



MARUDHAR KESARI JAIN COLLEGE FOR WOMEN (AUTONOMOUS)
VANIYAMBADI

PG & Research Department of Management Studies

for

Postgraduate Programme
Master of Business Administration (General)

From the Academic Year 2025-2026

Semester - I							Semester - II						
Course Code	Course Title	Hours Distribution				C	Course Code	Course Title	Hours Distribution				C
		L	T	P	S				L	T	P	S	
25PMSC11	CC – 1 Management Principles & Business ethics	4	2	0	0	5	25PMSC21	CC –6 Human Resource Management	4	2	0	0	5
25PMSC12	CC – 2 Managerial Economics	4	1	0	0	4	25PMSC22	CC –7 Financial Management	4	1	0	0	4
25PMSC13	CC - 3 Accounting for Managers	4	1	0	0	4	25PMSC23	CC –8 Marketing Management	4	1	0	0	4
25PMSC14	CC - 4 Quantitative Techniques for Decision Making I	4	1	0	0	4	25PMSC24	CC –9 Business Research Methods	4	1	0	0	4
25PMSC15	CC – 5 Organizational Behaviour	4	1	0	0	4	25PMSC25	CC –10 Applied Operations Research	4	1	0	0	4
25PMAE11	AECC - 1 LAB – Business Communication	1	0	1	0	2	25PMSIK1	IKS Based	1	1	0	0	2
24PCHR11	Human Rights	1	0	1	0	2	25PMSS21	SEC - 1 Business Analytics	1	1	0	0	2
					30	25						30	25

Students must complete at least one online course (MOOC) from platforms like SWAYAM, NPTEL, or Nanmulalvan within the fifth semester. Additionally, engaging in a specified Self-learning Course is mandatory to qualify for the degree, and successful participation will be acknowledged with an extra credit of 2*.

Elective Course (Discipline Specific) Option -1: Human Resource Management

Elective Course HRM – 1:

1. 25PMSH31 – Human Resource Development
2. 25PMSH32 – Performance Management
3. 25PMSH33 – Industrial and Labour Relations

Elective Course HRM – 2:

1. 25PMSH34 – Organizational Development
2. 25PMSH35 - Strategic Human Resource Management
3. 25PMSH36 – HR Analytics

Elective Course (Discipline Specific) Option - 2: Marketing Management

1. 25PMSM31- Advertisement Management and Sales Promotion
2. 25PMSM32 – Services Marketing
3. 25PMSM33 – Retail Marketing

Elective Course Marketing Management – 2:

1. 25PMSM34 – Brand Management
2. 25PMSM35 – Marketing Analytics
3. 25PMSM36 – Rural Marketing

Elective Course (Discipline Specific)Option - 3: Finance Management

1. 25PMSF31- Security Analysis and Portfolio Management
2. 25PMSF32 – Corporate Finance
3. 25PMSF33 –Merchant Banking and Financial Management

Elective Course Finance Management – 2:

1. 25PMSF34 – International Financial Management
2. 25PMSF35 – Banking and Insurance Management
3. 25PMSF36 – Behavioural Finance.

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
25PMSC11	Management Principles and Business Ethics	Core	4	2	0	0	5	6	25	75	100
Learning Objectives											
LO1	To familiarize the students with the basic concepts of management in order to aid in understanding how an organization functions.										
LO2	To provide insights on Planning & Decision Making.										
LO3	To throw light on Organizing, Managing Change, and Innovation.										
LO4	To elucidate Leadership, Communication, and Controlling.										
LO5	To create awareness of the importance of Business Ethics and Social Responsibility.										
Unit	Content										Hours
1	Introduction : Nature of Management– Concepts and Foundations of Management Managerial Functions- Management Skills- The Evolution of Management Thought– Tasks of a Professional Manager–Organizational Culture-Environment– Systems Approach to Management – Levels in Management .										18
2	Planning & Decision Making : Planning-nature- Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO), MBE. Strategic Management Process -Decision Making Process and Techniques. Business Models.										18
3	Nature of Organizing: Organization Structure and Design - Authority Relationships–Centralisation-Delegation of Authority and Decentralization– Interdepartmental Coordination –emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organizational design– Mechanistic vs Adoptive Structures– Formal and Informal Organization.										18
4	Leadership and Control: Leadership: Approaches to Leadership and Communication. Control: Concept of Control– Span of control– Pros and Cons of Narrow and Wide Spans of Control – Optimum Span – Managing Change and Innovation. Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards– Measurements of Performance – Remedial Action - An Integrated Control system in an Organization.										18
5	Business Ethics: Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit – Business Ethics and – CSR Models.										18
	Total										90
	Weightage of Marks : Theory 100%										

CO	Course Outcomes : At the end of the course learners will be able to
CO1	Examine on the basic concepts of management and understand how an organization functions.
CO2	Develop planning & decision-making skill.
CO3	Apply insights on organizing, managing change, and innovation.
CO4	Learn leadership, communication, and controlling skills.
CO5	Appreciate business ethics and social responsibility.

Text Books:	
1	Mukherjee, K., Principles of Management, 2nd Edition, Tata McGraw Hill Education Pvt. Ltd., 2009.
2	S.K. Mandal, Management Principles and practice, 3 rd Edition, Jaico Publishing House, Jan. 2011.
Reference Books:	
1	Griffin, R.W., <i>Management</i> , 11th Edition, South-Western College Publication, January 2018.
2	Koontz, H., and Weihrich, H., <i>Essentials of Management: An International Perspective</i> , 11th.
3	Edition, Tata McGraw Hill Education Private Ltd., July 2020.
4	Certo, S.C., and Certo, T., <i>Modern Management</i> , 13th Edition, Prentice Hall, January 2014.
5	Robbins, S., and Coulter, M., <i>Management</i> , 11th Edition, Prentice Hall, January 2012.
Web Resources:	
1	https://deb.ugc.ac .
2	http://www.managementconcepts. Com
3	In International journal of Management Concepts and Philosophy
4	Journal of Management, Sage Publications
5	http://www.managementconcepts. Com

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	1	1	2	3	2	2	3	2	2
CO2	3	3	1	3	2	3	2	1	3	3	2
CO3	3	3	3	1	2	3	2	1	3	2	2
CO4	3	3	2	2	2	3	3	3	3	3	2
CO5	3	3	3	3	2	3	2	3	2	3	2
Total	15	15	10	10	10	15	11	10	14	13	10
Average	3	3	2	2	2	3	2.2	2	2.8	2.6	2

