |                |
| <b>Bullet Points Based on Number of Credits</b><br><b>(To Depict Knowledge, Skills, Competency, Attitudes and Values to be Attained)</b>              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                    |                             |                |
| <b>Course Outcomes</b>                                                                                                                                | <ul style="list-style-type: none"><li>Define and explain key concepts and practices in International Human Resource Management.</li><li>Analyze and apply cultural frameworks in managing cross-border teams and HR activities.</li><li>Compare and contrast domestic HRM with international HRM practices.</li><li>Evaluate expatriate management practices including recruitment, training, and performance.</li><li>Critically examine current issues, trends, and ethical challenges in IHRM.</li></ul> |                                                                                                                                                                                                                    |                             |                |
| <b>Bullet Points Based on Number of Credits</b><br><b>(To depict Transferable Knowledge, Skills, Competency, Attitudes and Values to be Achieved)</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                    |                             |                |
| <b>Content</b>                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                    |                             |                |
| <b>Unit -1<br/>Culture and Diversity in International Business</b>                                                                                    | <b>Module – 1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Understanding Culture and Nationality</b> <ul style="list-style-type: none"><li>Concept of culture and nationality</li><li>Cultural dimensions and their importance in international business</li></ul>         |                             |                |
|                                                                                                                                                       | <b>Module – 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Cultural Impact on International Business</b> <ul style="list-style-type: none"><li>Impact of culture on international business environment</li><li>Cross-cultural communication and its implications</li></ul> |                             |                |
|                                                                                                                                                       | <b>Module – 3</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"><li><b>Hofstede’s Cultural Dimensions Theory</b></li><li>Hofstede’s approach to understanding cross-cultural differences</li></ul>                                               |                             |                |

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|                                                                                                    |                   | <ul style="list-style-type: none"> <li>• Application of Hofstede's model in business contexts</li> </ul>                                                                                                                                                                                                             |
|                                                                                                    | <b>Module – 4</b> | <b>Cross-Cultural Workplace Differences</b> <ul style="list-style-type: none"> <li>• Cross-cultural differences at the workplace</li> <li>• Managing cultural conflicts and promoting inclusiveness</li> </ul>                                                                                                       |
|                                                                                                    | <b>Module – 5</b> | <b>Workforce Diversity and HRM</b> <ul style="list-style-type: none"> <li>• Strategies for managing workforce diversity</li> <li>• Diversity management programmes</li> <li>• Introduction to International Human Resource Management (IHRM)</li> <li>• Comparison between domestic and international HRM</li> </ul> |
| <b>Unit-2<br/>International<br/>Workforce<br/>Planning and<br/>Staffing</b>                        | <b>Module-1</b>   | <b>Global Human Resource Supply Issues</b> <ul style="list-style-type: none"> <li>• Issues in the supply of international human resources</li> <li>• Challenges in global HR planning</li> </ul>                                                                                                                     |
|                                                                                                    | <b>Module-2</b>   | <b>International Recruitment Process</b> <ul style="list-style-type: none"> <li>• Sources and methods of international recruitment</li> <li>• Legal and cultural considerations in international recruitment</li> </ul>                                                                                              |
|                                                                                                    | <b>Module-3</b>   | <b>Staffing Approaches in MNCs</b> <ul style="list-style-type: none"> <li>• Staffing policies: Ethnocentric, Polycentric, Geocentric, and Regiocentric</li> <li>• Strategic implications of staffing decisions</li> </ul>                                                                                            |
|                                                                                                    | <b>Module-4</b>   | <b>Selection Techniques for International Assignments</b> <ul style="list-style-type: none"> <li>• Selection criteria for expatriates</li> <li>• Techniques and assessment tools for international staffing</li> </ul>                                                                                               |
|                                                                                                    | <b>Module-5</b>   | <b>Managing Expatriation and Failure</b> <ul style="list-style-type: none"> <li>• Successful expatriation practices</li> <li>• Causes and consequences of expatriate failure</li> <li>• Strategies to prevent expatriate turnover</li> </ul>                                                                         |
| <b>Unit-3<br/>Performance<br/>Management and<br/>Compensation in<br/>International<br/>Context</b> | <b>Module-1</b>   | <b>International Performance Appraisal</b> <ul style="list-style-type: none"> <li>• Criteria and techniques for performance appraisal</li> <li>• Variables affecting expatriate performance appraisal</li> </ul>                                                                                                     |
|                                                                                                    | <b>Module-2</b>   | <b>Challenges in Performance Management</b> <ul style="list-style-type: none"> <li>• Cultural challenges in performance appraisal</li> </ul>                                                                                                                                                                         |

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|                                                                                                      |                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Standardization vs. localization in performance evaluation</li> </ul>                                                                                                                                  |
|                                                                                                      | <b>Module-3</b>                                                                                                                                                                                                                                                            | <b>Compensation Planning for Expatriates</b> <ul style="list-style-type: none"> <li>Objectives of expatriate compensation systems</li> <li>Key components of an international compensation package</li> </ul>                                 |
|                                                                                                      | <b>Module-4</b>                                                                                                                                                                                                                                                            | <b>Approaches to Expatriate Compensation</b> <ul style="list-style-type: none"> <li>Going Rate Approach</li> <li>Balance Sheet Approach</li> <li>Comparative analysis of compensation methods</li> </ul>                                      |
|                                                                                                      | <b>Module-5</b>                                                                                                                                                                                                                                                            | <b>Cultural Impacts on Compensation</b> <ul style="list-style-type: none"> <li>Influence of culture on compensation policy</li> <li>Aligning compensation systems with host country norms</li> </ul>                                          |
| <b>Unit-4<br/>Global Training,<br/>Repatriation &amp;<br/>International<br/>Industrial Relations</b> | <b>Module-1</b>                                                                                                                                                                                                                                                            | <b>Global Training and Development</b> <ul style="list-style-type: none"> <li>Areas of training for international staff</li> <li>Importance of global mindset and skill development</li> </ul>                                                |
|                                                                                                      | <b>Module-2</b>                                                                                                                                                                                                                                                            | <b>Cross-Cultural and Diversity Training</b> <ul style="list-style-type: none"> <li>Cross-cultural training methods and models</li> <li>Diversity training for global teams</li> </ul>                                                        |
|                                                                                                      | <b>Module-3</b>                                                                                                                                                                                                                                                            | <b>Team Building and Repatriation</b> <ul style="list-style-type: none"> <li>Building cross-cultural teams</li> <li>Repatriation process and challenges faced by returning employees</li> </ul>                                               |
|                                                                                                      | <b>Module-4</b>                                                                                                                                                                                                                                                            | <b>HRM in Cross-Border Mergers &amp; Acquisitions</b> <ul style="list-style-type: none"> <li>Role of HR in cross-border M&amp;As</li> <li>Cultural integration and talent management in M&amp;As</li> </ul>                                   |
|                                                                                                      | <b>Module-5</b>                                                                                                                                                                                                                                                            | <b>International Industrial Relations</b> <ul style="list-style-type: none"> <li>Key players in international industrial relations</li> <li>Labour unions and MNCs</li> <li>Employee relations and union responses in global firms</li> </ul> |
| <b>Note:</b>                                                                                         | <b>Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs</b>                                                                                                             |                                                                                                                                                                                                                                               |
| <b>Examination</b>                                                                                   | <b>Part – A: Long answer type Questions 700 words each from all the units Part – B: Short Questions type Questions 300 Words each from all the units Part – C: Case Studies</b><br><b>Note: Part – A &amp; B Questions Covers all Units and Part – C from last 2 Units</b> |                                                                                                                                                                                                                                               |

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|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Text Book</b>  | <ul style="list-style-type: none"> <li>• Dowling, P. J., Festing, M., &amp; Engle, A. D. (2023). International human resource management (8th ed.). Cengage Learning.</li> <li>• Harzing, A. W., &amp; Pinnington, A. H. (2023). International human resource management (6th ed.). Sage Publications.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>References</b> | <ul style="list-style-type: none"> <li>• Briscoe, D. R., Tarique, I., &amp; Schuler, R. S. (2012). International human resource management: Policies and practices for multinational enterprises (4th ed.). Routledge.</li> <li>• Sparrow, P., Brewster, C., &amp; Chung, C. (2016). Globalizing human resource management (2nd ed.). Routledge.</li> <li>• Scullion, H., &amp; Collings, D. G. (Eds.). (2011). Global talent management. Routledge.</li> <li>• Stahl, G. K., Björkman, I., &amp; Morris, S. (Eds.). (2012). Handbook of research in international human resource management (2nd ed.). Edward Elgar Publishing.</li> <li>• Brewster, C., Chung, C., &amp; Sparrow, P. (2016). Globalizing human resource management (2nd ed.). Routledge.</li> </ul> |

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| Course Code:<br>PAC.32.530                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Course Title: Management of MNCs                                                                                                                                                  |                      |         |
| Scheme of Instruction                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                   | Scheme of Evaluation |         |
| Total Duration                                                                                                                          | 60 Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                   | Max. Marks           | 100     |
| Hours/Week                                                                                                                              | 4Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                   | Assignment/IA        | 05/30   |
| Credits                                                                                                                                 | 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                   | Attendance           | 05      |
| Instruction Delivery                                                                                                                    | L/T                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                   | Seminar/ End Exam    | 10/50   |
| Course Type                                                                                                                             | Core                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                   | Exam Duration        | 2.5 Hr. |
| Instruction Mode                                                                                                                        | Regular                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                   | Evaluation           | Grade   |
| Course Objectives                                                                                                                       | <ul style="list-style-type: none"><li>Teach theoretical foundations, global management trends, and entry strategies (M&amp;As, Joint Ventures) used by MNCs to operate across borders.</li><li>Compare global management practices across major economies and examine headquarters-subsidiary decision-making structures.</li><li>Explore the multidimensional risks—marketing, financial, legal, and political—alongside corporate ethics and social responsibility in global business.</li><li>Analyze India’s policy frameworks, foreign investment regulations (FDI/FII), and the internationalization of Indian corporations.</li></ul> |                                                                                                                                                                                   |                      |         |
| Bullet Points Based on Number of Credits<br>(To Depict Knowledge, Skills, Competency, Attitudes and Values to be Attained)              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                   |                      |         |
| Course Outcomes                                                                                                                         | <ul style="list-style-type: none"><li>Apply international business theories to evaluate global expansion methods and resolve key operational challenges faced by MNCs.</li><li>Compare diverse cultural management styles and organizational models to streamline cross-border team leadership and decision-making.</li><li>Develop ethical strategies to manage cross-border supply chains, international marketing, and multi-country financial risks.</li><li>Assess the legal frameworks, trade policies, and cross-border merger strategies driving Indian firms into global markets.</li></ul>                                         |                                                                                                                                                                                   |                      |         |
| Bullet Points Based on Number of Credits<br>(To depict Transferable Knowledge, Skills, Competency, Attitudes and Values to be Achieved) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                   |                      |         |
| Content                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                   |                      |         |
| Unit -1<br><br>Foundations of International Management and MNCs                                                                         | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Global Management Trends and Challenges <ul style="list-style-type: none"><li>International Management – Trends, Challenges, and Opportunities</li></ul>                          |                      |         |
|                                                                                                                                         | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Theoretical Approaches to International Management <ul style="list-style-type: none"><li>Different Schools of Thought of International Management</li></ul>                       |                      |         |
|                                                                                                                                         | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Classification of International Business Types <ul style="list-style-type: none"><li>Different Types of International Business</li></ul>                                          |                      |         |
|                                                                                                                                         | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Internal Challenges Faced by MNCs <ul style="list-style-type: none"><li>Problems Faced by MNCs in International Operations</li></ul>                                              |                      |         |
|                                                                                                                                         | Module – 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"><li>Host Country Concerns with MNC Operations<ul style="list-style-type: none"><li>Problems Posed by MNCs to Host Countries</li></ul></li></ul> |                      |         |
| Unit-2<br><br>Growth,                                                                                                                   | Module-1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Role and Evolution of MNCs <ul style="list-style-type: none"><li>Growth and Development of MNCs</li><li>Significance in the Global Economy</li></ul>                              |                      |         |

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| <b>Structures, and<br/>Cross-Cultural<br/>Management</b> | <b>Module-2</b> | <b>Growth Patterns and Strategic Considerations</b> <ul style="list-style-type: none"> <li>• Country of Origin, Diverse Management Styles</li> <li>• Strategic Issues</li> </ul> |
|                                                          | <b>Module-3</b> | <b>Comparative Management Approaches</b> <ul style="list-style-type: none"> <li>• Importance, Scope</li> </ul>                                                                   |

