



**MARUDHAR KESARI JAIN COLLEGE FOR WOMEN
(AUTONOMOUS)**

Vaniyambadi – 635 751

PG Department of Management Studies

for

Undergraduate Programme

Bachelor of Business Administration

Regulations 2024 - 2025

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LEARNING OUTCOMES BASED CURRICULUM FRAMEWORK FOR UNDERGRADUATE EDUCATION

1. Preamble

The Department of BBA Established in the year 1998, marking the beginning of its journey towards academic excellence and a strong commitment to provide high-quality education and empowering rural women with vital analytical skills to address economic and social challenges. With innovative teaching methods and a curriculum aligned with national standards, it fosters a dynamic learning environment. The department focuses on nurturing entrepreneurial and leadership qualities, preparing students for success as entrepreneurs and leaders in the professional world. In 2018-2019, it introduced an MBA (HRM) program to equip professionals with the skills needed for effective human resource management in evolving business landscapes. A significant transformation occurred in 2021- 2022 when the department became a dedicated research hub, currently hosting Ph.D. scholars actively contributing to its academic and intellectual growth.

LEARNING OUTCOMES-BASED CURRICULUM FRAMEWORK FOR UNDERGRADUATE EDUCATION	
Programme	BBA
Programme Code	UA06
Duration	3 years [UG]
Programme Outcomes	<p>PO1: Acquire knowledge in Commerce and Trade to apply in day-to-day life for the betterment of self and society.</p> <p>PO2: Develop critical, analytical thinking, and problem-solving skills.</p> <p>PO3: Develop research-related skills in defining problems, formulating and testing hypotheses, analyzing, interpreting, and drawing conclusions from data.</p> <p>PO4: Address and develop solutions for societal and environmental needs at local, regional, and national levels.</p> <p>PO5: Work independently and engage in lifelong learning for continuous professional growth.</p> <p>PO6: Promote employability and entrepreneurship among students while emphasizing ethics and communication skills.</p> <p>PO7: Understand the importance of ethical behavior in business contexts and be able to recognize and address ethical dilemmas in their professional careers.</p> <p>PO8: Be prepared for lifelong learning and professional development, including the ability to adapt to changes in technology, business practices, and economic conditions throughout their careers.</p>
Programme Specific Outcomes:	<p>PSO1 – Conceptual foundation: Illustrate the role of business in society and functions of Business Management (Marketing, Product Development, Finance, HR Management, Strategy, Operations, and Logistics).</p> <p>PSO2 - Business Knowledge: An ability to apply conceptual foundations to solve practical problems in business.</p> <p>PSO3 – Entrepreneurship and Innovation: Analyze a problem and use the appropriate managerial and innovation skills for obtaining its solution and new business development.</p>

Eligibility for Admission:

Candidate for admission to the first year of BBA shall be required to have passed the Higher Secondary or have passed the Higher Secondary Course Examination (Academic or Vocational) conducted by the Government of Tamil Nadu or an Examination accepted as equivalent thereto by the Syndicate subject to such conditions as may be prescribed.

Methods of Evaluation and Assessment

Methods of Evaluation		
Internal Evaluation		25 Marks
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand / Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, short summary or overview	
Application (K3)	Suggest idea / concept with examples, suggest formulae, solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, finish a procedure in many steps, Differentiate Between various ideas, Map knowledge	
Evaluate (K5)	Longer essay / Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

Semester - I						
Code	Course Title	Hours Distribution				C
		L	T	P	S	
24UFTA11	Tamil - 1	4	1	0	0	3
24UFEN11	English - 1	4	1	0	0	3
24UMSC11	CC - 1 Management Principles	3	1	2	0	5
24UMSC12	CC - 2 Financial Accounting	3	1	0	0	3
24UMSA11	EC - 1 AL Managerial Economics	3	1	0	0	3
24UMSS11	SEC - 1 NME Event Management	1	0	1	0	2
24UMSS12P	SEC - 2 Digital Skills for Executives	1	0	1	0	2
24UMSF11	FC - Foundations of Managerial Effectiveness	1	1	0	0	2
					30	23