3-Strong, 2-Medium, 1-Low

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
25PMSC12	Managerial Economics	Core	4	1	0	0	4	5	25	75	100
Learning Objectives											
LO1	To familiarize the students with managerial economics and to know the fundamental concepts affecting business decisions.										
LO2	To understand the concept of utility and demand analysis and demand forecasting.										
LO3	To know about production function and market structure.										
LO4	To have an idea and understanding about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning.										
LO5	To provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy.										
Unit	Content										Hours
1	Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi -marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle-Micro and Macro Economics.										15
2	Utility Analysis ,Supply and Demand Curve: Law of demand-Law of supply- Elasticity of Demand-Demand Analysis : Basic Concepts, and tools of analysis for Demand forecasting-Law of diminishing utility. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input – Output Analysis–Consumer Behavior-Consumer Equilibrium										15
3	The Production Function: Production with One Variable Input –Law of Variable Proportions–Production with Two Variable Inputs – Production Iso quants–Iso cost Lines Estimating Production Functions>Returns to Scale–Economies Vs Diseconomies of Scale–Cost Concepts–Analysis of cost–Short and long run costs. Market Structure: Perfect and Imperfect Competition–Monopoly, Duopoly, Monopolistic Competition–Pricing Methods.										15
4	Macro-Economic Variables –National Income–Concepts– Gross Domestic Product, Gross National Product, Net National Product– Measurement of National Income, Savings, Investment- Business Cycles and Contra cyclical Policies – Role of Economic Policy–Indian Economic Planning.										15
5	Commodity and Money Market : Demand and Supply of Money– Money Market Equilibrium–Monetary Policy–Inflation–Deflation– Stagflation-Role of Fiscal Policies-Indian Fiscal Policies-Government Policy towards Foreign Capital and Foreign Collaborations. Cashless economy and digitalized cash transfers ;Economic models and its steps; FEMA-GST-Industrial Policy in India and its effects on growth.										15
	Total										75
	Weightage of Marks : Theory 100%										

CO	Course Outcomes
CO1	Appreciate the basic concepts of Managerial Economics that helps the firm in the decision making process.
CO2	Examine about the Basic concepts of Demand, Supply and Equilibrium and their determinants.
CO3	Examine the production function and market structure.
CO4	Have better insights about macroeconomics concepts like National income, Savings and Investment, Indian Economic Policy and planning.
CO5	Possess better knowledge about Money market, Monetary and Fiscal policy, inflation and deflation, FDI and Cashless economy and digitalized cash transfers.

Text Books:

1	<i>Dr S Sankaran., Managerial Economics</i> (Reprint- 2023) 1 January 2023.
2	Dwivedi D.N. <i>Managerial Economics</i> , 8th Edition. 2015

Reference Books:

1	Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th edition, Tata McGraw Hill, New Delhi, 2011
2	Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011.
3	R.L.Varshney, K.L.Maheshwari., Managerial Economics, Sultan Chand&Sons, 2014.
4	William F. Samuelson ,Stephen G. Marks ,Jay L., Zagorsky., Managerial Economics, Wiley Publishers,9 th Edition (2021)
5	H.L .Ahuja., Managerial Economics., Atlantic Publishers and distributors (P) Ltd., 2017.

Web Resources:

1	http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic- tools-todays-decision-makers6e-6/9788131733530
2	http://www.onlinevideolecture.com/mbaprograms/kmpetrov/managerialeconomics/?courseid=4207
3	https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics
4	The Indian Economic Journal-SAGE Journals
5	https://hbr.org/topic/subject/budgets-and-budgeting

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	1	1	2	3	2	2	3	2	2
CO2	3	3	1	3	2	3	2	1	3	3	2
CO3	3	3	3	1	2	3	2	1	3	2	2
CO4	3	3	2	2	2	3	3	3	3	3	2
CO5	3	3	3	3	2	3	2	3	2	3	2
Total	15	15	10	10	10	15	11	10	14	13	10
Average	3	3	2	2	2	3	2.2	2	2.8	2.6	2

3–Strong,2-Medium,1-Low

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
25PMSC13	Accounting For Managers	Core	4	1	0	0	4	5	25	75	100
Learning Objectives											
LO1	To acquaint the students with foundational accounting principles and conventions.										
LO2	To prepare the students for applying diverse financial statement analysis.										
LO3	To enable the students to understand and apply the principles of fund flow and cash flow statements.										
LO4	To prepare the students to utilize cost accounting methods for effective cost measurement and managerial decision-making.										
LO5	To familiarize the students with the budgeting, accounting tools and compliance with international accounting standards.										
Unit	Content										Hours
1	Introduction: General Accounting Concepts and conventions. Financial Accounting - functions. Journal – Ledger – Trial Balance –Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems)										15
2	Financial Statement Analysis: Techniques: Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis: Liquidity - Profitability-Turnover-Solvency										15
3	Fund Flow Statement: Statement of Changes in Working Capital- Preparation of Fund Flow Statement- Cash Flow standards-Cash flow Statement Analysis–Problems – Distinction between Fund Flow and Cash Flow Statement										15
4	Cost Accounting: Elements of Cost– Cost Sheet (Problems) – Classification of cost– Cost Unit and Cost Centre–Methods of Costing– Techniques of Costing Marginal Costing: Break-even point Analysis, Contribution, p/v Ratio, Margin of Safety										15
5	Budgetary Control: Budget, Budgeting, and Budgeting Control - Types of Budgets Preparation of Flexible and fixed Budgets, master budget and Cash Budget – Problems – Zero Base Budgeting Reporting to Management: Uses of Accounting information in Managerial decision making -Accounting Standards and Accounting Disclosure practices in India; Knowledge of Accounting software- Open Source. International Accounting Standards – IFRS										15
	Total										75
	Weightage of Marks: Theory 40% and Problems 60%										

CO	Course Outcomes : At the end of the course learners will be able to
CO1	To master fundamental accounting principles and the preparation of comprehensive financial statements
CO2	To analyze financial statements using various techniques to assess organizational performance.
CO3	To demonstrate proficiency in preparing fund flow and cash flow statements.
CO4	To utilize cost accounting methods for effective cost measurement and control.
CO5	To employ budgetary control techniques for efficient resource management and gain knowledge on Accounting tools and standards

Text Books:

1	T.S.Reddy and Y.Hariprasad Reddy, Cost and Management Accounting, Margham Publishers., 4 th Edition 2011 (Reprint 2024).
2	S.N.Maheswari., Financial Accounting, 6 th Edition, Vikas Publishing House, 2018.