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|                                                                            |                 | <ul style="list-style-type: none"> <li>• Methods of Comparative Management</li> </ul>                                                                                                   |
|                                                                            | <b>Module-4</b> | <b>Global Management Styles</b> <ul style="list-style-type: none"> <li>• Comparative Practices in the U.S., Japan, China, Korea, and India</li> </ul>                                   |
|                                                                            | <b>Module-5</b> | <b>Organizational Structures in International Firms</b> <ul style="list-style-type: none"> <li>• Decision-Making Locus</li> <li>• Headquarters vs Subsidiaries</li> </ul>               |
| <b>Unit-3</b><br><br><b>International Business Strategy and Operations</b> | <b>Module-1</b> | <b>Crafting International Business Strategies</b> <ul style="list-style-type: none"> <li>• Creating Competitive Strategies for Global Business</li> </ul>                               |
|                                                                            | <b>Module-2</b> | <b>Global Operations and Production Management</b> <ul style="list-style-type: none"> <li>• Managing Production</li> <li>• Service Technologies</li> <li>• Operations Abroad</li> </ul> |
|                                                                            | <b>Module-3</b> | <b>Multidimensional Environment of International Business</b> <ul style="list-style-type: none"> <li>• Marketing, Financial</li> <li>• Legal, and Political Considerations</li> </ul>   |
|                                                                            | <b>Module-4</b> | <b>Corporate Ethics and Strategic Alliances</b> <ul style="list-style-type: none"> <li>• Ethics, Social Responsibility</li> <li>• Global Strategic Partnerships</li> </ul>              |
|                                                                            | <b>Module-5</b> | <b>Cross-Border Expansion Tools</b> <ul style="list-style-type: none"> <li>○ Acquisitions, Mergers, Joint Ventures</li> <li>○ Alliances</li> </ul>                                      |
| <b>Unit-4</b><br><br><b>Indian Perspective and Regulatory Environment</b>  | <b>Module-1</b> | <b>India's Policy Toward MNCs</b> <ul style="list-style-type: none"> <li>• Indian Perspectives</li> <li>• Policy Framework</li> </ul>                                                   |
|                                                                            | <b>Module-2</b> | <b>Indian Firms Going Global</b> <ul style="list-style-type: none"> <li>• Internationalization of Indian Business Firms</li> <li>• Overseas Ventures</li> </ul>                         |
|                                                                            | <b>Module-3</b> | <b>M&amp;A Activities by Indian Firms</b> <ul style="list-style-type: none"> <li>• International Mergers and Acquisitions by Indian Corporations</li> </ul>                             |

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|                    | <b>Module-4</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Foreign Investment Regulations in India</b> <ul style="list-style-type: none"> <li>• Policy Changes on Entry of FIs and FIIs</li> </ul>              |
|                    | <b>Module-5</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Legal Landscape for MNCs</b> <ul style="list-style-type: none"> <li>• International Legal Frameworks Governing Multinational Corporations</li> </ul> |
| <b>Note:</b>       | <b>Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs</b>                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                         |
| <b>Examination</b> | <b>Part – A: Long answer type Questions 700 words each from all the units Part – B: Short Questions type Questions 300 Words each from all the units Part – C: Case Studies</b><br><b>Note: Part – A &amp; B Questions Covers all Units and Part – C from last 2 Units</b>                                                                                                                                                                                                                             |                                                                                                                                                         |
| <b>Text Book</b>   | <ul style="list-style-type: none"> <li>• Bartlett, C. &amp; Ghoshal, S. □ <i>Transnational Management: Text and Cases</i>, Tata McGraw Hill</li> <li>• Hodgetts □ <i>International Management</i>, Tata McGraw Hill</li> <li>• Koontz &amp; Weihrich □ <i>Management: The Global Perspective</i>, Tata McGraw Hill</li> <li>• Nagandhi, A.R. □ <i>International Management</i>, Prentice Hall of India</li> </ul>                                                                                      |                                                                                                                                                         |
| <b>References</b>  | <ul style="list-style-type: none"> <li>• Thakur, M., Burton, G.E., &amp; Srivastav, B.N. – <i>International Management: Concepts and Cases</i>, Tata McGraw Hill</li> <li>• Prahalad, C.K. &amp; Doz, Y.L. (1987) – “The Multinational Mission: Balancing Local Demands and Global Vision” <i>Harvard Business School Press</i></li> <li>• Ghemawat, P. (2001) – “Distance Still Matters: The Hard Reality of Global Expansion” <i>Harvard Business Review</i>, Vol. 79, No. 8, pp. 137–147</li> </ul> |                                                                                                                                                         |

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| Course Code:<br>PAC.32.531                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Course Title: International Trade and Geo-Politics                                                                                                                                                                         |                      |         |
| Scheme of Instruction                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                            | Scheme of Evaluation |         |
| Total Duration                                                                                                                          | 60 Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                            | Max. Marks           | 100     |
| Hours/Week                                                                                                                              | 4Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                            | Assignment/IA        | 05/30   |
| Credits                                                                                                                                 | 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                            | Attendance           | 05      |
| Instruction Delivery                                                                                                                    | L/T                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                            | Seminar/ End Exam    | 10/50   |
| Course Type                                                                                                                             | Core                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                            | Exam Duration        | 2.5 Hr. |
| Instruction Mode                                                                                                                        | Regular                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                            | Evaluation           | Grade   |
| Course Objectives                                                                                                                       | <ul style="list-style-type: none"><li>To understand the fundamentals of international trade and its evolution in a geo-political context.</li><li>To analyze the influence of global political decisions on trade policies and relationships.</li><li>To critically evaluate modern trade conflicts and protectionist strategies.</li><li>To explore the role of international organizations and trade agreements in shaping global trade.</li><li>To develop analytical thinking towards current international trade tensions and global alliances.</li><li></li></ul>                                                                                        |                                                                                                                                                                                                                            |                      |         |
| Bullet Points Based on Number of Credits<br>(To Depict Knowledge, Skills, Competency, Attitudes and Values to be Attained)              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                            |                      |         |
| Course Outcomes                                                                                                                         | <ul style="list-style-type: none"><li>Students will be able to explain the interdependence between international trade and political relations among countries.</li><li>Students will gain insight into contemporary trade disputes and their broader global implications.</li><li>Students will understand the strategies used by nations to safeguard economic interests through policy and diplomacy.</li><li>Students will be capable of analyzing trade policies from both economic and geo-political perspectives.</li><li>Students will be prepared to assess international trade scenarios using real-world case studies and current events.</li></ul> |                                                                                                                                                                                                                            |                      |         |
| Bullet Points Based on Number of Credits<br>(To depict Transferable Knowledge, Skills, Competency, Attitudes and Values to be Achieved) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                            |                      |         |
| Content                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                            |                      |         |
| Unit -1<br><br>Foundations of International Trade and Global Order                                                                      | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Evolution of International Trade Systems <ul style="list-style-type: none"><li>Historical development of global trade</li><li>Theories of international trade</li><li>Transition from mercantilism to free trade</li></ul> |                      |         |
|                                                                                                                                         | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | International Trade Institutions and Agreements <ul style="list-style-type: none"><li>Role of World Trade Organization</li><li>Trade agreements and economic blocs (e.g., European Union, ASEAN)</li></ul>                 |                      |         |
|                                                                                                                                         | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Political Economy of Trade <ul style="list-style-type: none"><li>Influence of domestic politics on trade policy</li><li>National interest vs. global cooperation</li></ul>                                                 |                      |         |

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|                                                                   | <b>Module – 4</b> | <b>Global Trade Patterns and Emerging Markets</b> <ul style="list-style-type: none"> <li>○ Trade trends in developed and developing nations</li> <li>○ South-South trade and regional integration</li> <li>○ Role of technology in trade evolution</li> </ul>      |
|                                                                   | <b>Module – 5</b> | <b>International Financial Institutions and Trade</b> <ul style="list-style-type: none"> <li>• Role of International Monetary Fund and World Bank</li> <li>• Currency systems and exchange rate regimes</li> </ul>                                                 |
| <b>Unit-2</b><br><br><b>Geo-Politics and Trade Strategy</b>       | <b>Module-1</b>   | <b>Understanding Geo-Politics in Trade</b> <ul style="list-style-type: none"> <li>○ Definition and scope of geo-politics</li> <li>○ Strategic resources and geographic advantage</li> <li>○ National security and economic diplomacy</li> </ul>                    |
|                                                                   | <b>Module-2</b>   | <b>Trade as a Tool of Political Power</b> <ul style="list-style-type: none"> <li>• Economic sanctions and trade embargos</li> <li>• Trade wars and political retaliation</li> </ul>                                                                                |
|                                                                   | <b>Module-3</b>   | <b>Major Geo-Political Theories and Their Trade Implications</b> <ul style="list-style-type: none"> <li>○ Heartland Theory, Rimland Theory, and Sea Power</li> <li>• Geostrategy of nations and trade routes</li> </ul>                                            |
|                                                                   | <b>Module-4</b>   | <b>Regional Geo-Political Conflicts and Trade Impact</b> <ul style="list-style-type: none"> <li>○ Middle East oil trade and conflict</li> <li>○ South China Sea and Indo-Pacific dynamics</li> <li>○ Border conflicts and cross-border trade disruption</li> </ul> |
|                                                                   | <b>Module-5</b>   | <b>Role of Superpowers in Shaping Trade Norms</b> <ul style="list-style-type: none"> <li>• Trade leadership of the United States and China</li> <li>• Strategic rivalry and supply chain reshaping</li> </ul>                                                      |
|                                                                   |                   |                                                                                                                                                                                                                                                                    |
| <b>Unit-3</b><br><br><b>Global Trade Conflicts and Disruption</b> | <b>Module-1</b>   | <b>Understanding Trade Conflicts</b> <ul style="list-style-type: none"> <li>• Causes and types of trade conflicts</li> <li>• Protectionist policies and tariffs</li> <li>• Anti-dumping measures and subsidies</li> </ul>                                          |
|                                                                   | <b>Module-2</b>   | <b>Case Study – United States and China Trade War</b>                                                                                                                                                                                                              |

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|                                                                           |                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>○ Timeline and phases of the conflict</li> <li>○ Tariffs, technology bans, and retaliatory measures</li> </ul>                                                                                                       |
|                                                                           | <b>Module-3</b>                                                                                                                                                                                                                                                                                | <b>Trade Barriers and Non-Tariff Measures</b> <ul style="list-style-type: none"> <li>○ Quotas, import licenses, and standards</li> <li>○ Intellectual property and technology control</li> </ul>                                                            |
|                                                                           | <b>Module-4</b>                                                                                                                                                                                                                                                                                | <b>Impact of War and Political Sanctions on Trade</b> <ul style="list-style-type: none"> <li>○ Russia-Ukraine war and energy trade disruptions</li> <li>○ Sanctions and countermeasures</li> </ul>                                                          |
|                                                                           | <b>Module-5</b>                                                                                                                                                                                                                                                                                | <b>Trade Conflicts in the Global South</b> <ul style="list-style-type: none"> <li>○ India-China border trade tensions</li> <li>○ African trade integration challenges</li> <li>○ Latin American trade politics</li> </ul>                                   |
| <b>Unit-4</b><br><br><b>Future of Trade and Geo-Political Realignment</b> | <b>Module-1</b>                                                                                                                                                                                                                                                                                | <b>Strategic Alliances and Trade Blocs of the Future</b> <ul style="list-style-type: none"> <li>○ Indo-Pacific Economic Framework</li> <li>○ BRICS and New Development Bank</li> <li>○ Regional Comprehensive Economic Partnership</li> </ul>               |
|                                                                           | <b>Module-2</b>                                                                                                                                                                                                                                                                                | <b>Digital Trade and Techno-Politics</b> <ul style="list-style-type: none"> <li>○ Rise of digital trade and data localization</li> <li>○ Technological hegemony and global competition</li> </ul>                                                           |
|                                                                           | <b>Module-3</b>                                                                                                                                                                                                                                                                                | <b>Sustainable Trade and Green Geo-Politics</b> <ul style="list-style-type: none"> <li>● Climate change and carbon border taxes</li> <li>● Green energy trade and geopolitical realignment</li> </ul>                                                       |
|                                                                           | <b>Module-4</b>                                                                                                                                                                                                                                                                                | <b>Supply Chain Diversification and Resilience</b> <ul style="list-style-type: none"> <li>○ Decoupling from traditional partners</li> <li>○ Strategic autonomy and reshoring</li> </ul>                                                                     |
|                                                                           | <b>Module-5</b>                                                                                                                                                                                                                                                                                | <b>India's Role in Global Trade and Diplomacy</b> <ul style="list-style-type: none"> <li>○ India's trade strategy and foreign policy</li> <li>○ Make in India, Atma Nirbhar Bharat initiatives</li> <li>○ India's participation in global forums</li> </ul> |
| <b>Note:</b>                                                              | <b>Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs</b>                                                                                                                                 |                                                                                                                                                                                                                                                             |
| <b>Examination</b>                                                        | <b>Part – A: Long answer type Questions 700 words each from all the units</b><br><b>Part – B: Short Questions type Questions 300 Words each from all the units</b><br><b>Part – C: Case Studies</b><br><b>Note: Part – A &amp; B Questions Covers all Units and Part – C from last 2 Units</b> |                                                                                                                                                                                                                                                             |

|                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Text Book</b></p>  | <ul style="list-style-type: none"> <li>• <b>World Trade Organization – Learning Resources</b><br/> <a href="https://www.wto.org/english/res_e/reser_e/ersd_publications_e.htm">https://www.wto.org/english/res_e/reser_e/ersd_publications_e.htm</a></li> <li>• <b>International Monetary Fund – eLibrary Open Access</b><br/> <a href="https://www.elibrary.imf.org">https://www.elibrary.imf.org</a></li> <li>• <b>United Nations Conference on Trade and Development (UNCTAD)</b><br/> <a href="https://unctad.org/publications">https://unctad.org/publications</a></li> </ul>                                                                                                                                                                                                                                                                                                         |
| <p><b>References</b></p> | <ul style="list-style-type: none"> <li>• <b>World Bank Open Knowledge Repository</b><br/> <a href="https://openknowledge.worldbank.org">https://openknowledge.worldbank.org</a></li> <li>• <b>“Geo-Economics and the Reordering of the World” – by Mark Leonard (Free Summary &amp; Reports)</b><br/> Available at European Council on Foreign Relations<br/> <a href="https://ecfr.eu/publication/geo-economics-and-the-reordering-of-the-world/">https://ecfr.eu/publication/geo-economics-and-the-reordering-of-the-world/</a></li> <li>• <b>E-International Relations (Open Access Books and Articles)</b><br/> <a href="https://www.e-ir.info/publications/">https://www.e-ir.info/publications/</a></li> <li>• <b>“Global Political Economy” by Robert O’Brien and Marc Williams (Preview and key chapters available)</b><br/> Google Books or university library access.</li> </ul> |