Semester - II						
Code	Course Title	Hours Distribution				C
		L	T	P	S	
24UFTA21	Tamil - 2	4	1	0	0	3
24UFEN21	English - 2	4	1	0	0	3
24UMSC21	CC - 3 Marketing Management	3	1	2	0	5
24UMSC22	CC - 4 Cost and Management Accounting	4	1	0	0	4
24UMSA21 or 24UMSA22	EC - 2 AL EC - 2 Business Organization or E-Business	4	1	0	0	4
24UMSS21	SEC - 3 Business Executive Communication	1	0	1	0	2
24UAEC21	AEC - 1 Life Skills through Yoga	1	1	0	0	2
					30	23

Semester - III						
24UFTA31/ 24UFUR31/ 24UFHI31	Language- 3	4	1	0	0	3
24UFEN31	English - 3	4	1	0	0	3
24UMSC31	CC-5 Financial Management	3	1	2	0	5
24UMSC32	CC-6 Organizational Behavior	4	1	0	0	4
24UMSA33	EC-3 AL Business Statistics	4	1	0	0	4
24UMSS31	SEC - 4 Managerial Competencies	1	0	1	0	2
24UAEC31	AEC-2 Human Values and Indian Knowledge System	1	1	0	0	2
					30	23

Semester - IV						
24UFTA41/ 24UFUR41/ 24UFHI41	Language-4	4	1	0	0	3
24UFEN41	English-4	4	1	0	0	3
24UMSC41	CC-7 Business Regulatory Framework	3	1	2	0	5
24UMSC42	CC-8 Business Research Methods	4	1	0	0	4
24UMAA44 24UMSA41	EC-4 AL Applied Operations Research / Principles of Insurance	4	1	0	0	4
24UAEC41	SEC-5 Personal Wealth Management	1	0	1	0	2
24UAEC41	AEC - 3 Environmental Studies	1	1	0	0	2
					30	23

Semester - V						
24UMSC51	CC - 9 Human Resource Management	3	1	1	0	4
24UMSC52	CC-10 Management Information System	3	1	1	0	4
24UMSC53	CC-11 Production and Material Management	2	1	1	0	4
24UMSC54	CC-12 Strategic Management	3	1	0	0	4
24UMSE51	EC-1 Introduction to Business Analytics	3	1	0	0	3
24UMSE52	EC-1 Principles of Banking System	3	1	0	0	3
24UMSE53	EC-2 Advertisement and Sales Promotion Management	3	1	0	0	3
24UMSE54	EC - 2 Hotel Management	3	1	0	0	3
24UAEC51	AEC - 4 Gender Equality and Social Inclusion	1	1	0	0	2
24UCOIK51	IKS - Indian Knowledge Systems in Commerce and Management	1	1			
24UMSIN51	Internship					2
					30	26

Semester - VI						
24UMSC61	CC-13 International Business	3	1	1	0	4
24UMSC62	CC-14 Entrepreneurship and Start-up management	3	1	1	0	4
24UMSC63P	CC-15- Project	0	0	0	5	5
24UMSE61	EC-3 Consumer Behaviour	3	1	1	0	3
24UMSE62	EC-3 Customer Relationship Management	3	1	1	0	3
24UMSE63	EC-4 Performance Management	3	1	1	0	3
24UMSE64	EC-4 Logistics and Supply Chain Management	3	1	1	0	3
24UMSP61	PEC-1 Aptitude for Managers	1	1	0	0	2
24UMSL61	SLC-1 Green Marketing	0	0	0	3	2
					30	23
						141+2

Students must complete at least one online course (MOOC) from platforms like SWAYAM, NPTEL, or Nannudalvan 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*.