Reference Books:

1	M.N.Arora., A Textbook of Cost and Management Accounting., 11 th Edition., S Chand and Company Ltd., 2021
2	Gupta,A., Financial Accounting for Management: An Analytical Perspective, 5 th Edition, Pearson, 2016.
3	Khan, M.Y.and Jain,P.K., Management Accounting: Text, Problems and Cases, 8 th Edition, Tata McGraw Hill Education Pvt.Ltd.,2021.
4	Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management– a holistic perspective- Edn.1, 2014 published by S.N. Corporate Management Consultants Private Limited
5	Rustagi, R.P., Management Accounting, 2nd Edition, Taxmann Allied Services Pvt. Ltd, 2011

Web Resources:

1	https://www.accountingcoach.com/accounting-principles/explanation
2	https://www.investopedia.com/terms/f/financial-statement-analysis.asp
3	https://www.investopedia.com/ask/answers/012015/what-difference-between-cash-flow-and-fund-flow.asp
4	https://www.accountingtools.com/articles/cost-accounting
5	https://hbr.org/topic/subject/budgets-and-budgeting

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	1	1	2	3	2	2	3	2	2
CO2	3	3	1	3	2	3	2	1	3	3	2
CO3	3	3	3	1	2	3	2	1	3	2	2
CO4	3	3	2	2	2	3	3	3	3	3	2
CO5	3	3	3	3	2	3	2	3	2	3	2
Total	15	15	10	10	10	15	11	10	14	13	10
Average	3	3	2	2	2	3	2.2	2	2.8	2.6	2

3–Strong,2-Medium,1-Low

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
25PMSC14	Quantitative Techniques and Decision Making - I	Core	4	1	0	0	4	5	25	75	100
Learning Objectives											
LO1	To learn Quantitative techniques and decision-making criteria.										
LO2	To compute statistical measures of central tendency and dispersion.										
LO3	To formulate hypotheses and select appropriate tests for analysis.										
LO4	To analyze nonparametric test and ANOVA.										
LO5	To explore advanced multivariate methods for business applications.										
Unit	Content										Hours
1	Quantitative Techniques and Decision Theory Quantitative Techniques-Introduction, Classification, Role of Quantitative Techniques in Business and Industry-Applications. Decision Making under different environment- Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making - Decision tree (Simple Problems).										15
2	Descriptive Statistics Measures of Central Tendency (Mean, Median, Mode)- Problems - Measures of Dispersion (Range, Variance, Standard Deviation, Inter quartile Range) Problems – Correlation Analysis (Karl Pearson's Correlation Coefficient & Spearman's Rank Correlation)										15
3	Testing of Hypothesis and Parametric Test Testing of Hypothesis- Null and Alternative Hypotheses – Types of Errors - level of significance-one tailed & two tailed test-Critical region - z-Test - Means-Proportion, t- Test-Single mean,double means,paired t-test, F-Test (variance ratio test),Chi-square Test-Test for a specified population variance-Test for independence of attributes										15
4	Nonparametric Tests and Analysis of Variance Nonparametric Tests - Sign Test, Wilcoxon Mann-Whitney Rank Test-Run tests- Analysis of Variance -Assumption-Applications of ANOVA-One-Way Classification and and Two-Way classification - problems.										15
5	Multivariate Statistical Analysis Overview - Exploratory and Confirmatory Factor Analysis - Discriminant Analysis - Cluster Analysis - Conjoint Analysis-Multiple Regression.										15
	Total										75
	Theory 40% Problems 60%										

CO	Course Outcomes : At the end of the course learners will be able to
CO1	Apply techniques to various business scenarios and decision-making models.
CO2	Compute measures of central tendency and dispersion.
CO3	Analyze hypotheses test and parametric test.
CO4	Work on Nonparametric test and ANOVA.
CO5	Assess multivariate statistical techniques and their business applications.

Text Books:

1	Dr. P.R. Vittal, Quantitative Techniques, Margham Publications, 2018.
2	N.D. Vohra, Quantitative Techniques for Management, Tata Mc Graw-Hill, 5th Edition, 2017.
3	C.R. Kothari, Quantitative Techniques, Vikas Publishing House, 3 rd Edition, 2014

Reference Books:

1	S.C. Gupta, Fundamentals of Statistics, Himalaya Publishing House, 6 th Edition, 2018.
2	Richard I. Levin and David S. Rubin, Statistics for Management, Pearson Education, 8 th Edition, 2013.
3	Barry Render, Ralph M. Stair and Michael E. Hanna, Quantitative Analysis for Management, Pearson, 12 th Edition, 2017.
4	Mark Berenson, David Levine and Timothy C. Krehbiel, Basic Business Statistics: Concepts and Applications, Pearson, 13 th Edition, 2015.

Web Resources:

1	https://www.khanacademy.org/math/statistics-probability
2	https://www.coursera.org/courses?query=quantitative%20techniques%20in%20business
3	https://ocw.mit.edu/courses/sloan-school-of-management/
4	https://www.statology.org/bivariate-analysis-in-r/
5	https://www.statisticshowto.com/probability-and-statistics/multivariate-analysis/

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	3	3	2	3	2	3	3	3	3
CO2	3	3	3	3	3	3	2	2	3	2	2
CO3	3	3	3	2	3	3	2	3	3	3	3
CO4	3	3	3	2	3	3	3	2	3	3	3
CO5	3	3	3	3	3	3	2	3	3	3	3
Total	15	15	15	13	14	15	11	13	15	14	14
Average	3	3	3	2.6	2.8	3	2.2	2.6	3	2.8	2.8

3 –Strong, 2-Medium, 1-Low

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	Externa	Total
25PMSC15	Organizational Behavior	Core	4	1	0	0	4	5	25	75	100
Learning Objectives											
LO1	To introduce the origin and role of OB, a set of conceptual frameworks and methodological approaches in OB that can be used to analyse and comprehend human behavior in Organizational situations										
LO2	To provide the foundations for understanding individual behavior with respect to Personality, Emotions and moods, attitudes, values, perception and motivation of people at workplace.										
LO3	To explore the foundations for understanding group behavior including stages of group development, properties and dynamics and team building.										
LO4	To appreciate the importance of Leadership, power politics and communication on workplace behaviour.										
LO5	To explore the role of organisational structure, change and culture and its impact on Organisational behaviour.										
Unit	Content										Hours
1	Introduction to Organizational Behaviour Management and Organizational Behavior – The importance of interpersonal skills – Disciplines that contribute to OB –OB terrain, challenges and opportunities for OB – OB model – Summary and implications for you at workplace. Understanding Diversity– Prejudice and Discrimination in Organizations– Cross-cultural Organizational Behavior– Implementing Diversity Management.										15
2	Individual Behaviour and Organisation Personality models – Importance of values, Personality, Values and ethical behaviour at workplace – Global implications Ability – Biographic characteristics – Learning – Attitudes –Job satisfaction, causes, outcomes and impact of job satisfaction and dissatisfaction. Perception and theories – short cuts to judging others – Individual Decision Making–Implications for you at the global workplace Emotions and moods – EI – Emotional Labour – OB applications Motivational theories – Early theories – Contemporary theories – Application of motivational concepts –Motivating by job design – Employee involvement – Use of rewards.										15
3	Group Behaviour and Organisation Defining groups – stages in group development – group properties- roles, norms, size, status, dynamics, cohesion, group decision making – differences between groups and teams –creative effective teams -converting groups into teams - team building and implications at workplace – conflict – process – negotiation and conflict management.										15

4	Leadership, Power, Politics and Communication Communication process – direction- interpersonal – organizational communication – choice of channel – barriers to communication. Leadership – theories - behavioral – contingency – LMX – Decision theory – contemporary issues in leadership – inspirational approaches – challenges – finding and creating effective leaders. Bases of power – politics – causes and consequences of political behavior.	15
5	Organizational culture, structure and change Work specialization – departmentalization – common organizational designs – new design options – employee behavior. Culture defined – what do they do – creating and sustaining an ethical and positive organizational culture. Forces of change – planned change – resistance to change – approaches to manage organizational change.	15
	Total	75

CO	Course Outcomes : At the end of the course learners will be able to
CO1	Comprehend and appreciate the origin, role and conceptual frameworks of OB in analyzing human behavior in Organizational situations.
CO2	Identify, explain and predict individual behavior in the organizational contexts.
CO3	Identify, explain and predict group behavior in the organizational contexts.
CO4	Assess, review and value the role of leadership, communication, power and politics in shaping behavioural dynamics in work environments.
CO5	Explain the role of organization design, culture and change in improving organizational productivity.