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| Course Code:<br>PAC.32.532                                                                                                              | Course Title: International Marketing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |                      |         |
| Scheme of Instruction                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  | Scheme of Evaluation |         |
| Total Duration                                                                                                                          | 60 Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  | Max. Marks           | 100     |
| Hours/Week                                                                                                                              | 4Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  | Assignment/IA        | 05/30   |
| Credits                                                                                                                                 | 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  | Attendance           | 05      |
| Instruction Delivery                                                                                                                    | L/T                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  | Seminar/ End Exam    | 10/50   |
| Course Type                                                                                                                             | Minor (DSEC)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  | Exam Duration        | 2.5 Hr. |
| Instruction Mode                                                                                                                        | Regular                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  | Evaluation           | Grade   |
| Course Objectives                                                                                                                       | <ul style="list-style-type: none"><li>Understand the fundamentals of international marketing and how it differs from domestic marketing.</li><li>Analyze international market environments, including economic, political, legal, cultural, and technological factors.</li><li>Evaluate market entry strategies and international marketing channels.</li><li>Develop effective international marketing plans, including product, pricing, promotion, and distribution decisions.</li></ul>                                        |  |                      |         |
| Bullet Points Based on Number of Credits<br>(To Depict Knowledge, Skills, Competency, Attitudes and Values to be Attained)              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |                      |         |
| Course Outcomes                                                                                                                         | <ul style="list-style-type: none"><li>Define and explain key concepts, theories, and practices in international marketing.</li><li>Assess international market opportunities using relevant environmental analysis tools.</li><li>Formulate appropriate entry strategies for different international markets.</li><li>Design a comprehensive international marketing mix tailored to specific country conditions.</li><li>Demonstrate awareness of cultural differences and their impact on global marketing strategies.</li></ul> |  |                      |         |
| Bullet Points Based on Number of Credits<br>(To depict Transferable Knowledge, Skills, Competency, Attitudes and Values to be Achieved) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |                      |         |
| Content                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |                      |         |

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| <b>Unit -1<br/>Introduction to<br/>International<br/>Marketing</b> | <b>Module – 1</b> | <b>Fundamentals of International Marketing</b> <ul style="list-style-type: none"> <li>• Nature and Scope of International Marketing</li> <li>• Importance and Significance of International Marketing</li> </ul>                                              |
|                                                                    | <b>Module – 2</b> | <b>Complexities in International Marketing</b> <ul style="list-style-type: none"> <li>• Challenges in International Marketing Operations</li> <li>• Global vs. Local Marketing Perspectives</li> </ul>                                                        |
|                                                                    | <b>Module – 3</b> | <b>Marketing Transition Frameworks</b> <ul style="list-style-type: none"> <li>• Transition from Domestic Marketing to International and Transitional Marketing</li> <li>• Key stages in international marketing evolution</li> </ul>                          |
|                                                                    | <b>Module – 4</b> | <b>ERPG Framework</b> <ul style="list-style-type: none"> <li>• Ethnocentric, Polycentric, Regiocentric, and Geocentric Approaches</li> <li>• Strategic Implications of ERPG Orientations</li> </ul>                                                           |
|                                                                    | <b>Module – 5</b> | <b>International Market Entry Strategies</b> <ul style="list-style-type: none"> <li>• Exporting, Licensing, Franchising, Joint Ventures, and Wholly Owned Subsidiaries</li> <li>• Selection Criteria for Market Entry Strategies</li> </ul>                   |
| <b>Unit-2<br/>International<br/>Marketing<br/>Environment</b>      | <b>Module-1</b>   | <b>Internal Environment of International Marketing</b> <ul style="list-style-type: none"> <li>• Company-related factors: Resources, Capabilities, and Organizational Structure</li> <li>• Influence of Internal Environment on Marketing Decisions</li> </ul> |
|                                                                    | <b>Module-2</b>   | <b>External Environment – Geographical and Demographic Factors</b> <ul style="list-style-type: none"> <li>• Global Geographical Diversities</li> <li>• Demographic Profiles and their Marketing Implications</li> </ul>                                       |
|                                                                    | <b>Module-3</b>   | <b>Economic Environment</b> <ul style="list-style-type: none"> <li>• Economic Development Levels</li> <li>• Currency, Inflation, and Trade Factors Affecting Marketing</li> </ul>                                                                             |
|                                                                    | <b>Module-4</b>   | <b>Socio-Cultural and Political Environment</b>                                                                                                                                                                                                               |

|                                                                  |                 |                                                                                                                                                                                                                                        |
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|                                                                  |                 | <ul style="list-style-type: none"> <li>• Cultural Dimensions and Global Consumer Behaviour</li> <li>• Political Risk Analysis in International Markets</li> </ul>                                                                      |
|                                                                  | <b>Module-5</b> | <b>Legal Environment and Impact on Marketing Decisions</b> <ul style="list-style-type: none"> <li>• International Trade Laws and Agreements</li> <li>• Environmental Impact on International Marketing Strategy Formulation</li> </ul> |
| <b>Unit-3<br/>Foreign Market Selection and Product Decisions</b> | <b>Module-1</b> | <b>Global Market Segmentation</b> <ul style="list-style-type: none"> <li>• Bases and Approaches to International Market Segmentation</li> <li>• Targeting Strategies in Global Markets</li> </ul>                                      |
|                                                                  | <b>Module-2</b> | <b>Selection of Foreign Markets and Positioning</b> <ul style="list-style-type: none"> <li>• Criteria for Selecting Foreign Markets</li> <li>• Positioning Strategies in International Marketing</li> </ul>                            |
|                                                                  | <b>Module-3</b> | <b>Product Planning for Global Markets</b> <ul style="list-style-type: none"> <li>• Product Decisions in International Context</li> <li>• Product Life Cycle across Global Markets</li> </ul>                                          |
|                                                                  | <b>Module-4</b> | <b>Standardization vs. Adaptation</b> <ul style="list-style-type: none"> <li>• Standardized Product Strategy vs. Local Adaptation</li> <li>• Determinants of Product Standardization or Customization</li> </ul>                       |
|                                                                  | <b>Module-5</b> | <b>Branding, Packaging and Labelling</b> <ul style="list-style-type: none"> <li>• Management of International Brands</li> <li>• Global Packaging Strategies and International Labelling Requirements</li> </ul>                        |
| <b>Unit-4<br/>International Pricing and Promotion Decisions</b>  | <b>Module-1</b> | <b>Environmental Influences on Pricing Decisions</b> <ul style="list-style-type: none"> <li>• Economic, Competitive, Legal, and Cultural Influences on Price Setting</li> <li>• Challenges in International Pricing</li> </ul>         |
|                                                                  | <b>Module-2</b> | <b>International Pricing Policies and Strategies</b> <ul style="list-style-type: none"> <li>• Cost-based, Market-based, and Competitive Pricing</li> <li>• Transfer Pricing and Dumping Issues</li> </ul>                              |
|                                                                  | <b>Module-3</b> | <b>Complexities in International Promotion</b>                                                                                                                                                                                         |

|                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                             |
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|                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>• Communication Challenges in Global Markets</li> <li>• Cultural and Language Barriers in Promotional Campaigns</li> </ul>                                                           |
|                    | <b>Module-4</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>International Advertising and Personal Selling</b> <ul style="list-style-type: none"> <li>• Media Planning and Global Advertising Campaigns</li> <li>• Role of Personal Selling in International Markets</li> </ul>      |
|                    | <b>Module-5</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Sales Promotion and Public Relations</b> <ul style="list-style-type: none"> <li>• International Sales Promotion Tools and Strategies</li> <li>• Importance of Public Relations in Building Global Brand Image</li> </ul> |
| <b>Note:</b>       | <b>Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                             |
| <b>Examination</b> | <b>Part – A: Long answer type Questions 700 words each from all the units</b><br><b>Part – B: Short Questions type Questions 300 Words each from all the units</b><br><b>Part – C: Case Studies</b><br><b>Note: Part – A &amp; B Questions Covers all Units and Part – C from last 2 Units</b>                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                             |
| <b>Text Book</b>   | <ul style="list-style-type: none"> <li>• Ghauri, P., &amp; Cateora, P. R. (2024). International Marketing (5th ed.). McGraw-Hill Education.</li> <li>• Kotabe, M., Helsen, K., &amp; Maheshwari, P. (2024). International Marketing (8th ed., Indian Adaptation). Wiley India.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                             |
| <b>References</b>  | <ul style="list-style-type: none"> <li>• Berndt, R., Fantapié Altobelli, C., &amp; Sander, M. (2023). International Marketing Management. Springer Gabler.</li> <li>• Marwah, R., Chawhan, M., Tiwari, S., &amp; Shrivastava, N. (2023). International Marketing. Noble Science Press.</li> <li>• Kotabe, M., &amp; Helsen, K. (Eds.). (2009). The SAGE Handbook of International Marketing. SAGE Publications.</li> <li>• Cherunilam, F. (2024). International Marketing (16th ed.). Himalaya Publishing House.</li> <li>• Gundawar, P., Bavadekar, A., Mudaliar, A. L., &amp; Joshi, S. (2024). International Marketing. San International Scientific Publication.</li> </ul> |                                                                                                                                                                                                                             |

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| Course Code:<br>PAC.35.501                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Course Title: Stock Market Operations                                                                                                                           |                      |         |
| Scheme of Instruction                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                 | Scheme of Evaluation |         |
| Total Duration                                                                                                                                        | 30 Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                 | Max. Marks           | 50      |
| Hours/Week                                                                                                                                            | 2Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                 | Assignment/IA        | 2.5/15  |
| Credits                                                                                                                                               | 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                 | Attendance           | 2.5     |
| Instruction Delivery                                                                                                                                  | L/T                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                 | Seminar/ End Exam    | 05/25   |
| Course Type                                                                                                                                           | Skill (SEC)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                 | Exam Duration        | 1.5 Hr. |
| Instruction Mode                                                                                                                                      | Regular                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                 | Evaluation           | Grade   |
| Course Objectives                                                                                                                                     | <ul style="list-style-type: none"><li>Understand the structure, types, and functions of financial markets, including primary and secondary markets.</li><li>Explore the working of stock exchanges, trading systems, and regulatory frameworks in India.</li><li>Examine the processes involved in securities issuance, listing, trading, and settlement.</li><li>Gain insights into the roles of intermediaries, market infrastructure institutions, and investor protection mechanisms.</li><li>Analyze current trends and challenges in stock market operations, including technological advancements and market irregularities.</li></ul>                                                                                                                                                             |                                                                                                                                                                 |                      |         |
| <b>Bullet Points Based on Number of Credits</b><br><b>(To Depict Knowledge, Skills, Competency, Attitudes and Values to be Attained)</b>              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                 |                      |         |
| Course Outcomes                                                                                                                                       | <ul style="list-style-type: none"><li>Gain conceptual clarity on markets, IPO processes, trading mechanisms, and regulatory frameworks governing stock exchanges in India.</li><li>Acquire practical knowledge in understanding DEMAT procedures, placing stock orders, interpreting market data, and identifying trading opportunities.</li><li>Develop the ability to evaluate primary and secondary market processes, settlement cycles, and risk management measures effectively.</li><li>Cultivate a proactive mindset towards ethical investing, transparency in trading practices, and a strong interest in financial literacy.</li><li>Appreciate the importance of integrity, investor protection, and regulatory compliance, fostering trust and responsibility in financial markets.</li></ul> |                                                                                                                                                                 |                      |         |
| <b>Bullet Points Based on Number of Credits</b><br><b>(To depict Transferable Knowledge, Skills, Competency, Attitudes and Values to be Achieved)</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                 |                      |         |
| Content                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                 |                      |         |
| Unit -1<br>Markets                                                                                                                                    | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Introduction to Markets <ul style="list-style-type: none"><li>Definition and Meaning of Markets</li><li>Importance of Markets in Economic Development</li></ul> |                      |         |