FIRST YEAR : I SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSC11	Management Principles	Core	4	1	-	-	4	5	25	75	100
Learning Objectives											
LO1	To familiarize the students with basic concept of management.										
LO2	To acquire skills to become a good manager.										
LO3	To plan effectively and to take right decisions.										
LO4	To understand the theories of management										
LO5	To understand the functions of management.										
Unit	Content									Hours	
1	Management - Definition - Importance - Nature and Scope of Management - Objectives of management - Process - Levels of Management - Role and function of a Manager – Administration vs Management - Management as an Art or Science - Management as a Profession - Contributions of Henry Fayol and F W Taylor to Management.									15	
2	Planning – Definition- Nature - Importance - Steps in Planning – Limitations of Planning features of good plan- obstacles to effective planning- types- Objectives - Policies - Procedures - and Methods - Decision making – definition - Process of decision making - Types of managerial decision making.									15	
3	Organizing – Meaning of organization- elements of organization – Process of organizing Importance - Types of Organization structure - Span of Control –meaning- theory of Graicunas- factors determine span of management- Principles of Organization Departmentation Committee - formal organization- Informal Organization.									15	
4	Authority - Delegation - Decentralization - Difference between authority and power - Uses of authority - Staffing - Sources of recruitment - Selection process - Training - Directing - Nature and purpose of Directing – Motivation (Maslow’ s Need Hierarchy Theory Herzberg Theory, X and Y Theory) – Social responsibilities of business.									15	
5	Co-ordination – nature and characteristics - Need of co-ordination - Types - Techniques - Distinction between Co-ordination and Co-operation – Controlling – meaning- nature and purpose of control- need for and importance of Controlling - Control Process- problems in control process.									15	
									Total	75	

CO	Course Outcomes: At the end of the course learners will be able to:
CO1	To understand the concept of management.
CO2	To plan and make decisions.
CO3	To differentiate organization structure and know the functioning in business unit.
CO4	To motivate employees, delegate work, and differentiate between power and authority
CO5	To coordinate and control activities in an organization.

Textbooks:	
1	P.C. Tripathi & P.N Reddy; Principles of Management, Sultan Chand & Sons, 7 th Edition, 2021
2	L.M.Prasad; Principles & Practice of Management, Sultan Chand & Sons, 10 th Edition. 2021
3	Principles of Management by Neeru Vasishth & Vibhuti Vasishth Edition 2022
Reference Books:	
1	JAF Stoner, Freeman R.E and Daniel R Gilbert “Management”, 6th Edition, Pearson Education, 2004
2	Stephen A. Robbins & David A. Decenzo & Mary Coulter, “Fundamentals of Management” 7th Edition, Pearson Education, 2011
3	Stephen P. Robbins & Mary Coulter; Management, Pearson Education, 13th Edition, 2017
4	Koontz, H. (2010). Essentials of Management. New Delhi: Tata McGraw-Hill Education
5	Durai, P. (2015). Principles of Management, Text and Cases. New Delhi: Pearson Education
Web resources:	
1	https://www.toolshero.com/management/14-principles-of-management/
2	https://open.umn.edu/opentextbooks/textbooks/693
3	https://open.umn.edu/opentextbooks/textbooks/34
4	https://openstax.org/subjects/business
5	https://blog.hubspot.com/marketing/management-principles

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	1	2	2	3	2	2	3	3	3
CO2	3	2	3	3	2	2	2	3	2	2	3
CO3	2	3	1	1	2	2	2	1	1	3	3
CO4	1	3	3	3	2	1	2	2	3	3	3
CO5	2	3	3	2	2	2	2	2	3	3	3
Total	11	13	11	11	10	10	10	10	12	14	15
Average	2.2	2.6	2.2	2.2	2	2	2	2	2.4	2.8	3

3 – Strong, 2- Medium, 1- Low

FIRST YEAR : I SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSC12	Financial Accounting	Core	3	1	1	-	4	5	25	75	100
Learning Objectives											
LO1	To impart knowledge about basic concepts of accounting its applications										
LO2	To develop proficiency in preparing subsidiary books										
LO3	To acquaint the students to prepare the final accounts with adjustments										
LO4	To foster knowledge on Hire Purchase system										
LO5	To understand single entry system and acquire knowledge on computerized accounting										
Unit	Content										Hours
1	Accounting: Basic Accounting Concepts and Conventions – Accounting Transactions – Double Entry Book Keeping – Journal, Ledger - Preparation of Trial Balance										15
2	Subsidiary Book: Preparation of Purchase Book, Sales Book, Cash Book, Petty Cash Book										15
3	Preparation of Final Account with Adjustments: Closing stock, outstanding, prepaid and accrued, depreciation, bad and doubtful debts, provision for discount on debtors and creditors, interest on Drawings and capital										15
4	Hire Purchase System: Interest Calculation – Default and Repossession – Hire Purchase Trading Account – Installment System.										15
5	Single Entry: Features – Statement of Affairs Method – Difference between Single Entry and Double Entry. Computerized Accounting: Computers and Financial Application – Knowledge on Accounting Software Packages										15
	Total										75
Weightage of Marks: Theory 20% and Problems 80%											