Text Books:

1	Stephen P. Robbins and Timothy A. Judge, (2023), Organisational Behaviour, Global Edition, published by Pearson Education © 2023.
2	Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, (2019), Organizational Behaviour (18edition) . Pearson Education India.
3	L.M Prasad, (2024), Organizational Behavior, Sultanchand and Sons, New Delhi

Reference Books:

1	C. B. Gupta(2019), A Textbook of Organizational Behaviour, Sultanchand and Sons, New Delhi
2	K. Aswattappa (2016), Organizational Behaviour, Himalaya Publishing House, 12th Edition,
3	Huczynski, A. and Buchanan, DA. (2013). Organisational Behaviour (8th ed.). Pearson.

4	Mark Berenson, David Levine and Timothy C. Krehbiel, Basic Business Statistics: Concepts and Applications, Pearson, 13 th Edition, 2015.
Web Resources:	
1	Organizational Behavior 6e - Additional Case Studies
2	https://ob.aom.org/home
3	https://hbr.org/
4	https://onlinelibrary.wiley.com/journal/10991379

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	1	1	2	3	2	2	3	2	2
CO2	3	3	1	3	2	3	2	1	3	3	2
CO3	3	3	3	1	2	3	2	1	3	2	2
CO4	3	3	2	2	2	3	3	3	3	3	2
CO5	3	3	3	3	2	3	2	3	2	3	2
Total	15	15	10	10	10	15	11	10	14	13	10
Average	3	3	2	2	2	3	2.2	2	2.8	2.6	2

3–Strong, 2-Medium,1-Low

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
25PMAE11	Business Communication	AECC	1	0	1	0	2	2	25	75	100
Learning Objectives											
LO1	To acquire communication awareness they are going to get for the industry.										
LO2	To make the students to realize the importance of Business correspondence.										
LO3	To explore the skill of writing business proposals.										
LO4	To develop a plan for the meetings and interviews.										
LO5	To analyze the skills required for non-verbal communication.										
Unit	Content										Hours
1	UNIT 1- Communication: Meaning and Significance of Communication for Management- Types of Communication - Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication										6
2	UNIT 11- Business Correspondence: Planning Business Messages: Analyzing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps, Composing the Message- Norms for Business Letters Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries, Inviting Quotations, Sending Quotations, Placing Orders, Inviting tenders, Claim letters, Customers Complaints, Collection Letters, Sales Promotion Letters- Revising Business Messages: Revising for Clarity. Conciseness and Readability, Proof reading and Evaluating- Letters of application and resume.										6
3	UNIT III- Business Reports and Proposals: Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports- Norms for Including Exhibits and Appendices- Writing Business Proposals.										6
4	UNIT IV- Conducting Meetings and Interviews: Procedure for Conducting Meetings- Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences- Procedure of Regulating Speech- Evaluating Oral Presentations Drafting Speech- Participating in Debates and Group Discussions- Presentation Skills- Fluency Development Strategies- Attending and Conducting Interviews- Listening.										6
5	UNIT V- Non-verbal Communication: Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts. Diagrams and Tables- Visual and Audio-visual Aids for Communication.										6
	Total										30

CO	Course Outcomes : At the end of the course learners will be able to
CO1	Appreciate the theories and concepts, types and various modes of communication in organizations
CO2	Develop the skills in developing Business Correspondence
CO3	Develop skills in preparing Business Reports and Proposals
CO4	To Draft effective business correspondence with brevity, and clarity in designing and develop clean and lucid organizing skills.
CO5	To Demonstrate his/her verbal and non-verbal communication ability through presentations.

Text Books:

1	Business Communication, Dr.Srinivasan.
2	" Business Communication " – <i>M.K. Sehgal & Vandana Khetarpal</i>

Reference Books:

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

Web Resources:

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

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	1	1	2	3	2	2	3	2	2
CO2	3	3	1	3	2	3	2	1	3	3	2
CO3	3	3	3	1	2	3	2	1	3	2	2
CO4	3	3	2	2	2	3	3	3	3	3	2
CO5	3	3	3	3	2	3	2	3	2	3	2
Total	15	15	10	10	10	15	11	10	14	13	10
Average	3	3	2	2	2	3	2.2	2	2.8	2.6	2

3–Strong,2–Medium,1–Low

I YEAR: SECOND SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
25PMSC21	Human Resource Management	Core	4	2	0	0	5	6	25	75	100
Learning Objectives											
LO1	To provide an understanding of the primary functions of HRM and its role in the broader business strategy of modern Organisations.										
LO2	To explore the nature of job design and its impact on HR Planning and Staffing.										
LO3	To appreciate the role of various training and development initiatives in managing performance.										
LO4	To analyse the role of career and compensation management in HRM										
LO5	To study the impact of Employee welfare, Employee relation along with recent trends in HRM										
Unit	Content										Hours
1	Introduction to HRM and Strategic HRM: The people factor in business and management and the changing nature of HRM- Conceptual foundations- Human aspect of management -Concept, Scope and Importance- Competencies of HR Manager - Changing role of HRM, Equal Employment Opportunity, Diversity and Sustainability, Human Resources Law - Affirmative Action and Equal Employment Policies - Practices and Strategies - Diversity and sustainability issues in the global workplace-social media and HR. Strategic Human Resource Management, - Strategic HRM - Nature and Process – Achieving the strategic fit – HR Metrics and benchmarking.										18
2	Human Resource Planning and Staffing: Human Resource Planning -Definition- purposes -processes and limiting factors- Human Resources Information system (HRIS) - HR accounting and audit -Succession Planning -The Nature of Jobs, Job analysis - Job description and specifications -Job design -Job characteristic approach to job design Staffing the Organization- Recruitment - Factors affecting recruitment-Sources of recruitment (internal and external) - recruitment policy- recruitment procedures -recruitment methods and evaluation-Applicant Tracking Systems. Staffing the Organization -Selection -The selection procedure- selection methods - Basic selection model-Psychological tests for selection- Interviewing-Placement and Induction, AI in Recruitment and Selection.										18
3	Training and Development and Performance Management: HR Training &Development - Purpose-methods and issues in training and management development – Virtual Training and Mobile Learning- Team Training - Performance Management - Performance Appraisal- Concept, Objectives and Methods- MBO- 360 Degree Appraisal-Behaviorally Anchored Rating Scale-AI and										18