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|                                                                   |                   | <ul style="list-style-type: none"> <li>Types of Markets (Physical, Virtual, Financial, Commodity, etc.)</li> <li>Characteristics of Markets</li> </ul>                                                                                                                                                                                                    |
|                                                                   | <b>Module – 2</b> | <b>Primary Market</b> <ul style="list-style-type: none"> <li>Meaning and Functions of Primary Market</li> <li>Role of Primary Market in Capital Formation</li> <li>Intermediaries in Primary Market (Merchant Bankers, Underwriters, Registrars, etc.)</li> <li>Process of Issue of Securities (Public Issue, Private Placement, Rights Issue)</li> </ul> |
|                                                                   | <b>Module – 3</b> | <b>New Issues Market and IPOs</b> <ul style="list-style-type: none"> <li>Concept of New Issues Market</li> <li>Initial Public Offerings (IPOs): Meaning and Process</li> <li>Book Building Process</li> <li>Advantages and Disadvantages of IPOs</li> <li>Recent Trends in Primary Market</li> </ul>                                                      |
|                                                                   | <b>Module – 4</b> | <b>Secondary Market</b> <ul style="list-style-type: none"> <li>Meaning and Functions of Secondary Market</li> <li>Differences between Primary and Secondary Market</li> <li>Importance of Secondary Market</li> <li>Structure of Secondary Market</li> </ul>                                                                                              |
|                                                                   | <b>Module – 5</b> | <b>Stock Exchanges and Regulatory Framework</b> <ul style="list-style-type: none"> <li>Stock Exchanges in India (BSE, NSE)</li> <li>Role and Functions of SEBI</li> <li>Listing Conditions and Procedures</li> <li>Secondary Market Intermediaries (Brokers, Sub-brokers, Depository Participants)</li> </ul>                                             |
| <b>Unit-2<br/>Stock<br/>Exchanges and<br/>Trading<br/>Systems</b> | <b>Module-1</b>   | <b>Stock Exchanges in India</b> <ul style="list-style-type: none"> <li>Introduction to Stock Exchanges</li> <li>Overview of BSE, NSE, and MCX</li> <li>Functions and Services of Stock Exchanges</li> <li>Role of Stock Exchanges in Capital Market</li> </ul>                                                                                            |
|                                                                   | <b>Module-2</b>   | <b>Trading Systems</b>                                                                                                                                                                                                                                                                                                                                    |

|                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                         |
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|                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>• Different Trading Systems (Online, Offline, Algorithmic Trading)</li> <li>• Trading Mechanism in BSE and NSE</li> <li>• Types of Orders (Market Order, Limit Order, Stop Loss Order)</li> <li>• Trading Hours and Sessions</li> </ul>                                          |
|                    | <b>Module-3</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>DEMAT and Settlements</b> <ul style="list-style-type: none"> <li>• Concept of DEMAT (Dematerialization of Securities)</li> <li>• Process of Opening DEMAT Account</li> <li>• Role of Depositories (NSDL, CDSL)</li> <li>• Different Types of Settlements</li> </ul>                                                  |
|                    | <b>Module-4</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Settlement Process</b> <ul style="list-style-type: none"> <li>• De-mat Settlement vs Physical Settlement</li> <li>• Pay-in and Pay-out Process</li> <li>• Clearing and Settlement Process</li> <li>• Risk Management in Settlement</li> </ul>                                                                        |
|                    | <b>Module-5</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Market Irregularities and Auction System</b> <ul style="list-style-type: none"> <li>• Bad Delivery and Short Delivery</li> <li>• Auction Process in Stock Market</li> <li>• Types of Market (Cash Market, Derivatives Market, Debt Market)</li> <li>• Regulatory Measures to Prevent Market Manipulations</li> </ul> |
| <b>Note:</b>       | <b>Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs</b>                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                         |
| <b>Examination</b> | <b>Part – A: Long answer type Questions 700 words each from all the units Part – B: Short Questions type Questions 300 Words each from all the units Part – C: Case Studies</b><br><b>Note: Part – A &amp; B Questions Covers all Units and Part – C from last 2 Units</b>                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                         |
| <b>Text Book</b>   | 2. Singh, S. K., & Sharma, S. (2023). Stock Market Operations. Orange Books Publication<br>3. Srajan, K. (2023). Stock Market Operations. Orange Books Publication.                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                         |
| <b>References</b>  | 4. Graham, B. (2003). The Intelligent Investor. HarperCollins.<br>5. O'Neil, W. J. (2009). How to Make Money in Stocks: A Winning System in Good Times and Bad. McGraw-Hill Education.<br>6. Murphy, J. J. (1999). Technical Analysis of the Financial Markets: A Comprehensive Guide to Trading Methods and Applications. New York Institute of Finance.<br>7. Pring, M. J. (2002). Technical Analysis Explained: The Successful Investor's Guide to Spotting Investment Trends and Turning Points. McGraw-Hill Education. |                                                                                                                                                                                                                                                                                                                         |

|                                                                |                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                     |                      |         |
|----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------|
| Course Code: PAC.35.502                                        |                                                                                                                                                                                                                                                                                                                                                                                       | Course Title: Export Import Procedure                                                                                                                                                                                                                                               |                      |         |
| Scheme of Instruction                                          |                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                     | Scheme of Evaluation |         |
| Total Duration                                                 | 30 Hrs.                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                     | Max. Marks           | 50      |
| Hours/Week                                                     | 2Hrs.                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                     | Assignment/IA        | 2.5/15  |
| Credits                                                        | 2                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                     | Attendance           | 2.5     |
| Instruction Delivery                                           | L/T                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                     | Seminar/ End Exam    | 05/25   |
| Course Type                                                    | Skill                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                     | Exam Duration        | 1.5 Hr. |
| Instruction Mode                                               | Regular                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                     | Evaluation           | Grade   |
| Course Objectives                                              | <ul style="list-style-type: none"><li>To familiarize students with India’s foreign trade policy and procedures</li><li>To develop understanding of export-import documentation and compliance</li><li>To enable learners to perform basic import-export operations</li><li>To build practical skills for international trade careers</li></ul>                                        |                                                                                                                                                                                                                                                                                     |                      |         |
| Course Outcomes                                                | <ul style="list-style-type: none"><li>Explain the framework of India’s foreign trade policy and EXIM procedures (<i>Understand</i>)</li><li>Identify</li><li>Apply procedures for export and import transactions (<i>Apply</i>)</li><li>Prepare essential export-import documents (<i>Apply/Create</i>)</li><li>Analyze trade risks and payment mechanisms (<i>Analyze</i>)</li></ul> |                                                                                                                                                                                                                                                                                     |                      |         |
| Content                                                        |                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                     |                      |         |
| Unit -1<br>Fundamentals of Foreign Trade and Export Procedures | Module – 1                                                                                                                                                                                                                                                                                                                                                                            | Introduction to International Trade <ul style="list-style-type: none"><li>Meaning and importance of international trade</li><li>Balance of Trade &amp; Balance of Payments</li><li>India’s position in global trade</li><li>Role of EXIM in economic development</li></ul>          |                      |         |
|                                                                | Module – 2                                                                                                                                                                                                                                                                                                                                                                            | Foreign Trade Policy and Regulatory Framework <ul style="list-style-type: none"><li>Foreign Trade Policy (FTP) of India</li><li>Role of DGFT</li><li>Export Promotion Councils (EPCs)</li><li>Special Economic Zones (SEZs)</li><li>Make in India &amp; export incentives</li></ul> |                      |         |
|                                                                | Module – 3                                                                                                                                                                                                                                                                                                                                                                            | Export Procedures in India <ul style="list-style-type: none"><li>Steps in export procedure</li><li>Exporter registration (IEC code)</li><li>Selection of export markets</li><li>Pricing and quotation (FOB, CIF, etc.)</li><li>Export contracts</li></ul>                           |                      |         |

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|                                                             | Module – 4 | <p>Export Documentation</p> <ul style="list-style-type: none"> <li>• Commercial Invoice</li> <li>• Packing List</li> <li>• Shipping Bill</li> <li>• Bill of Lading / Airway Bill</li> <li>• Certificate of Origin</li> <li>• Insurance documents</li> </ul>                                                                                                              |
|                                                             | Module – 5 | <p>Export Finance and Payment Methods</p> <ul style="list-style-type: none"> <li>• Pre-shipment and post-shipment finance</li> <li>• Methods of payment: <ul style="list-style-type: none"> <li>• Letter of Credit (LC)</li> <li>• Bill of Exchange</li> <li>• Advance payment</li> <li>• Open account</li> </ul> </li> <li>• Role of banks in export finance</li> </ul> |
| Unit-2 Import Procedures, Logistics and Contemporary Issues | Module-1   | <p>Import Procedures in India</p> <ul style="list-style-type: none"> <li>• Steps in import procedure</li> <li>• Import licensing</li> <li>• Importer registration</li> <li>• Import documentation</li> <li>• Customs clearance process</li> </ul>                                                                                                                        |
|                                                             | Module-2   | <p>Customs Laws and Duties</p> <ul style="list-style-type: none"> <li>• Customs Act, 1962</li> <li>• Types of customs duties</li> <li>• GST implications on imports</li> <li>• Valuation of goods</li> <li>• Duty drawback</li> </ul>                                                                                                                                    |
|                                                             | Module-3   | <p>Logistics and Supply Chain in EXIM</p> <ul style="list-style-type: none"> <li>• Modes of transport (Sea, Air, Land)</li> <li>• Freight forwarding</li> <li>• Warehousing and packaging</li> <li>• INCOTERMS (latest version)</li> <li>• Risk management in logistics</li> </ul>                                                                                       |
|                                                             | Module-4   | <p>Export-Import Documentation (Advanced)</p> <ul style="list-style-type: none"> <li>• Electronic documentation (EDI system)</li> <li>• Digital signatures and e-filing</li> <li>• Role of ICEGATE</li> <li>• Documentation errors and compliance issues</li> </ul>                                                                                                      |

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|                    | Module-5                                                                                                                                                                                                                                                                                                           | <p>Emerging Trends and Challenges in EXIM</p> <ul style="list-style-type: none"> <li>• E-commerce exports</li> <li>• Digital trade platforms</li> <li>• Trade barriers and WTO framework</li> <li>• Sustainability in global trade</li> <li>• Impact of global disruptions (pandemics, geopolitics)</li> </ul> |
| <b>Note:</b>       | <p>Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs</p>                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                |
| <b>Examination</b> | <p>Part – A: Very Short answer type Questions 50 words each from all the units Part – B: Short Questions type Questions 300 Words each from all the units Part – C: Long Answer type question (Case Studies)</p>                                                                                                   |                                                                                                                                                                                                                                                                                                                |
| <b>Text Book</b>   | <ul style="list-style-type: none"> <li>• Cherunilum Francis, International Business, Prentice-Hall of India.</li> <li>• Hill Charles, Jain Arun, International Business, Tata McGraw Hill.</li> </ul>                                                                                                              |                                                                                                                                                                                                                                                                                                                |
| <b>References</b>  | <ul style="list-style-type: none"> <li>• Roa and Ranagachari, International business, International Trade and Finance, Kalyani.</li> <li>• Joshi Rakesh Mohan, International Business, Oxford University Press.</li> <li>• Aswathappa, K., International business, Tata McGraw-Hill Publishing Co. Ltd.</li> </ul> |                                                                                                                                                                                                                                                                                                                |