CO	Course Outcomes: At the end of the course learners will be able to:
CO1	Prepare Journal, ledger and Trial balance
CO2	Understand Subsidiary books
CO3	Prepare final accounts with adjustments
CO4	Understand Hire Purchase system
CO5	Prepare single entry system of accounting and gain knowledge of computerized accounting

Textbooks:	
1	T.S Reddy & A.Murthy; Financial Accounting -Margham Publications, 9th Edition, (Reprint :2024)
2	Goel.D.K and Shelly Goel, 2018, Financial Accounting, Arya Publications, 2 nd edition.
Reference Books:	
1	Dr.K.Ganesan & S.Ushena Begam – Accounting for Managers - Volume 1, Charulatha Publications, Chennai
2	David Kolitz; Financial Accounting – Taylor and Francis group, USA 2017
3	M N Arora; Accounting for Management- Himalaya Publications House 2019.
4	SN Maheswari; Financial Accounting - Vikas Publishing House, Jan 2018.
5	T. Horngren Charles, L. Sundern Gary, A. Elliott John; Introduction to Financial Accounting, Pearson Publications Oct 2017.
Web resources:	
1	https://ebooks.lpude.in/management/mba/term_1/DMGT403_ACCOUNTING_FOR MANAGERS.pdf
2	https://profitbooks.net/what-is-depreciation/
3	https://www.investopedia.com/terms/a/accounting-principles.asp
4	https://www.accountingtools.com/articles/double-entry-accounting
5	https://live.icai.org/bos/vcc/pdf/Hire_purchase_and_Installment_purchases.pdf

Mapping with Programme Outcomes and Programme Specific Outcomes

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

3 – Strong, 2- Medium, 1- Low

FIRST YEAR : I SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSA11	Managerial Economics	Elective	3	1	-	-	3	4	25	75	100
Learning Objectives											
LO1	To familiarize students with concepts of managerial economics and its relevant Concepts of economics in current business scenario										
LO2	To understand the applications & implications of economics and its knowledge of the mechanics of supply and demand markets in decision-making and problem solving.										
LO3	To Understand the optimal point of cost analysis and production factors of the firm										
LO4	To describe the pricing methods and strategies that are consistent with evolving marketing needs										
LO5	To provide insights to the various market structures in an economy.										
Unit	Content									Hours	
1	Introduction: Nature and scope of managerial economics – definition of economics – important concepts of economics – relationship between micro and macro-economics									12	
2	Demand analysis – Meaning of Demand – Law of demand – Types of demand-Determinants of demand –Elasticity of demand- Demand forecasting. Theory of Consumer Behavior–Marginal utility analysis– Indifference curve analysis.									12	
3	Production and Cost Analysis – Production – Factors of production – production function – Concept – Law of variable proportion Law of return to scale and economics of scale – cost analysis–Different cost concepts–Supply analysis..									12	
4	Pricing methods and strategies – Objectives – Factors Methods of pricing– Price discrimination.									12	
5	Market classification – Perfect Competition–Imperfect competition– Monopoly – Monopolistic Competition – Duopoly–Oligopoly.									12	
									Total	60	

CO	Course Outcomes: At the end of the course learners will be able to:
CO1	Analyze & apply the various managerial economic concepts in individual & business decisions.
CO2	Explain demand concepts, underlying theories and identify demand forecasting techniques.
CO3	Employ production, cost and supply analysis for business decision making
CO4	Identify pricing strategies
CO5	Classify market structures under competitive scenarios.