	web based performance appraisal- Electronic Performance monitoring - Human Resource Audit.	
4	Compensation and Career Management: Compensation Strategies and Practices - Compensation Management-Job Evaluation-Financial and non-financial incentives - Innovations in Compensation Management-Pay Band System, ESOP, Flexi-time Schedules, etc. Benefits and services Career Management- Transfers, Promotions, and Separations - Purpose- principles and types- Transfer –Separation – lay-off, resignation, dismissal, retrenchment - Voluntary Retirement Scheme.	18
5	Employee Relations and Contemporary Issues in HRM: Employee Relations - Ethics justice – fair treatment in HR management Employee rights and responsibilities - Labour relations – collective bargaining Health and Safety and Workplace Stress - Basic approaches to developing and maintaining a safe and healthy workplace Managing Human resources globally - Concept – importance- and models of International HRM - Challenges of International HR Managers - Global HR practices - E-HRM - HRIS (Human Resource Information System) - Measuring intellectual capital. Contemporary issues in Human Resource Management - Talent Management - Employee Engagement – HR and AI – Managing HR in small and entrepreneurial firms.	18
	Total	90

CO	Course Outcomes :At the end of the course learners will be able to:
CO1	Comprehend and appreciate the role of HRM in the broader business strategy of modern Organisations
CO2	Explain Job Designs and demonstrate the relationship between job design, HR Planning and Staffing.
CO3	Discuss the various training and development methods and Performance management processes
CO4	Explain the role of compensation and career planning in effective HR Management.
CO5	Demonstrate the importance of employee welfare and relations and appreciate the contemporary trends in managing Human resources globally.

Textbooks:	
1	Dessler, G. & Varkkey, B. (2020). Human Resource Management. (16 th ed.) Pearson Education Inc. Delhi, Chennai.
2	Aswathappa, K. (2023). Human Resource Management-Text and Cases (10 th ed.). Tata McGraw Hill. New Delhi
3	Raymond, N. A., Hollenbeck, J.R., Gerhart, B., and Wright, P.M. (2021). Human Resource Management (8 th ed.). Tata McGraw Hill. New Delhi.
Reference Books:	
1	Bratton, J. and Gold, J. (2022). Human resource management: theory and practice Bloomsbury (Manohar Publishers & Distributors) India.
2	Snell, Bohlander & Vohra (2010), Human Resources Management, Cengage, New Delhi.
3	Mathis R.L and Jackson J.H. (2008). Human Resource Management (12 th ed.). South-Western Cengage Learning.

Web resources:	
1	https://www.shrm.org
2	Academy of Management journal site https://aom.org/research/journals/journal
3	Human Resource Management Journal site https://onlinelibrary.wiley.com/journal/17488583
4	https://www.udemy.com/courses/search/?src=ukw&q=hrm+course
5	https://talentculture.com/

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	1	2	2	3	3	3	3	3	3
CO2	3	3	1	2	2	3	3	3	3	3	3
CO3	3	2	1	1	2	3	3	3	3	3	3
CO4	3	2	1	1	2	3	3	3	3	3	3
CO5	3	2	1	2	2	3	3	3	3	3	3
Total	15	12	5	8	10	15	15	15	15	15	15
Average	3	2.4	1	1.6	2	3	3	3	3	3	3

3–Strong,2- Medium,1-Low

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
25PMSC22	Financial Management	Core	4	1	-	-	4	5	25	75	100
Learning Objectives											
LO1	Develop a strong foundation in the concepts and scope of financial management and its application in real-world business scenarios.										
LO2	Acquire skills to evaluate and select optimal investment opportunities using advanced capital budgeting techniques.										
LO3	Understand and calculate the cost of capital from multiple sources and analyze leverage for decision-making.										
LO4	Analyze capital structure theories and dividend policies to optimize shareholder wealth.										
LO5	Manage working capital effectively and understand its role in overall financial strategy.										
Unit	Content										Hours
1	Introduction to Financial Management Meaning, definition, and scope of Financial Management - Objectives: Profit maximization vs. wealth maximization -Functions and role of a Finance Manager - Financial decision-making: investment, financing, and dividend decisions - Sources of finance – short-term & long-term - Overview of International Financial Management -Time value of money (Theoretical Concept).										15
2	Investment Decisions (Capital Budgeting) Capital budgeting process & importance -Techniques of investment appraisal: Payback Period, Accounting Rate of Return (ARR) -Discounted Cash Flow techniques – Net Present Value (NPV), Profitability Index (PI), Internal Rate of Return (IRR) - Modified Internal Rate of Return (MIRR) - Capital rationing -Practical problems										15
3	Cost of Capital and Leverage Analysis: Cost of capital: concept & significance - Cost of equity, preference shares, debt, and retained earnings - Weighted Average Cost of Capital (WACC) – calculation & interpretation - EBIT–EPS analysis -Operating, financial, and combined leverage.										15
4	Capital Structure and Dividend Policy: Capital structure: concept, determinants, and planning -Capital structure theories: Net Income Approach, Net Operating Income Approach, Modigliani–Miller (MM) theory, Traditional theory -Designing optimal capital structure - Dividend policy: meaning, forms of dividends, determinants - Dividend theories – Walter’s Model, Gordon’s Model, MM Hypothesis.										15

5	Working Capital Management: Meaning, objectives, and importance of working capital -Types and components of working capital -Factors influencing working capital requirements -Estimation & forecasting of working capital (Theoretical Concepts) -Management of cash, receivables, and inventory - Operating cycle and cash conversion cycle - Sources of working capital.	15
	Total	75
	Weightage of Marks : Theory: 60%, Problems: 40%	
CO	Course Outcomes : At the end of the course learners will be able to:	
CO1	Understand financial management concepts, objectives, and decisions.	
CO2	Evaluate investments using capital budgeting technique	
CO3	Analyze the cost of different sources of capital and assess the impact of leverage on firm profitability and risk.	
CO4	To comprehend capital structure theories and dividend policies to design optimal financing and payout strategies.	
CO5	To manage and optimize working capital components to ensure liquidity and operational efficiency.	