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| Course Code:PAC.35.503                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Course Title: <b>Computerized Accounting</b>                                                                                                                                                                                                                                                             |                      |
| Scheme of Instruction                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                          | Scheme of Evaluation |
| Total Duration                                                                | 30 Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Max. Marks                                                                                                                                                                                                                                                                                               | 50                   |
| Hours/Week                                                                    | 2Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Assignment/IA                                                                                                                                                                                                                                                                                            |                      |
| Credits                                                                       | 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Attendance                                                                                                                                                                                                                                                                                               |                      |
| Instruction Delivery                                                          | L/T/P                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Seminar/ End Exam                                                                                                                                                                                                                                                                                        | /25                  |
| Course Type                                                                   | Major                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Exam Duration                                                                                                                                                                                                                                                                                            | 1.25 Hr.             |
| Instruction Mode                                                              | Regular                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Evaluation                                                                                                                                                                                                                                                                                               | Grade                |
| Course Objectives                                                             | <ul style="list-style-type: none"><li>• Master software navigation, company creation, data security, backup protocols, and voucher management for daily transactions.</li><li>• Structure stock groups, godowns, and inventory items while executing purchase/sales orders and bank reconciliations.</li><li>• Configure and execute GST-compliant entries, Input Tax Credit set-offs, tax payments, and Tax Deducted at Source (TDS) entries.</li><li>• Manage employee payroll workflows, generate core financial statements, analyze financial ratios, and configure remote connectivity features.</li></ul> |                                                                                                                                                                                                                                                                                                          |                      |
| Course Outcomes                                                               | <ul style="list-style-type: none"><li>• Set up company data, manage ledger masters, and record accurate multi-voucher accounting entries in TallyPrime.</li><li>• Efficiently manage multi-godown stock tracking, process orders, and perform automated Bank Reconciliation Statements (BRS).</li><li>• Prepare accurate GSTR-1, GSTR-3B, and TDS reports to ensure full statutory tax compliance for business operations.</li><li>• Generate automated Balance Sheets, Cash Flow statements, ratio analysis, and employee payslips for managerial decision-making.</li></ul>                                   |                                                                                                                                                                                                                                                                                                          |                      |
| Content                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                          |                      |
| Unit -1<br>Computer ized<br>Accountin<br>g and<br>Inventory<br>Operation<br>s | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Foundations of TallyPrime</b> <ul style="list-style-type: none"><li>• Role of computers in modern accounting.</li><li>• Introduction to TallyPrime: Software types and interface overview.</li><li>• Company creation, security control (User roles), and data management (Backup/Restore).</li></ul> |                      |
|                                                                               | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Master and Voucher Management</b> <ul style="list-style-type: none"><li>• Creating, altering, and deleting Masters (Ledgers and Groups).</li><li>• Recording accounting transactions: Purchase, Sales, Contra, Receipt, Payment, and Journal vouchers.</li></ul>                                      |                      |
|                                                                               | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Inventory and Stock Management</b> <ul style="list-style-type: none"><li>• Inventory fundamentals: Stock groups, categories, and units of measure.</li><li>• Structuring inventory: Godown management and stock item creation.</li></ul>                                                              |                      |
|                                                                               | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Order Management and Banking</b> <ul style="list-style-type: none"><li>• Purchase and sales order processing.</li><li>• Banking features: Manual and Auto Bank Reconciliation Statement (BRS).</li></ul>                                                                                              |                      |
|                                                                               | Module – 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Year-End Processing and Data Migration</b> <ul style="list-style-type: none"><li>• Maintaining the Daybook and transaction editing.</li><li>• Splitting company data and moving to the next financial year.</li></ul>                                                                                 |                      |

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| <b>Unit-II<br/>Compliance,<br/>Payroll,<br/>and<br/>Financial<br/>Reporting</b> | Module – 1                                                                                                                                                                                                                                                                                                                                                                                        | <b>GST Setup and Transactions</b> <ul style="list-style-type: none"> <li>• Enabling GST and configuring tax details.</li> <li>• Recording GST-compliant purchases and sales.</li> <li>• Input Tax Credit (ITC) set-off and tax payment entries.</li> </ul> |
|                                                                                 | Module – 2                                                                                                                                                                                                                                                                                                                                                                                        | <b>GST Returns and TDS Management</b> <ul style="list-style-type: none"> <li>• Generating GSTR-1 and GSTR-3B for regular dealers.</li> <li>• Basics of Tax Deducted at Source (TDS): Process, transactions, and government payments.</li> </ul>            |
|                                                                                 | Module – 3                                                                                                                                                                                                                                                                                                                                                                                        | <b>Payroll Accounting</b> <ul style="list-style-type: none"> <li>• Enabling payroll and creating masters (Employee groups, units, and employees).</li> <li>• Processing payroll and reviewing essential payroll reports.</li> </ul>                        |
|                                                                                 | Module – 4                                                                                                                                                                                                                                                                                                                                                                                        | <b>Financial Statements and Analysis</b> <ul style="list-style-type: none"> <li>• Reviewing the Trial Balance and Profit &amp; Loss Account.</li> <li>• Generating Balance Sheets, Cash Flow statements, and Ratio Analysis.</li> </ul>                    |
|                                                                                 | Module – 5                                                                                                                                                                                                                                                                                                                                                                                        | <b>Advanced Connectivity</b> <ul style="list-style-type: none"> <li>• Introduction to Remote Access and Tally.Net features.</li> <li>• Basic overview of Open Database Connectivity (ODBC) for data sharing.</li> </ul>                                    |
| <b>Examination</b>                                                              | Part – A: Very Short answer type Questions 50 words each from all the units<br>Part – B: Short Questions type Questions 300 Words each from all the units<br>Part – C: Long Answer type question (Case Studies)                                                                                                                                                                                   |                                                                                                                                                                                                                                                            |
| <b>Text Book</b>                                                                | Accounting and Disclosure [ Carbon Footprint & ESG For Sustainability]by Dr. Abhineet Kumar Jha, insta publishing house Kailash BLDG, 26, KG Marg, New Delhi.                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                            |
| <b>References</b>                                                               | <ul style="list-style-type: none"> <li>▪ Accounting for Carbon: Monitoring, Reporting and Verifying Emissions in the Climate Economy by Nicolas Stephan (Editor), Valentin Bellassen Publisher : Cambridge University Press; New edition Jawahar Lal,</li> <li>▪ Handbook of Carbon Accounting by: Arnaud Brohe (Author) , Arnaud Brohé (Author)   Publisher: Taylor &amp; Francis Ltd</li> </ul> |                                                                                                                                                                                                                                                            |

| Course Code: PAC.35.504                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Course Title: Data Analysis with Excel                                                                                                                                                                         |                      |         |
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| Scheme of Instruction                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                | Scheme of Evaluation |         |
| Total Duration                                                   | 30 Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                | Max. Marks           | 50      |
| Hours/Week                                                       | 2Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                | Assignment/IA        | 2.5/15  |
| Credits                                                          | 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                | Attendance           | 2.5     |
| Instruction Delivery                                             | L/T                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                | Seminar/ End Exam    | 05/25   |
| Course Type                                                      | VBC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                | Exam Duration        | 1.5 Hr. |
| Instruction Mode                                                 | Regular                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                | Evaluation           | Grade   |
| Course Objectives                                                | <ul style="list-style-type: none"><li>To build foundational skills in navigating spreadsheet interfaces and organizing raw business datasets.</li><li>To train students in using automated lookup, logical, and text cleanup formulas.</li><li>To teach the step-by-step creation of dynamic data summarize tools like PivotTables.</li><li>To develop practical abilities in building professional interactive dashboards for commercial reporting.</li></ul>                                  |                                                                                                                                                                                                                |                      |         |
| Course Outcomes                                                  | <ul style="list-style-type: none"><li>Import, clean, and format unorganized business worksheets into structured tables.</li><li>Deploy logical, statistical, and reference functions to execute routine financial and inventory computations.</li><li>Construct dynamic PivotTables and charts to filter, isolate, and summarize thousands of raw data rows.</li><li>Design clean, automated, and interactive dashboards using slicers and timelines for visual management reporting.</li></ul> |                                                                                                                                                                                                                |                      |         |
| Content                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                |                      |         |
| Unit -1<br>Spreadsheet Foundations, Formulas & Data Hygiene      | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Excel Interface & Basic Navigation: Workbook anatomy, worksheets, ranges, rows, columns, data types (Text, Number, Date), and basic absolute                                                                   |                      |         |
|                                                                  | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Essential Mathematical & Text Functions: Arithmetic operators; using basic statistical formulas                                                                                                                |                      |         |
|                                                                  | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Logical Operations & Conditional Treatments: Implementing IF, AND, OR statements to categorize records; applying conditional formatting to automatically highlight targets or anomalies.                       |                      |         |
|                                                                  | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Advanced Reference & Data Lookup: Finding data horizontally and vertically using VLOOKUP, HLOOKUP, and the modern XLOOKUP function; managing errors with IFERROR.                                              |                      |         |
|                                                                  | Module – 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Data Entry Rules & Formatting Hygiene: Using Data Validation lists to restrict user inputs; identifying and removing duplicated rows; splitting text columns using "Flash Fill" and "Text to Columns".         |                      |         |
| Unit-2<br>Data Summarization, PivotTables & Reporting Dashboards | Module-1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Creating and Managing Excel Tables: Converting ranges into structured official Tables (Ctrl + T); understanding structured referencing, sorting data multiple ways, and applying advanced text/number filters. |                      |         |
|                                                                  | Module-2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Core Components of PivotTables: Inserting basic PivotTables; managing the four control areas (Rows, Columns, Values, Filters); changing value summaries from Sum to Count or Average.                          |                      |         |
|                                                                  | Module-3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Advanced PivotTable Metrics: Formatting values as percentages of totals; grouping numeric entries or dates into months/quarters; refreshing underlying data connections.                                       |                      |         |

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|             | Module-4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Charting & Data Visualization: Designing standard column charts, line graphs, and bar charts; custom styling charts for readability; adding trendlines to show pattern pathways.            |
|             | Module-5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Designing Interactive Dashboards: Combining multiple pivot charts onto a single dashboard sheet; linking interactive Slicers and Timelines across reports for simple push-button filtering. |
| Note:       | Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                             |
| Examination | Part – A: Very Short answer type Questions 50 words each from all the units Part – B: Short Questions type Questions 300 Words each from all the units Part – C: Long Answer type question (Case Studies)                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                             |
| Text Book   | <ul style="list-style-type: none"> <li>• <b>Winston, Wayne L.</b> <i>Microsoft Excel: Data Analysis and Business Modeling</i>. New Delhi, PHI Learning / Microsoft Press (Indian Subcontinent Edition).</li> <li>• <b>Lokesh, Lalit.</b> <i>Data Analysis using Excel</i>. New Delhi, Taxmann Publications.</li> <li>• <b>Walkenbach, John.</b> <i>Excel Bible</i>. New Delhi, Wiley India Student Edition.</li> </ul>                                                                                                                                                                        |                                                                                                                                                                                             |
| References  | <ul style="list-style-type: none"> <li>• <b>Chaudhary, S.</b> "Empirical Application of Spreadsheet Modeling in Small Scale Enterprise Management." <i>Indian Journal of Commerce and Management Studies</i>, vol. 11, no. 2, 2020, pp. 45–52. (Used for Unit I data organization).</li> <li>• <b>Sethi, R., and M. Kapoor.</b> "Visualizing Business Intelligence: A Case Study Approach to Excel Dashboarding for Retail Outlets." <i>Journal of Business Analytics &amp; Data Insights (India)</i>, vol. 5, no. 1, 2022, pp. 12–21. (Used for Unit II dashboard design models).</li> </ul> |                                                                                                                                                                                             |