Textbooks:

1	Managerial Economics R. Cauvery Dr., U.K. Sudha Nayak Dr. M. Girija, Dr. R. Meenakshi First Edition 2023
2	Managerial Economics .L. Mehta Fifth Impression 2018
3	Mithani D.M. (2016) -Managerial Economics –Himalaya Publishing House – Mumbai
4	Mehta P.L (2016) – Managerial Economics – Sultan Chand & Sons – New Delhi

Reference Books:

1	Dr. S. Sankaran; Managerial Economics; Margham Publication, Chennai, 2019
2	Thomas and Maurice; Managerial Economics: Foundations of Business Analysis and Strategy, McGraw Hill Education, 10 th edition, 2017.
3	D N Dwivedi; Managerial Economics: Vikas Publishing House, 8 th edition, 2015.
4	Thomas and Maurice; Managerial Economics: Foundations of Business Analysis and Strategy, McGraw Hill Education, 10 editions, 2017.
5	H L Ahuja; Managerial Economics, S. Chand, 9th Edition, 2017.

Web resources:

1	https://www.studocu.com/row/document/azerbaycan-dovlet-iqtisad-universiteti/business-and-management/lecture-notes-on-managerial-economics/6061597
2	https://www.intelligenteconomist.com/profit-maximization-rule
3	http://www.economicdiscussion.net/laws-of-production/laws-of-production-laws-of-
4	http://www.simplynotes.in/e-notes/mbabba/managerial-economics/
5	https://businessjargons.com/determinants-of-elasticity-of-demand.html

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	2	2	2	2	2	3	3	2	3	3	2
CO2	3	3	2	3	2	3	2	3	3	3	3
CO3	3	2	3	2	2	3	2	3	3	3	3
CO4	3	3	2	2	2	3	2	2	2	3	3
CO5	3	2	2	3	3	3	2	2	2	2	3
Total	14	12	11	12	11	15	11	12	13	14	14
Average	2.8	2.4	2.7	2.4	2.7	3	2.7	2.4	2.6	2.8	2.8

3 – Strong, 2- Medium, 1- Low

FIRST YEAR : I SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSS11	Event Management	Skill Enhancement Course-NM	1	-	1	-	2	2	25	75	100
Learning Objectives											
LO1	To know the basics of event management										
LO2	To make an event design										
LO3	To make feasibility analysis for event										
LO4	To understand the 5 Ps of event Management										
LO5	To know the financial aspects of event management and its promotion										
Unit	Content										Hours
1	Introduction to Event Management: Meaning , Scope, Types of Event (Corporate, Private, or Charity, Indoor Events, Out Door Events , Celebrity Events) Tools For Event Planning & Management, MICE Events, Event Operations and Services (Setting Up, Parking, Maintenance, Ticketing, Food and Beverage, Logistics) .										06
2	Concept and Design of Event Coordination, Developing &, evaluating event concept – Event Design.										06
3	Event Feasibility: Resources - Feasibility, SWOT Analysis										06
4	Event Planning & Promotion –Marketing & Promotion -5Ps of Marketing –Product, Price, Place, Promotion, Public Relations.										06
5	Event Budget –Financial Analysis- Event Cost-Event Sponsorship – Practical Exposure (Present a scenario of a specific event and ask students to identify and list the key considerations and steps necessary for planning that particular event. Then, ask the students to create a video report of an event, applying the learned concepts and skills. Divide the students into small groups and assign each group a simulated event scenario.)										06
	Total										30

CO	Course Outcomes: At the end of the course learners will be able to:
CO1	To understand basics of event management
CO2	To design events
CO3	To study feasibility of organizing an event
CO4	To gain familiarity with marketing & promotion of event
CO5	To develop event budget and to get practical exposure

Textbooks:	
1	Devesh Kishor & Ganga Sagar Singh: Event Management : A Booming Industry and an Event Career Recent Edition 2023
2	Swarup K. Goyal : Event Management Recent Edition 2023
3	Event Management 1 st Edition 2005 Pearson Publication
4	Event Management: Principles and Practices" Author: James T. Kirkwood Edition: 5 th Edition
5	Event Management: The Ultimate Guide to Successful Meetings, Corporate Events, , and Other Special Events" Author: Judy Alle
Reference Books:	
1	The Business of Event Planning: Behind-the-Scenes Secrets of Successful Special Events" by Judy Allen - 1st Edition (2002)
2	"Events Management: An Introduction" by Glenn A.J. Bowdin, Johnny Allen, William O'Toole, Rob Harris, Ian McDonnell - 5th Edition (2011)
3	"Events Management: Principles and Practice" by Paul Walters, Glenn A. J. Bowdin, and Paul T. Vallen - 2nd Edition (2007)
4	"Event Planning: The Ultimate Guide to Successful Meetings, Corporate Events, Fundraising Galas, Conferences, Conventions, Incentives and Other Special Events" by Judy Allen (2nd Edition)
5	"Professional Event Coordination" by Julia Rutherford Silvers (2nd Edition)
Web resources:	
1	https://www.event.com/en/blog/events/what-is-event-management
2	https://www.indeed.com/career-advice/finding-a-job/what-is-event-management
3	https://www.justdial.com/Chennai/Event-Organisers/nct-10194150#google_vignette
4	https://www.brightonsbm.com/news/top-10-tips-successful-event-management/
5	https://study.com/academy/lesson/event-planning-vs-event-management.html