Textbooks:	
1	Pandey, I.M. – Financial Management (Vikas Publishing, 12th Edition).
2	Van Horne, James C. & Wachowicz, John M. – Fundamentals of Financial Management (Pearson, 14th Edition).
Reference Books:	
1	Brealey, Richard A.; Myers, Stewart C.; & Allen, Franklin – Principles of Corporate Finance (McGraw Hill Education, 14th Edition).
2	Khan, M.Y. & Jain, P.K. – Financial Management: Text, Problems and Cases (Tata McGraw-Hill, 9th Edition)
3	Ross, Stephen A.; Westerfield, Randolph W.; & Jordan, Bradford D. – Corporate Finance (McGraw Hill Education, 13th Edition).
4	Bhole, L.M. & Mahakud, Jitendra – Financial Institutions and Markets (McGraw Hill Education, 6th Edition).
5	Seetharaman, A. & Paul, Justin – Financial Management (Oxford University Press, 3rd Edition).
Web resources:	
1	https://www.investopedia.com/terms/f/financial-management.asp
2	https://corporatefinanceinstitute.com/resources/knowledge/finance/
3	https://www.khanacademy.org/economics-finance-domain/core-finance
4	https://www.accountingtools.com/articles/financial-management.html
5	https://www.moneycontrol.com/personal-finance/

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	3	1	1	1	1	1	3	2	1
CO2	3	3	3	1	1	1	1	2	3	3	1
CO3	3	3	3	1	1	1	1	1	3	3	1
CO4	3	3	3	1	1	1	1	1	3	3	1
CO5	3	3	3	1	3	1	1	2	3	3	1
Total	15	14	15	5	7	5	5	7	15	15	5
Average	3	2.8	3	1	1.4	1	1	1.4	3	3	1

3–Strong,2- Medium,1-Low

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
25PMSC23	Marketing Management	Core	4	1	-	-	4	5	25	75	100
Learning Objectives											
LO1	To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied.										
LO2	To provide with opportunities to analyze marketing activities within the firm and in the environment and implement marketing strategies.										
LO3	To analyze and explore the buyer behavior pattern in marketing situations to segment the market and customer life time value and upgrade the knowledge and awareness of Consumer Rights in the Market.										
LO4	To understand the new product development, branding, pricing strategies in marketing a product.										
LO5	To analyze and explore promotion decisions on advertising, sales promotion and personal selling, and distribution management, handling middlemen and conflicts.										
Unit	Content										Hours
1	Introduction Marketing Management : Philosophies – The concepts of marketing – Marketing and Services – Digital Marketing : Content Marketing, Search Engine Optimization –Social Media Marketing –Types of Social Media Marketing - Current marketing challenges: Rural Marketing – E-Rural Marketing – International Marketing – Industrial Marketing – Analysis of Macro and Micro environment.										15
2	Strategic Marketing: Marketing Management Process – Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix – Sales Forecasting techniques. Marketing Research Process – Marketing Analytics – Marketing Information System and Methods.										15
3	Buyer Behavior: Factors Influencing Buyer Behavior – Buying situation– Buying Decision Process – Industrial Buyer Behavior. Market Segmentation: Targeting and Positioning – Competitive Marketing Strategies – Customer Life Cycle – Customer Life time Value – Importance and its impact. Consumer Protection Act: Objectives – Awareness of Consumer Rights in the Market Place – Rights of consumers – Procedure for filing complaints – Redressal agencies: Functions – Settling the claims.										15
4	Product Policies: Consumer and Industrial Product Decisions, Product Portfolio Management – New Product Development and Product Life Cycle Strategies - BEP analysis – Branding, Packaging and Labelling. Pricing: Factors Influencing Pricing – Pricing Objectives – Procedure – Policies – Methods – Pricing Strategies and approaches.										15

5	Promotion Decisions: Promotion Mix – Integrated Marketing Communication – Advertising in the Indian Context: Meaning, Importance, Objectives – Deciding Advertising Budget – Advertising Copy/Layout – Media Planning, Selection and Scheduling – Measuring Advertising Effectiveness – Publicity – Personal Selling: Importance, Characteristics, Process – Sales Promotion: Methods and strategies – Sales Force Decisions: Selection, Training, Compensation and Control – Distribution Management: Channel Selection – Types of Intermediaries – Managing Middlemen – Designing Channels of Distribution – Co operation and Conflict Management – Vertical, Horizontal and Multi-channel Systems.	15
	Total	75

CO	Course Outcomes : At the end of the course learners will be able to:
CO1	Understand the fundamental principles of marketing, marketing concepts and ideas.
CO2	Understand the organization’s marketing strategy and marketing environment. Familiar with marketing research with forecasting techniques.
CO3	Understand the buyer behavior and market segmentation and competitive marketing strategies.
CO4	Think strategically about branding, pricing and marketing issues.
CO5	Familiar with Promotion decisions along with awareness and tackling the conflicts.
Textbooks:	
1	Philip Kotler, G.Shaineshet..al., Marketing Management; Indian Case Studies included, 16th Edition, Pearson, 2022
2	Ramaswamy, V.S. & Namakumari, S. – Marketing Management: Global Perspective – Indian Context, McGraw Hill Education.
Reference Books:	
1	Ramasamy VS & Namakumari, Marketing Management: Indian Context with Global Perspective, 5th edn, MacGraw Hill India, New Delhi, 2013.
2	Pillai & Baghawathy, Marketing Management, S.Chand , 2010.
3	Gupta Prachi, Aggarwal Ashita , et al., Marketing Management: Indian Cases, 1st Edition, 2017
4	Warren J. Keegan, Global Marketing Management, 8th Edition, Pearson, 2017.
5	Mullins, Marketing Management: A Strategic Decision Making Approach, 7th Edition, McGraw-Hill, 2010.
Web resources:	
1	https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/
2	https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html
3	https://www.emerald.com/insight/publication/issn/0736-3761
4	https://www.ama.org/ama-academic-journals/
5	https://www.thinkwithgoogle.com

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	1	1	2	2	2	2	2	3	3	3
CO2	3	3	3	1	2	2	2	2	3	3	3
CO3	3	3	3	3	2	2	2	3	3	3	3
CO4	3	3	3	2	2	3	3	2	3	3	3
CO5	3	2	2	3	2	3	2	2	3	3	2
Total	15	12	12	11	10	12	11	11	15	15	14
Average	3	2.4	2.4	2.2	2	2.4	2.2	2.2	3	3	2.8

3–Strong,2- Medium,1-Low

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
25PMSC24	Business Research Methods	Core	4	1	-	-	4	5	25	75	100
Learning Objectives											
LO1	To understand the fundamental concepts of business research, its significance, and the role of theory in guiding research.										
LO2	To familiarize students with different research designs, measurement techniques, and scaling methods ensuring validity and reliability.										
LO3	To develop skills in data collection methods, sampling plans, and questionnaire design for effective research outcomes.										
LO4	To acquire knowledge of data preparation, statistical analysis, and interpretation using bivariate and multivariate techniques with software applications.										
LO5	To learn the process of report writing, presentation, and ethical considerations in business research for practical application in industry and academia.										
Unit	Content										Hours
1	INTRODUCTION :Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research –Cross–Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.										15
2	RESEARCH DESIGN AND MEASUREMENT Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research –Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.										15
3	DATA COLLECTION Types of data – Primary Vs Secondary data – Methods of primary data collection –Survey Vs Observation – Experiments – Construction of questionnaire and instrument –Types of Validity – Sampling plan – Sample size – determinants optimal sample size –sampling techniques – Sampling methods.										15
4	DATA PREPARATION AND ANALYSIS Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Applications of Bivariate and Multivariate statistical techniques, Factor analysis, Discriminate analysis, Cluster analysis, Multiple regression and Correlation, Multidimensional scaling – Conjoint Analysis – Application of statistical software for data analysis – Structural Equation Model.										15

5	REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH Research report –Types – Contents of report – need for executive summary – chapterization – contents of chapter – report writing – the role of audience – readability –comprehension – tone – final proof – report format – title of the report – ethics in research– Ethics in research Subjectivity and Objectivity in research.	15
	Total	75

CO	Course Outcomes : At the end of the course learners will be able to:
CO1	Demonstrate a clear understanding of research concepts, types, and the role of theory in the research process.
CO2	Design appropriate research frameworks and instruments with emphasis on validity, reliability, and ethical standards.
CO3	Apply suitable data collection methods and sampling techniques for solving business problems.
CO4	Analyze and interpret research data using quantitative and qualitative statistical tools to derive meaningful insights.
CO5	Prepare a structured and professional business research report with proper presentation, documentation, and adherence to research ethics.