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| <b>Course Code:</b><br><b>PAC.33.501</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Course Title: Personal Finance</b>                                                                                                                                                                                                                     |                             |
| <b>Scheme of Instruction</b>             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                           | <b>Scheme of Evaluation</b> |
| <b>Total Duration</b>                    | 30 Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Max. Marks                                                                                                                                                                                                                                                | 50                          |
| <b>Hours/Week</b>                        | 2Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Assignment/IA                                                                                                                                                                                                                                             |                             |
| <b>Credits</b>                           | 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Attendance                                                                                                                                                                                                                                                |                             |
| <b>Instruction Delivery</b>              | L/T/P                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Seminar/ End Exam                                                                                                                                                                                                                                         | /25                         |
| <b>Course Type</b>                       | MDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Exam Duration                                                                                                                                                                                                                                             | 1.25 Hr.                    |
| <b>Instruction Mode</b>                  | Regular                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Evaluation                                                                                                                                                                                                                                                | Grade                       |
| <b>Course Objectives</b>                 | <ul style="list-style-type: none"><li>• To familiarize students with different aspects of personal financial planning like savings, investment, taxation, insurance, and retirement planning</li><li>• To develop the necessary knowledge and skills for effective financial planning.</li><li>• Teach principles of personal budgeting, setting financial goals, and calculating the time value of money to build financial discipline.</li><li>• Explore investment processes, risk-return trade-offs across asset classes, and international avenues including digital currencies and derivatives.</li></ul> |                                                                                                                                                                                                                                                           |                             |
| <b>Course Outcomes</b>                   | <ul style="list-style-type: none"><li>• Students will be able to understand the meaning and appreciate the relevance of financial planning.</li><li>• students will be able to understand the concept of investment planning and its methods</li><li>• students will be able to examine the scope and ways of personal tax planning.</li><li>• Formulate comprehensive retirement plans while safely executing digital financial transactions and recognizing fraudulent financial schemes.</li></ul>                                                                                                           |                                                                                                                                                                                                                                                           |                             |
| <b>Content</b>                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                           |                             |
| <b>Unit -1</b>                           | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Introduction<br>Financial goals, steps in financial planning, budgeting incomes and payments                                                                                                                                                              |                             |
|                                          | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Time Value of Money<br>time value of money. financial discipline, Setting alerts and maintaining sufficient funds for fixed commitments                                                                                                                   |                             |
|                                          | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Investment Process<br>Process and objectives of investment                                                                                                                                                                                                |                             |
|                                          | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Risk & Return<br>concept and measurement of return & risk for various asset classes                                                                                                                                                                       |                             |
|                                          | Module – 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | International Investment avenues<br>International investment avenues. Currency derivatives and digital currency                                                                                                                                           |                             |
| <b>Unit-II</b>                           | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Tax Structure<br>Tax structure in India for personal taxation                                                                                                                                                                                             |                             |
|                                          | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Personal Tax Planning<br>Scope of personal tax planning, exemptions and deductions available to individuals under different heads of income and gross total income.                                                                                       |                             |
|                                          | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Retirement<br>Retirement planning goals, process of retirement planning                                                                                                                                                                                   |                             |
|                                          | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Pension Plans<br>Pension plans available in India, Reverse mortgage, Estate planning                                                                                                                                                                      |                             |
|                                          | Module – 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Practicals- <ul style="list-style-type: none"><li>• Perform electronic fund transfers through net banking and UPI.</li><li>• Identify certain recent Ponzi schemes in the market.</li><li>• Prepare tax planning for a hypothetical individual.</li></ul> |                             |
| <b>Note</b>                              | Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                           |                             |

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| <b>Examination</b> | Part – A: Very Short answer type Questions 50 words each from all the units Part – B: Short Questions type Questions 300 Words each from all the units Part – C: Long Answer type question (Case Studies)                                                                                                                                                                                                                                              |
| <b>Text Book</b>   | <ul style="list-style-type: none"> <li>▪ Halan, M. “Let’s Talk Money: You’ve Worked Hard for It, Now Make It Work for You” Harper Collins Publishers, New York.</li> </ul>                                                                                                                                                                                                                                                                             |
|                    | <ul style="list-style-type: none"> <li>▪ Indian Institute of Banking &amp; Finance. “Introduction to Financial Planning” Taxmann Publication, New Delhi.</li> </ul>                                                                                                                                                                                                                                                                                    |
| <b>References</b>  | <ul style="list-style-type: none"> <li>▪ Keown A.J. “Personal Finance” Pearson, New York. • Madura, J. “Personal Finance”, Pearson</li> <li>▪ Pandit, A. “The Only Financial Planning Book that You Will Ever Need” Network 18 Publications Ltd., Mumbai.</li> <li>▪ Sinha, M. “Financial Planning: A Ready Reckoner” McGraw Hill Education, New York.</li> <li>▪ Tripathi, V. “Fundamentals of Investment” Taxmann Publication, New Delhi.</li> </ul> |

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| Course Code:<br>PAC.33.502                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Course Title: AI in Business                                                                                              |                      |         |
| Scheme of Instructions                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                           | Scheme of Evaluation |         |
| Total Duration                                      | 30 Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                           | Max. Marks           | 50      |
| Hours/Week                                          | 2Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                           | Assignment/IA        | 2.5/15  |
| Credits                                             | 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                           | Attendance           | 2.5     |
| Instruction Delivery                                | L/T                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                           | Seminar/ End Exam    | 05/25   |
| Course Type                                         | MDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                           | Exam Duration        | 1.5 Hr. |
| Instruction Mode                                    | Regular                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                           | Evaluation           | Grade   |
| Course Objectives                                   | <ul style="list-style-type: none"><li>Understand the fundamentals, evolution, and importance of green marketing in today's global business context.</li><li>Explore different types, strategies, and practices involved in green marketing and their application across industries.</li><li>Analyze the role of green policies, regulations, and technologies in shaping environmentally responsible marketing efforts.</li><li>Evaluate real-world case studies to identify best practices, innovative approaches, and implementation challenges in green marketing.</li><li>Foster a sustainability-oriented mindset through the understanding of ethical, environmental, and social responsibilities in marketing.</li></ul>                                                              |                                                                                                                           |                      |         |
| Course Outcomes                                     | <ul style="list-style-type: none"><li>Demonstrate a solid understanding of green marketing concepts, policies, and the role of green technologies in sustainable business practices.</li><li>Apply green marketing mix strategies and analyze case studies to design eco-friendly and effective marketing plans.</li><li>Evaluate and recommend green marketing policies and innovations for firms based on environmental challenges, technological advancements, and market needs.</li><li>Develop an environmentally conscious and innovation-driven marketing approach that supports ethical and sustainable business models.</li><li>Uphold corporate social responsibility and environmental ethics by promoting green practices that align with global sustainability goals.</li></ul> |                                                                                                                           |                      |         |
| Content                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                           |                      |         |
| Unit -1<br>AI Ethics & Professional Problem-Solving | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Moving from "What is AI?" to "What can AI solve for me?" Understanding AI as a 24/7 assistant for local trade.            |                      |         |
|                                                     | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Using ChatGPT and Claude to write professional guest emails, business proposals, and social media plans for local brands. |                      |         |
|                                                     | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Learning to use AI honestly while avoiding fake news, deepfakes, and "AI-cheating" in exams or business.                  |                      |         |
|                                                     | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Using AI to build a global-standard LinkedIn profile and a "Smart Resume" focused on Kashmir’s key industries.            |                      |         |

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|---------------------------------------------------------------|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                               | Module – 5 | Identifying skills that AI cannot copy—focusing on the "Mehmaan-Nawaazi" (Hospitality) and cultural knowledge unique to the region.                                                                                                                                                                                                                                   |
| <b>Unit-2 AI Tools &amp; Practical Solutions for Kashmir.</b> | Module-1   | The Art of Prompting (Commanding AI): Learning to "talk" to AI to generate 30-day marketing calendars and financial business plans in seconds.                                                                                                                                                                                                                        |
|                                                               | Module-2   | Creating AI-powered travel itineraries for Gulmarg/Pahalgam and setting up automated guest-reply systems for hotels and houseboats.                                                                                                                                                                                                                                   |
|                                                               | Module-3   | Using AI tools to monitor crop health, predict market prices or Saffron/Apples, and design professional packaging labels                                                                                                                                                                                                                                              |
|                                                               | Module-4   | Using Excel's "Analyze Data" feature to instantly turn messy sales or booking records into clear, professional charts.                                                                                                                                                                                                                                                |
|                                                               | Module-5   | Practical rules to secure UPI/Bank data from AI scams and keeping your business secrets safe in the digital cloud.                                                                                                                                                                                                                                                    |
| <b>Note</b>                                                   |            | Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs                                                                                                                                                                                                               |
| <b>Examination</b>                                            |            | Part – A: Very Short answer type Questions 50 words each from all the units<br>Part – B: Short Questions type Questions 300 Words each from all the units<br>Part – C: Long Answer type question (Case Studies)                                                                                                                                                       |
| <b>Text Books</b>                                             |            | <ul style="list-style-type: none"> <li>• <b>Co-Intelligence: Living and working with AI</b> – Ethan Mollick (The best guide for non-tech students).</li> </ul>                                                                                                                                                                                                        |
| <b>References</b>                                             |            | <ul style="list-style-type: none"> <li>• <b>Co-Intelligence: Living and working with AI</b> – Ethan Mollick (The best guide for non-tech students).</li> <li>• <b>Human Values and Professional Ethics</b> – R.R. Gaur (For Unit I ethics and character).</li> <li>• <b>AI for Tourism and Hospitality</b> – Dogan Gursoy (For Unit II local application).</li> </ul> |

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| Course Code:<br>PAC.33.503                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Course Title: Social Media Marketing                                                                                                                                             |         |
| Scheme of Instruction                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Scheme of Evaluation                                                                                                                                                             |         |
| Total Duration                                                                                                                          | 30 Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Max. Marks                                                                                                                                                                       | 50      |
| Hours/Week                                                                                                                              | 2Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Assignment/IA                                                                                                                                                                    | 25/15   |
| Credits                                                                                                                                 | 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Attendance                                                                                                                                                                       | 25      |
| Instruction Delivery                                                                                                                    | L/T                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Seminar/ End Exam                                                                                                                                                                | 05/25   |
| Course Type                                                                                                                             | Core                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Exam Duration                                                                                                                                                                    | 1.5 Hr. |
| Instruction Mode                                                                                                                        | Regular                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Evaluation                                                                                                                                                                       | Grade   |
| Course Objectives                                                                                                                       | <ul style="list-style-type: none"><li>• To explore various digital platforms, tools, and technologies used in social media marketing.</li><li>• To develop the ability to plan and execute online marketing strategies, including content creation, SEO, and SEM.</li><li>• To learn about website development, domain hosting, and the role of websites in online business.</li><li>• To understand consumer behavior in digital environments and the importance of targeting the right audience.</li></ul> |                                                                                                                                                                                  |         |
| Bullet Points Based on Number of Credits<br>(To Depict Knowledge, Skills, Competency, Attitudes and Values to be Attained)              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                  |         |
| Course Outcomes                                                                                                                         | <ul style="list-style-type: none"><li>• Create and manage social media content tailored to specific audiences and platforms.</li><li>• Develop and implement strategic social media and digital marketing plans.</li><li>• Design and launch basic websites using domain hosting platforms and CMS tools.</li><li>• Analyze and optimize online marketing efforts through SEO, SEM, and analytics tools.</li></ul>                                                                                           |                                                                                                                                                                                  |         |
| Bullet Points Based on Number of Credits<br>(To depict Transferable Knowledge, Skills, Competency, Attitudes and Values to be Achieved) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                  |         |
| Content                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                  |         |
| Unit-I Social Media Marketing Essentials                                                                                                | Module-1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Social Media Platforms and Target Audience <ul style="list-style-type: none"><li>• Identifying Audience Demographics</li><li>• Content Creation and Sharing Strategies</li></ul> |         |
|                                                                                                                                         | Module-2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Social Media Engagement & Best Practices <ul style="list-style-type: none"><li>• Do's and Don'ts on Social Media</li><li>• Influencer Collaboration</li></ul>                    |         |
|                                                                                                                                         | Module-3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Strategic Social Media Planning <ul style="list-style-type: none"><li>• Building a Social Media Marketing Plan</li><li>• Campaign Goals and KPIs</li></ul>                       |         |
|                                                                                                                                         | Module-4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Blogging and Micro-Blogging <ul style="list-style-type: none"><li>○ Scope and Utility of Blogs</li><li>○ Platforms (WordPress, Medium, Tumblr)</li></ul>                         |         |
|                                                                                                                                         | Module-5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Website & Search Engine Overview                                                                                                                                                 |         |

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|                                                            |                                                                                                                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>• Introduction to Google, Bing, Yahoo</li> <li>• SEO Basics for Visibility</li> </ul>                                                                                             |
| <b>Unit-II Digital Marketing Execution &amp; Analytics</b> | <b>Module-1</b>                                                                                                                                                                                                                                                                                                                                       | <b>SEO and SEM Fundamentals</b> <ul style="list-style-type: none"> <li>○ Introduction to SEO and On-Page/Off-Page Strategies</li> <li>○ Introduction to SEM and Google Ads</li> <li>○ PPC Campaign Management</li> </ul> |
|                                                            | <b>Module-2</b>                                                                                                                                                                                                                                                                                                                                       | <b>Content Marketing and Copywriting</b> <ul style="list-style-type: none"> <li>○ Importance of Quality Content</li> <li>○ Copywriting for Ads, Blogs, and Websites</li> </ul>                                           |
|                                                            | <b>Module-3</b>                                                                                                                                                                                                                                                                                                                                       | <b>Email, Mobile, and SMS Marketing</b> <ul style="list-style-type: none"> <li>○ Email Campaign Planning</li> <li>○ Mobile Marketing Strategies</li> </ul>                                                               |
|                                                            | <b>Module-4</b>                                                                                                                                                                                                                                                                                                                                       | <b>Social Media Analytics and Monitoring</b> <ul style="list-style-type: none"> <li>○ Key Metrics and KPIs</li> <li>○ Tools for Facebook, Instagram, Twitter, YouTube, LinkedIn</li> </ul>                               |
|                                                            | <b>Module-5</b>                                                                                                                                                                                                                                                                                                                                       | <b>Marketing Automation and Growth Hacking</b> <ul style="list-style-type: none"> <li>○ Tools and Techniques</li> <li>○ Automation in Campaign Management</li> </ul>                                                     |
| <b>Note:</b>                                               | Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs                                                                                                                                                                                               |                                                                                                                                                                                                                          |
| <b>Examination</b>                                         | Part – A: Very Short answer type Questions 50 words each from all the units Part – B: Short Questions type Questions 300 Words each from all the units Part – C: Long Answer type question (Case Studies)                                                                                                                                             |                                                                                                                                                                                                                          |
| <b>Text Book</b>                                           | <ul style="list-style-type: none"> <li>• Barker, Barker, Bormann, Zahay and Roberts (2017). <i>Social Media Marketing: A Strategic Approach (2e)</i></li> <li>• Tuten and Solomon (2018). <i>Social Media Marketing (3e)</i>, Sage Publications</li> <li>• Singh and Diamond (2014). <i>Social Media Marketing for Dummies (3e)</i>, Wiley</li> </ul> |                                                                                                                                                                                                                          |
| <b>References</b>                                          | <ul style="list-style-type: none"> <li>• Evans and McKee (2010). <i>Social Media Marketing: Next Generation of Business Engagement</i>, Wiley</li> <li>• Chaffey, D. (2019). <i>Digital Marketing</i>, Pearson UK</li> <li>• Chaffey, D. &amp; Smith, P. R. (2017). <i>Digital Marketing Excellence</i>, Taylor &amp; Francis</li> </ul>              |                                                                                                                                                                                                                          |