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	2	2	2	2	2	3	3	2	3	3	2
CO2	3	3	2	3	2	3	2	3	3	3	3
CO3	3	2	3	2	2	3	2	3	3	3	3
CO4	3	3	2	2	2	3	2	2	2	3	3
CO5	3	2	2	3	3	3	2	2	2	2	3
Total	14	12	11	12	11	15	11	12	13	14	14
Average	2.8	2.4	2.7	2.4	2.7	3	2.7	2.4	2.6	2.8	2.8

3 – Strong, 2- Medium, 1- Low

FIRST YEAR : I SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSS12P	Digital Skills for Executives (Practical)	Skill Enhancement	1	-	1	-	2	2	25	75	100
Learning Objectives											
LO1	To master key features of MS Word for professional document creation and formatting.										
LO2	To understand the basics of creating and formatting PowerPoint presentations.										
LO3	To learn the basics of creating, editing, and formatting Excel worksheets										
LO4	To understand the basics of tally										
LO5	To familiarize students with Google forms for students with relevance in business scenario and its applications.										
Unit	Content										Hours
1	Introduction to Word Processing - features, creating, saving and opening documents in Word. Overview of word menu options - word basic tool bar. Editing and Formatting: Paragraph formats, aligning text and paragraph, borders and shading - headers and footers. Insert options: - insert picture – smart art – superscript & subscript – mathematical formulas – special characters – columns. Tables - creating table - graphics – importing graphics – clipart - insert picture. Mail Merge: mail merge concept - merging data source and main document. Design: Cover page of a book – Business cards, Index page										06
2	Introduction to Power Point basics – terminology - getting started with power point window – menus and tool bars- creating presentations - using auto content wizard - using blank presentation option - using design template option. Working with slides - make new slide, move, copy, delete, duplicate, lay outing of slide- applying transition and animation effects. Editing and formatting text: alignment, editing, inserting, deleting, selecting, formatting of text, bullets, footer, paragraph formatting.										06
3	Excel Worksheet basics - Features of MS Excel – spread sheet / worksheet, workbook creating worksheet, entering data into worksheet- parts of MS excel window - toolbars and menus, keyboard shortcuts - Entering and editing data in worksheet – cell range – formatting – auto fill –formulas and its advantages. Charts – graphs.										06
4	Introduction to Tally - Features of tally, creation of company, Accounts only and accounts with, Get way of Tally, Accounts confiscation, Groups and Ledgers, Voucher entry with Bill wise details Interest computation, order processing. Reports - Profit and Loss A/C, Balance Sheet										06
5	Google Forms - Use Google forms to develop & share questionnaire.										06
	Total										30

CO	Course Outcomes: At the end of the course learners will be able to:
CO1	Use Microsoft Office programs to create personal, academic and business documents following current professional and/or industry standards.
CO2	Create scientific and technical documents incorporating equations, images, tables, and bibliographies.
CO3	Develop technical and scientific presentations which use charts and visual aids to share data.
CO4	Demonstrate hands on experience with Tally for business activities
CO5	Proficient in developing and sharing questionnaires using Google Forms.