Text books:	
1	Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata Mc Graw Hill, New Delhi, 2012
2	Panneer selvam. R, Research Methodology, 2nd Edition, PHI Learning, 2014.ss, New Delhi, 2011.
Reference Books:	
1	Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.
2	William G Zikmund, Barry J Babin, Jon C. Carr, AtanuAdhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.
3	Hair, Joseph F., Wolfin barger, M., Money, A.H., Samouel, P., & Page, M.J. Essentials of Business Research Methods. Routledge.
4	Sekaran, Uma & Bougie, Roger. Research Methods for Business: A Skill-Building Approach. Wiley.
5.	Beri, G.C.Business Statistics and Research Methodology. Tata McGraw-Hill.

Web resources:	
1	https://research-methodology.net
2	https://researcheracademy.elsevier.com
3	https://link.springer.com
4	https://www.academia.edu
5	https://www.emerald.com/insight

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	3	3	2	1	2	1	3	3	1
CO2	3	3	3	1	1	1	1	2	3	3	1
CO3	3	3	3	2	2	1	1	2	3	3	1
CO4	2	3	3	2	1	1	1	1	3	3	1
CO5	2	3	3	1	1	1	1	2	3	3	1
Total	13	15	15	9	7	5	6	8	15	15	5
Average	2.6	3	3	1.8	1.4	1	1.2	1.6	3	3	1

3–Strong,2- Medium,1-Low

Quantitative Techniques for Decision Making II

Subject Code	L	T	P	S	Credits	Inst. Hours	Marks		
							CIA	External	Total
	2	1	1	1	4	5	25	75	100
Learning Objectives									
LO1	To Provide the importance of operations Research and applications of Linear Programming Problem								
LO2	To learn various methods in Transportation problem, Assignment model and to determine its optimal solution.								
LO3	To apply CPM techniques and to determine the project duration and completion time.								
LO4	To understand and apply EOQ and Replacement models.								
LO5	To study game theory- Graphical ,Linear Programming Solutions and simulation								
Unit	Contents								No. of Hours
1	Introduction: Overview of operations research – Origin – Nature, scope and characteristics of OR–Models in OR–Application of operations research in functional areas of management. Linear Programming Problem, structure– Limitations and applications, Mathematical model, Formulation – Problems.								15
2	Transportation problem: Basic Solution – North West corner Method, LCM, VAM, Matrices method–Optimal Solution–Stepping stone method–Modi method –Assignment model: Hungarian method – Traveling salesmen problem.								15
3	Networking–Rules for network construction- Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project Scheduling- Difference, Phases and Components.								15
4	Deterministic Inventory models–Introduction, Functional Role, Factors of Inventory–EOQ with and without shortages, Replacement of items whose efficiency deteriorates with time (Simple problems).								15
5	Game Theory and Strategies: Games theory – two player zero sum game theory–Saddle Point–Mixed Strategies for games without saddle points–Dominance method – Graphical and L.P Solutions.								15
	Total								75
Theory40% Problem60%									
COURSE OUTCOMES									
The students will be able to									
CO1	Understand the importance of Operations research and Linear Programming Problems								
CO2	Work on transportation and Assignment problems by various methods								

CO3	Draw network and find best optimal solution for the given project by CPM and PERT
CO4	Determine and understand Inventory control models and Replacement Problems.
CO5	Work on game theory Graphical and L.P Solutions.
RECOMMENDEDTEXT	
1	J.K.Sharma,OperationsResearch,TheoryandApplicationsForthEdition,Macmillan Publishers, India Ltd.
REFERENCEBOOKS	
1	V.K. Kapoor, Operations Research Problems and Solutions, Sultan Chand and Sons, Fourth Edition.
2	Hamdy A. Taha, Operations Research An Introduction Eighth Edition
3	Paneer Selvam, Operations Research ‘,PrenticeHallofIndia,2002
4	Ander son Quantitative Methods for Business‘, 8 th Edition, Thomson Learning,2002.
5	Winston Operation Research‘, Thomson Learning, 2003
Website and e-Learning Source	
1	http://164.100.133.129;81/econtent/Uploads/Operations_Research.pdf//
2	https://www.journals.elsevier.com/operations-research-perspectives//

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	2	3	2	2	2	3	2	2	3	2	2
CO2	3	2	2	3	2	3	3	2	3	2	3
CO3	3	3	3	2	2	3	3	2	3	2	3
CO4	2	2	3	3	2	2	3	3	3	2	3
CO5	2	3	2	3	2	2	2	3	3	3	3
Total	12	13	12	13	10	13	13	12	15	11	14
Average	2.4	2.6	2.4	2.6	2	2.6	2.6	2.4	3	2.2	2.8

3–Strong,2-Medium,1-Low

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
25PMSIK1	Traditional Management System	IKS	1	1	0	0	2	2	25	75	100
Learning Objectives											
LO1	To introduce students to the spiritual and philosophical foundations of traditional Indian management derived from Vedas and Upanishads.										
LO2	To explain the structure and functioning of ancient Indian administrative systems and their emphasis on justice and welfare.										
LO3	To help students understand key moral virtues from traditional Indian literature and their relevance in daily life.										
LO4	To help students understand how traditional ethical values can guide professional conduct in modern workplaces.										
LO5	To analyze the similarities and differences between traditional Indian management principles and modern management theories.										
Unit	Content										Hours
1	Introduction & Foundations: Vedatham – meaning, origins, sources (Vedas, Upanishads, etc.) - Sethatham – meaning, scope (Tamil ethical literature, Thirukkural, local traditions) -Dharma, Dharma’s role in daily life -Traditional leadership & ethics.										6
2	Traditional Institutions & Governance: Ancient Indian governance: roles of rulers, councils, village Panchayats – Arthashastra ideas: ethics and statecraft - Role of education, gurukula, spiritual learning- Community and local governance traditions.										6
3	Ethical Principles & Moral Conduct: Virtues from traditional texts: honesty, compassion, duty, self-restraint - Justice, fairness, equality - Conflict resolution and forgiveness - Role of spirituality / value education in moral formation.										6
4	Application to Contemporary Management & Society: Ethics in modern workplace & business - Corporate social responsibility & community service- Leadership in civil society (politics, NGOs) - Issues: corruption, inequality, environmental ethics - Balancing tradition and modernization.										6