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| Course Code:<br>PAC.33.504            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Course Title: Income tax return Filing                                                                                                                               |                      |         |
| Scheme of Instruction                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                      | Scheme of Evaluation |         |
| Total Duration                        | 30 Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                      | Max. Marks           | 50      |
| Hours/Week                            | 2Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                      | Assignment/IA        | 2.5/15  |
| Credits                               | 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                      | Attendance           | 2.5     |
| Instruction Delivery                  | L/T                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                      | Seminar/ End Exam    | 05/25   |
| Course Type                           | MDC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                      | Exam Duration        | 1.5 Hr. |
| Instruction Mode                      | Regular                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                      | Evaluation           | Grade   |
| Course Objectives                     | <ul style="list-style-type: none"><li>Understand the fundamentals, evolution, and importance of green marketing in today's global business context.</li><li>Explore different types, strategies, and practices involved in green marketing and their application across industries.</li><li>Analyze the role of green policies, regulations, and technologies in shaping environmentally responsible marketing efforts.</li><li>Evaluate real-world case studies to identify best practices, innovative approaches, and implementation challenges in green marketing.</li></ul> |                                                                                                                                                                      |                      |         |
| Course Outcomes                       | <ul style="list-style-type: none"><li>Demonstrate a solid understanding of green marketing concepts, policies, and the role of green technologies in sustainable business practices.</li><li>Apply green marketing mix strategies and analyze case studies to design eco-friendly and effective marketing plans.</li><li>Evaluate and recommend green marketing policies and innovations for firms based on environmental challenges, technological advancements, and market needs.</li></ul>                                                                                   |                                                                                                                                                                      |                      |         |
| Content                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                      |                      |         |
| Unit -1<br>Tax Basics & Getting Ready | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | What is Income Tax? Understanding the difference between "Financial Year" (the year you earn) and "Assessment Year" (the year you file).                             |                      |         |
|                                       | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | A simple breakdown of where money comes from—Salary, House Property (Rent), Business/Profession, Capital Gains (Selling assets), and Other Sources (Interest/Gifts). |                      |         |
|                                       | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Learning how to legally reduce your tax using sections like 80C (LIC, PPF, Tuition fees) and 80D (Health Insurance).                                                 |                      |         |
|                                       | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | How to apply for a PAN card and register/login to the official Income Tax e-Filing Portal.                                                                           |                      |         |
|                                       | Module – 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Learning to read the documents your employer or bank gives you. Understanding the Annual Information Statement (AIS)—your digital financial diary.                   |                      |         |

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| <b>Unit-2</b><br><b>ITR Filing</b> | Module-1           | Choosing the Right Form: Which one is for you?<br><br>ITR-1 (Sahaj): For salaried people with simple income.<br><br>ITR-4 (Sugam): For small shop owners, freelancers, and small businesses                     |
|                                    | Module-2           | Learning how the portal automatically pulls your data and how to verify if the numbers are correct                                                                                                              |
|                                    | Module-3           | A step-by-step "screen-share" style session where you fill in salary details, claim deductions, and calculate final tax.                                                                                        |
|                                    | Module-4           | Learning how to finish the process using Aadhaar OTP so you don't have to send any physical papers to Bangalore.                                                                                                |
|                                    | Module-5           | Common errors to avoid (like missing interest income) and how to protect your tax account from hackers.                                                                                                         |
|                                    | <b>Note</b>        | Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of<br>5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs                                                      |
|                                    | <b>Examination</b> | Part – A: Very Short answer type Questions 50 words each from all the units<br>Part – B: Short Questions type Questions 300 Words each from all the units<br>Part – C: Long Answer type question (Case Studies) |
|                                    | <b>Text Books</b>  | Income Tax Department "Learn with Us" Videos: Short, official tutorials for every step.<br><br>Taxman's Students' Guide to Income Tax – Dr. Vinod K. Singhania (The simplified version).                        |
|                                    | <b>References</b>  | Taxman's Students' Guide to Income Tax – Dr. Vinod K. Singhania (The simplified version).                                                                                                                       |

# **4<sup>TH</sup> SEMESTER**

|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                           |                      |          |
|-------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------|
| Course Code: PAC.31.551                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Course Title: Advanced Research Methodology                                                                                                               |                      |          |
| Scheme of Instruction                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                           | Scheme of Evaluation |          |
| Total Duration                                        | 60 Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                           | Max. Marks           | 100      |
| Hours/Week                                            | 4 Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                           | Assignment/IA        | 05/30    |
| Credits                                               | 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                           | Attendance           | 05       |
| Instruction Delivery                                  | L/T/P                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                           | Seminar/ End Exam    | 10/50    |
| Course Type                                           | Major                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                           | Exam Duration        | 2.30 Hr. |
| Instruction Mode                                      | Regular                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                           | Evaluation           | Grade    |
| Course Objectives                                     | <ul style="list-style-type: none"><li>• To develop knowledge in students about the foundational domains of research</li><li>• To enable students to have skills to examine problems based on sound research facts.</li><li>• To develop competence in students to use research to resolve individual and business-related problems based on research.</li><li>• To foster in students research-specific temperaments.</li><li>• To develop an approach in students not to believe in dogmas, myths, or falsehood. They shall demand evidence-based narratives</li></ul> |                                                                                                                                                           |                      |          |
| Course Outcomes                                       | <ul style="list-style-type: none"><li>• Students would gain knowledge about the foundational domains of research</li><li>• Students would be able to examine problems with sound research facts.</li><li>• Students would be competent to use research to resolve individual and business-related problems based on research.</li><li>• Students will be with research-specific temperaments.</li><li>• Students would not believe in dogmas, myths or falsehood. They will demand evidence based narratives</li></ul>                                                  |                                                                                                                                                           |                      |          |
| Content                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                           |                      |          |
| Unit I-<br>Introduction to<br>Research<br>Methodology | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Introduction to Research<br><br>Research –Meaning, concept of research. Research methods and research methodology, Quantitative and Qualitative Research. |                      |          |
|                                                       | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Research Process                                                                                                                                          |                      |          |

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|                                                                                     |            | Research process. Significance of research and ethics in research.                                                                          |
|                                                                                     | Module – 3 | Literature Review<br>Traditional and Systematic Literature Review, Process of conducting systematic literature review.                      |
|                                                                                     | Module – 4 | Research Proposal<br>Research proposal, and design of research proposal.                                                                    |
|                                                                                     | Module – 5 | Research Design<br>Research Design- Concept, Features, Types of Research Design- Descriptive, Experimental and Exploratory Research Design. |
| <b>Unit-II-<br/>Measurement,<br/>Scaling<br/>Procedure, and<br/>Data Collection</b> | Module – 1 | Measurement and Scale<br>Measurement and scales – Concept and types of measurement. Scale-concept, types,                                   |
|                                                                                     | Module – 2 | Scale Development<br>Development of scale and item analysis                                                                                 |
|                                                                                     | Module – 3 | Content Analysis<br>Content analysis and reliability analysis                                                                               |
|                                                                                     | Module – 4 | Questionnaire Design<br>Questionnaire design, Data collection and Methods of Data Collection, Census, Survey and Sampling.                  |
|                                                                                     | Module – 5 | Sampling<br>Methods of Sampling, Sampling Error, Sampling from Normal and Non-normal Populations and Data analysis                          |
| <b>Unit-III –<br/>Data Analysis and<br/>Hypothesis<br/>Testing.</b>                 |            |                                                                                                                                             |
|                                                                                     | Module – 1 | Hypotheses Testing<br>Hypothesis-concept, types, procedure for hypothesis development and testing.                                          |
|                                                                                     | Module – 2 | Errors in Hypotheses Testing<br>Errors in Hypothesis Testing – Type I and Type II Errors                                                    |
|                                                                                     | Module – 3 | Statistical Tests-I<br>Application of hypothesis statistical testing tools-t- test, Z-test.                                                 |
|                                                                                     | Module – 4 | Statistical-II<br>Chi-Square, F-test and ANOVA                                                                                              |
|                                                                                     | Module – 5 | Correlation and Types<br>Correlation and Regression Analysis                                                                                |
| <b>Unit-IV</b>                                                                      | Module – 1 | Introduction                                                                                                                                |

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| <b>Advanced Data Analysis and Report Writing</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | The theoretical concept of conjoint analysis and uses                                                                                       |
|                                                  | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Factor Analysis<br>The theoretical concept of factor analysis and principal components analysis and their uses                              |
|                                                  | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Bibliometric Analysis<br>Bibliometric Analysis and its Procedure                                                                            |
|                                                  | Module – 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Econometrics in Research<br>Concept and Application of Econometrics in research                                                             |
|                                                  | Module – 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Report Writing<br>Report writing - -types of reports -contents of reports - styles and conventions in reporting -steps in drafting a report |
|                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                             |
| <b>Note:</b>                                     | Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                             |
| <b>Examination</b>                               | <p>Part – A: Long Answer Type questions to be answered in 700 words, one question from each unit. A student shall have to attempt any two questions out of four questions carrying 10 each marks each (20 Marks)</p> <p>Part – B: Short answer type questions to be answered in 300 Words, There will be four questions in this section, one from each unit. The candidate has to attempt any three questions (15 Marks)</p> <p>Part – C: consists of two Case Study , carrying 15 markes each. A candidate has to attempt only one case study (15 Marks)</p> <p>Note: Part – A &amp; B Questions Covers all Units and Part – C from the last 2 Units</p> |                                                                                                                                             |
| <b>Text Book</b>                                 | <p>William C Emory, Business Research Methods, Richard D Irwin, NJ</p> <p>1. Donald R Cooper, Business Research Methods 7th Ed, McGraw .</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                             |
| <b>References</b>                                | <p>1. Krishnaswami OR, Methodology of Research for Social Science, Himalaya, Mumbai</p> <p>2. Anderson J. et.al, Thesis and Assignment writing, Wiley Eastern</p> <p>3. C.R Kothari, Research Methodology, New Age International Publishers</p> <p>4. G.C Berry, Marketing Research, Tata McGraw Hill</p> <p>5. Naresh Malhotra, Marketing Research, Pearson Publication</p>                                                                                                                                                                                                                                                                              |                                                                                                                                             |