5	Comparative Study & Modern Integration: Comparison: Traditional vs Modern management theories (Taylor, Fayol etc.) - Relevance and criticisms of tradition in globalized world - Ways to integrate traditional values into modern - systems: education policy, corporate ethics codes etc. - Global perspectives – similar ethical systems in other cultures.	6
	Total	30

CO	Course Outcomes :At the end of the course learners will be able to:
CO1	Students will be able to describe how Vedic teachings influence ethical decision-making and management principles.
CO2	Students will be able to describe how rulers and councils ensured moral and effective governance in ancient India.
CO3	Students will be able to identify and apply key virtues like honesty, compassion, duty, and self-restraint in daily life.
CO4	Students will apply traditional ethical principles to ensure integrity and fairness in professional settings.
CO5	Students will compare and contrast traditional Indian principles with modern management theories to enhance decision-making.

Textbooks:	
1	Indian Ethos and Business Ethics for Management (Subhash Sharma)
2	Ethics, Indian Ethos and Management 2nd Ed (S. K. Chakraborty)
3	Indian Ethos, Ethics & Management (various authors)
Reference Books:	
1	Business Management and Ethics: Insights from Indian Ethos – Edited by P. Mary Jeyanthi, Niranjana Rajput Rohit & Dieu Hack-Polay (2025)
2	Indian Ethos – Modern Management Mantra – Himalaya Publishing House (2025)
3	Business Ethics and Corporate Governance (2nd Edition) – A. C. Fernando (2025)
4	Ethics, Indian Ethos and Management (2nd Edition) – S. K. Chakraborty (2025)
5	Indian Ethos and Business Ethics for Management – Various Authors (2025)
Web resources:	
1	https://www.amazon.com/Indian-Ethos-Business-Ethics-Management/dp/9393159068 Ama
2	https://www.mypustak.com/product/indian-ethos-and-business-ethics-for-management-9789393159069?2156274=&srsrtid=...
3	https://istore.rkmrajkot.org/products/indian-ethos-for-management/487391000004725067 istore.rkmrajkot.org
4	https://bit.ly/IndEthos-Mgmt
5	https://management.cessedu.org/indian-ethos-indian-culture-and-indian-management-towards-new-frontiers-management-thinking

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	1	-	-	-	-	-	3	2	-
CO2	2	3	2	1	-	-	-	-	2	3	-
CO3	3	2	-	-	1	-	-	-	3	2	-
CO4	2	3	3	2	2	1	-	-	3	3	-
CO5	3	3	2	2	2	-	1	1	3	3	2
Total	13	13	8	5	5	1	1	1	14	13	2
Average	2.6	2.6	1.6	1.0	1.0	0.2	0.2	0.2	2.8	2.6	0.4

3–Strong,2- Medium,1-Low

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
25PMSS21	Corporate Social Responsibility	SEC	1	1	-	-	2	2	25	75	100
Learning Objectives											
LO1	To enhance the understanding of the corporate Social responsibility of Business										
LO2	To extend the knowledge of factors influencing CSR policy										
LO3	To facilitate the students to have the understanding about benefits of CSR to the company										
LO4	To students to know about institutional investors in corporate governance										
LO5	To let students to know about corporate governance board and its power.										
Unit	Content										Hours
1	Corporate Social Responsibility Meaning – Definition – scope of CSR– a rational argument of CSR – Economic argument for CSR – strategies of CSR – challenges and implementation of CSR in Indian –barriers to social responsibility – social responsibility of business.										6
2	Designing a CSR policy Factors influencing CSR policy–managing CSR in an organization role of the human resource professional in CSR–global reorganization of CSR–formulated by an Global compact.										6
3	CSR reporting trend in developing countries Timing and mode of release of CSR reports – CSR policy of a multi-product, multi-location Indian MNC's – constitutions of corporate social responsibility– benefits of CSR to the company.										6
4	Corporate governance Concept, structure, process, origin–scope and present scenario – structure and development or board – role of capital marketing governance, governance rating future of governance – innovation practices – case studies with lesson learned.										6
5	Corporate governance board and its power Responsibility – disqualification, board committee and their functions – remuneration committee – nomination committee, compliance committee – share holder grievance committee –risk management committee – and audit committee – regulatory framework of corporate governance in India; SEBI guidelines and clause 49; reforms in the company act 2013 – corporate governance in PSU; and banks.										6
	Total										30

CO	Course Outcomes :At the end of the course learners will be able to:
CO1	The student will be able to acquire the knowledge Corporate Social responsibility of Business
CO2	The student will be able to know the Identify the factors influencing
CO3	The student will be able to have to understanding of benefits of CSR to the company
CO4	The student will be able to know the institutional investors in corporate governance.
CO5	The student will be able to know about corporate governance board and its power.

Textbooks:	
1	Tandon Bb Vashishi, Ak, Kesho Prasad Arya PP, Corporate Governance Deep and Deep Publication ,New Delhi. 1st Edition.
2	S.A. Sherlekar Ethics in Management, Himalaya Publishing House – 2009
3	Fernando, A.C, Business Ethics and corporate governance. Pearson Education
4	Gosh, B. N, Business Ethics and Corporate Governance. Tata McGraw Hill.
5	Keith Davis, Business and Society Mc Graw Hill
Reference Books:	
1	Corporate Social Responsibility In India – Sanjay K. Agarwal Sage Publication Ltd – UK 2008.
2	William B. Werther and David Chandler, Strategic Corporate Social Responsibility, Sage Publication In 2001.
3	Mallin Christine A, Corporate Governance (Indian Edition) Oxford University Press, New Delhi.
4	Blow field, Michal and Alan Murray, Corporate Responsibility Oxford University Press, New Delhi.
5	Velasquez, M.G.(2011). Business Ethics: Concepts and Cases.. PHI Learning
Web resources:	
1	https://www.investopedia.com/terms/c/corp-social-responsibility.asp
2	https://www.coursera.org/courses?query=corporate+social+responsibility
3	https://www.icsi.edu/media/webmodules/Academics/CSR_Social_Governance.pdf
4	https://online.hbs.edu/blog/post/types-of-corporate-social-responsibility
5	https://pitt.libguides.com/csr

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	3	3	1	2	3	3	3	3	1
CO2	2	3	3	3	3	2	2	2	3	3	1
CO3	2	2	3	3	1	2	2	2	3	3	1
CO4	3	3	3	3	2	1	1	1	3	3	1
CO5	3	3	3	3	2	2	2	1	3	3	1
Total	13	13	15	15	9	9	10	9	15	15	5
Average	2.6	2.6	3	3	1.8	1.8	2	1.8	3	3	1

3–Strong,2- Medium,1-Low