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|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------|
| Course Code:<br>PAC.31.552                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Course Title: Advanced Research Publication Ethics                                                                                                                                                                               |                      |         |
| Scheme of Instruction                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                  | Scheme of Evaluation |         |
| Total Duration                                  | 60 Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                  | Max. Marks           | 100     |
| Hours/Week                                      | 4Hrs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                  | Assignment/IA        | 05/30   |
| Credits                                         | 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                  | Attendance           | 05      |
| Instruction Delivery                            | L/T/P                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                  | Seminar/ End Exam    | 10/50   |
| Course Type                                     | Major                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                  | Exam Duration        | 2.5 Hr. |
| Instruction Mode                                | Regular                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                  | Evaluation           | Grade   |
| Course Objectives                               | <ul style="list-style-type: none"><li>To impart foundational knowledge of philosophy and ethics relevant to research practices and scholarly conduct.</li><li>To familiarize learners with ethical principles and issues related to scientific research and academic publication.</li><li>To develop the ability to identify and address misconduct in research and publication, including plagiarism, authorship issues, and falsification.</li><li>To equip students with tools and techniques for ethical publishing, identifying predatory journals, and understanding research metrics.</li><li>To promote responsible conduct in research by instilling integrity, accountability, and respect for ethical values.</li></ul>                                                                                                                                |                                                                                                                                                                                                                                  |                      |         |
| Course Outcomes                                 | <ul style="list-style-type: none"><li>By the end of this course, students will be able to:</li><li>Demonstrate a comprehensive understanding of research philosophy, ethical principles, publication norms, and open-access frameworks in scholarly work.</li><li>Apply ethical guidelines and use plagiarism detection tools, journal finders, and databases like Scopus/Web of Science for quality publication.</li><li>Critically evaluate cases of research and publication misconduct and suggest ethical resolutions using national and international guidelines.</li><li>Cultivate a responsible, transparent, and respectful approach to research processes, collaboration, and authorship practices.</li><li>Uphold the highest standards of integrity, honesty, and academic ethics while contributing to research and scholarly communities.</li></ul> |                                                                                                                                                                                                                                  |                      |         |
| Content                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                  |                      |         |
| Unit -1<br>Research<br>Philosophy and<br>Ethics | Module – 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Introduction to Philosophy <ul style="list-style-type: none"><li>Definition, Nature, and Scope of Philosophy</li><li>Concept of Philosophy</li><li>Branches of Philosophy</li><li>Importance of Philosophy in Research</li></ul> |                      |         |
|                                                 | Module – 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Ethics in Research <ul style="list-style-type: none"><li>Definition of Ethics and Moral Philosophy</li><li>Nature of Moral Judgements and Reactions</li><li>Ethical Principles in Research</li></ul>                             |                      |         |
|                                                 | Module – 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Science and Research Ethics <ul style="list-style-type: none"><li>Ethical Practices in Scientific Research</li><li>Intellectual Honesty and Research Integrity</li></ul>                                                         |                      |         |

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|------------------------------------------|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                          |            | <ul style="list-style-type: none"> <li>Scientific Misconduct (FFP: Falsification, Fabrication, and Plagiarism)</li> </ul>                                                                            |
|                                          | Module – 4 | Research Misconduct <ul style="list-style-type: none"> <li>Redundant Publications</li> <li>Duplicate and Overlapping Publications</li> <li>Salami Slicing and Ethical Concerns</li> </ul>            |
|                                          | Module – 5 | Case Studies in Research Ethics <ul style="list-style-type: none"> <li>Real-life Examples of Research Misconduct</li> <li>Best Practices to Ensure Ethical Research</li> </ul>                       |
| <b>Unit-2<br/>Publication Ethics</b>     | Module-1   | Introduction to Publication Ethics <ul style="list-style-type: none"> <li>Definition and Importance of Publication Ethics</li> <li>Selective Reporting and Misrepresentation of Data</li> </ul>      |
|                                          | Module-2   | Standards and Guidelines <ul style="list-style-type: none"> <li>Best Practices by COPE, WAME, and ICMJE</li> <li>Guidelines for Ethical Publishing</li> </ul>                                        |
|                                          | Module-3   | Authorship and Contributorship <ul style="list-style-type: none"> <li>Concept of Authorship</li> <li>Ethical Issues in Authorship</li> <li>Conflicts of Interest</li> </ul>                          |
|                                          | Module-4   | Publication Misconduct <ul style="list-style-type: none"> <li>Types of Publication Misconduct</li> <li>Violation of Publication Ethics</li> <li>Complaints and Appeals</li> </ul>                    |
|                                          | Module-5   | Predatory Journals <ul style="list-style-type: none"> <li>Identification of Predatory Publishers</li> <li>Consequences of Predatory Publications</li> <li>How to Avoid Predatory Journals</li> </ul> |
| <b>Unit-3<br/>Open Access Publishing</b> | Module-1   | Concept of Open Access Publishing <ul style="list-style-type: none"> <li>Definition and Importance of Open Access Publishing</li> <li>Benefits and Challenges</li> </ul>                             |
|                                          | Module-2   | Open Access Initiatives <ul style="list-style-type: none"> <li>SHERPA/ROMEO</li> <li>Online Resources for Copyrights and Self-Archiving</li> </ul>                                                   |

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|                                                                         | Module-3                                                                                                                                                                                                                                                                                                                                                                                   | Tools for Identifying Predatory Publications <ul style="list-style-type: none"> <li>• PU Software Tools</li> <li>• Journal Finder Tools (JANE, Elsevier Journal Suggester)</li> </ul>                                 |
|                                                                         | Module-4                                                                                                                                                                                                                                                                                                                                                                                   | Open Access Journal Selection <ul style="list-style-type: none"> <li>• Criteria for Selecting Open Access Journals</li> <li>• Ethical Publishing in Open Access</li> </ul>                                            |
|                                                                         | Module-5                                                                                                                                                                                                                                                                                                                                                                                   | Case Studies and Best Practices <ul style="list-style-type: none"> <li>• Examples of Successful Open Access Publications</li> <li>• Ethical Challenges in Open Access</li> </ul>                                      |
| <b>Unit-4</b><br><br><b>Publication Misconduct and Research Metrics</b> | Module-1                                                                                                                                                                                                                                                                                                                                                                                   | Ethical Issues in Publication <ul style="list-style-type: none"> <li>• Subject-Specific Ethical Issues</li> <li>• FFP and Authorship Misconduct</li> </ul>                                                            |
|                                                                         | Module-2                                                                                                                                                                                                                                                                                                                                                                                   | Conflict Resolution in Research Misconduct <ul style="list-style-type: none"> <li>• Complaints and Appeals</li> <li>• Case Studies from India and Abroad</li> </ul>                                                   |
|                                                                         | Module-3                                                                                                                                                                                                                                                                                                                                                                                   | Plagiarism Detection Tools <ul style="list-style-type: none"> <li>• Use of Turnitin and Urkund</li> <li>• Open Source Plagiarism Tools</li> </ul>                                                                     |
|                                                                         | Module-4                                                                                                                                                                                                                                                                                                                                                                                   | Research Databases <ul style="list-style-type: none"> <li>• Indexing Databases (Web of Science, Scopus)</li> <li>• Citation Databases</li> </ul>                                                                      |
|                                                                         | Module-5                                                                                                                                                                                                                                                                                                                                                                                   | Research Metrics and Impact Factors <ul style="list-style-type: none"> <li>• Impact Factor, SNIP, SJR, IPP, Cite Score</li> <li>• Altmetrics and H-index</li> <li>• Tools for Calculating Research Metrics</li> </ul> |
| <b>Note:</b>                                                            | Each Unit is Equivalent to 1 Credit – 15 Hrs/ Week of Theory and 1 Credit consist of 5 Modules. Each Module is Equivalent to 3 Hrs or Multiple of 3 Hrs                                                                                                                                                                                                                                    |                                                                                                                                                                                                                       |
| <b>Examination</b>                                                      | Part – A: Long answer type Questions 700 words each from all the units<br>Part – B: Short Questions type Questions 300 Words each from all the units<br>Part – C: Case Studies<br>Note: Part – A & B Questions Covers all Units and Part – C from last 2 Units                                                                                                                             |                                                                                                                                                                                                                       |
| <b>Text Book</b>                                                        | <input type="checkbox"/> Yadav, S. K. (2023). <i>Research and Publication Ethics</i> . Springer.<br><a href="https://doi.org/10.1007/978-3-031-26971-4">https://doi.org/10.1007/978-3-031-26971-4</a> SpringerLink<br><br><input type="checkbox"/> Basu, D., Chakraborty, S., & Sinha, A. (2021). <i>Research and Publication Ethics: A Textbook</i> . Concept Publishing Company Pvt. Ltd |                                                                                                                                                                                                                       |

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|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>References</b> | <p>□ Chowdhary, N., &amp; Hussain, S. (Eds.). (2021). <i>Handbook of Research and Publication Ethics</i>. Bharti Publications.</p> <p>□ Dutta, S. (2022). <i>Research and Publication Ethics in Social Science (3rd ed.)</i>. Bharti Publications. □ Kishor, S. B., Kushwaha, A. S., &amp; Shende, S. (2021). <i>Research &amp; Publication Ethics</i>. Das Ganu Prakashan. <a href="#">Amazon+1Sultan Chand &amp; Sons+1</a></p> <p>□ Goyal, V., &amp; Batra, G. S. (2021). <i>Research and Publication Ethics</i>. Kalyani Publishers.</p> <p>□ Ray, P. P. (2022). <i>A Guide to Research and Publication Ethics: A Textbook as per UGC Guidelines for UG, PG, MPhil, and PhD</i>.</p> |
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## Advanced Project Dissertation

**Course Code: PAC.38.552**  
**Credits: 12**

**Max Marks: 300**  
**Min Marks : 150 Marks**

### Objectives

1. To enable students to learn how to select a research problem, set objectives, and write research methodology
2. To enable students to learn how to prepare or adopt an instrument for data collection, tabulation, and analysis of data and interpretation of data
3. To enable a student how to write the dissertation report him/her specific problem chosen by

**Outcome:** After the course, students will be familiar with how to conduct research and write dissertations on small projects independently

At the onset of the 4th semester, each student shall have to work independently on a research problem to be chosen by him/her in consultation with an internal supervisor/guide provided by the department. The students should explore the issues/topics preferably from his/her area of specialization for a project dissertation. They should complete the same in all respects within the duration of a given semester. Accordingly, students must explicitly write a dissertation report of at least 100 pages. The report should be original and not reproduced from some previous work etc. The dissertation should contain the following areas:

1. Executive Summary
2. Organization profile
3. Introduction
4. Literature Review
5. Research methodology
6. Analysis and Discussion
7. The main findings and suggestions
8. References

#### • Executive Summary

Under this domain, students have put down briefly a discourse of the whole study highlighting the problem under consideration, the objectives undertaken, methodology adopted and tools of analysis and the main findings of the study with suggestions thereof.

#### • Organizational Profile

The Organizational profile shall include the history, growth and progress of organization including its Mission, Vision, strengths, weaknesses, Internal & External factors that shape the operating environment of the Business and its present position in the industry.

#### • Introduction

The statement of the problem and the objectives undertaken will be the highlight of this chapter. A separate chapter of “Review of Literature” can be added after the introduction or both the introduction and the review of literature can be merged as chapter 1 of the study.

#### • Review of Literature

A review of the literature is an essential part of the research project. A student has to conduct and present a comprehensive literature review on the chosen problem. It should depict the research undertaken on the subject, identify the research gaps, and propose why and how the existing research problem chosen is expected to fill up the identified research gap.

#### • Research Methodology

This chapter should explicitly describe the procedure, process, ways, methods and strategies that should be followed to resolve the problem. The student has to put down a detailed plan of action spelling out clearly how the problem at hand can be resolved and come up with a clear methodology in the shape of an explicit discourse of research design including the sample plan, data collection and analysis

- **Analysis and Discussion**

In this chapter, a student will use different tools to analyze the primary/secondary data, the student is also expected present a brief discussion about the results. The student can use a variety of parametric or non-parametric test in accordance to the research problem and hypothesis (if any) at hand.

- **Findings & Suggestions**

Once the student has analyzed the data and made discussion thereof, the main findings will be highlighted in this final chapter of project report. In the light of the discussion and findings, a student is expected to make suggestion and pin point the limitations of the study and a scope for further research.

- **References**

References in appropriate referencing styles would be after the chapter of Findings and Suggestions, the references style can be the latest of APA, MLA, Harvard, Chicago etc.

### **Evaluation of Dissertation**

Each student has to undertake a project work independently under the supervision of the faculty member of the department assigned to him/her. The project dissertation shall be equal to 12 credits or 300 marks.

The project dissertation, complete in all respects, shall be submitted to the department duly certified by the Faculty Guide & approved by the Head of the department by a student before the commencement of the end-of-semester examination. The dissertation shall have a weightage of 12 credits, equivalent to 300 marks. The dissertation shall be evaluated both by the internal and external evaluator for 150 marks each. The internal evaluation shall be conducted for 150 marks by the Departmental Research Committee under the chairmanship of the concerned Head of the department. While the external evaluation of the project dissertation shall be conducted by an expert chosen by the HVC from the panel of experts recommended by the Head of the Department. The external evaluator shall evaluate each project dissertation for 150 marks, comprising 100 marks for the project and 50 marks for the viva voce. The same is explicitly given as under:

| <b>S.NO</b> | <b>Nature of Evaluation</b> | <b>Process</b>                                                                                                                                                                     | <b>Maximum Marks</b>                                                             |
|-------------|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| 1           | Internal Evaluation         | By the Departmental Research Committee, consisting of :<br>1. Head of the Department (Chairman)<br>2, Concerned Supervisor ( Member Secretary)<br>3. Two Faculty Members (Members) | 150 marks ( 100 marks for the project Dissertation and 50 marks for Viva- Voce ) |

|    |                        |                                                                                                            |                                                                                           |
|----|------------------------|------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|
| 2, | External<br>Evaluation | By the external evaluator appointed by the HVC from<br>the panel recommended by the Head of the Department | 150 marks ( 100 marks for<br>the project<br>Dissertation and 50 marks<br>for Viva- Voce ) |
|----|------------------------|------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|