Textbooks:	
1	Peter Weverka- MS office for dummies, Wiley & Sons January 2022
2	P.Rizwan Ahmed; Computer Application in Business and Management, Margham Publications, 2019.
3	Google Form Made Simple The Perfect Guide to Creating and Modifying Google Forms from Beginners to Expert by Mary Brockman
Reference Books:	
1	Lisa A. Bucki, John Walkenbach, FaitheWempen, & Michael Alexander; Microsoft Office 2013 BIBLE, Wiley, 2013
2	S.S. Shrivatsava; Ms-Office, First Edition, Laxmi Publications, 2015.
3	Microsoft Office Step by Step (Office 2021 and Microsoft 365) by Curtis Frye (Author), Joan Lambert (Author) June 2022
Web resources:	
1	https://trumpexcel.com/best-excel-books/
2	https://www.yashada.org/yashada_2019/pdfs/e_library_cit/excel_Microsoft_Excel_2010_intermediate_YASHADA%20_June_2014%20(2).pdf
3	https://onlinecourses.nptel.ac.in/noc20_hs17/preview
4	https://www.udemy.com/course/tally-erp-9-complete-course-beginners-to-advanced/?couponCode=LEADERSALE24A
5	https://form-publisher.com/blog/how-to-make-a-google-form/

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	2	3	3	2	2	3	2	2	3	3	3
CO2	3	2	2	3	2	3	3	3	3	3	3
CO3	3	2	2	2	2	3	2	3	3	3	2
CO4	3	3	2	2	3	3	2	2	2	3	3
CO5	3	2	2	3	2	3	2	2	2	2	3
Total	14	12	11	12	11	15	11	12	13	14	14
Average	2.8	2.4	2.7	2.4	2.7	3	2.7	2.4	2.6	2.8	2.8

3 – Strong, 2- Medium, 1- Low

FIRST YEAR : I SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSF11	Foundations of Managerial Effectiveness	Foundation	1	1	-	-	2	2	25	75	100
Learning Objectives											
LO1	To formulate individual communication strategies to cope with and manage complex situation										
LO2	To Understand and imbibe skills and competencies required to work through difficult communication situations.										
LO3	To sensitize students to the emerging perspectives from positive psychology, spirituality and wisdom approaches for personal effectiveness and leadership										
LO4	To grasp empowerment's concept, dimensions, development, inhibitors, delegation processes, and apply related skills effectively.										
LO5	To understand Image and Personality Branding and creating their own digital footprint and to market them as a brand.										
Unit	Content										Hours
1	Introduction to skills & personal skills: Importance of competent managers, skills of effective managers, developing self-awareness on the issues of emotional intelligence, self-learning styles, values, attitude towards change, learning of skills and applications of skills.										06
2	Building relationship Skills for developing positive interpersonal communication: importance of supportive communication, coaching and counselling, defensiveness and disconfirmation, principles of supportive communications. Personal interview management. Skill analysis and application on above areas.										06
3	Team building: Developing teams and team work, advantages of team, leading team, team membership. Skill development and skill application. Exercises on Goal Setting, Perfectionism and Time Management Activities related to Understanding Mind Body Connection, Self Esteem and Coping with Stress										06
4	Empowering and delegating: Meaning of empowerment, dimensions of empowerment, how to develop empowerment, inhibitors of empowerment, delegating works. Skills development and skill application on above areas.										06
5	Communication related to course: How to make oral presentations, conducting meetings, reporting of projects, reporting of case analysis, answering in Viva Voce, Assignment writing										06
	Total										30

CO	Course Outcomes: At the end of the course learners will be able to:
CO1	Enhance self-awareness and understand the importance of competent management.
CO2	Develop effective interpersonal and supportive communication skills.
CO3	Develop teamwork, leadership, and goal-setting skills, along with managing stress and time effectively.
CO4	Understand and apply principles of empowerment and effective delegation
CO5	Master skills in oral presentations, meeting conduct, project reporting, case analysis, Viva Voce, and assignment writing.

Textbooks:	
1	Understanding Communication, Communicating for Managerial Effectiveness: Problems, Strategies and Solutions, Clampitt P.G.(2017) ,Sixth Edition, Sage Publications Inc.
2	Foundation of Managerial Effectiveness, Dr. Shiney Chib &Laila N.Bhairaiya, Thakur Publication Pvt Ltd.
3	Communicating for Managerial Effectiveness, Phillip G. Clampitt - University of Wisconsin, Green Bay, USA 6 th Edition 2016, Sage Publications
Reference Books:	
1	Positive Psychology Coaching –Putting the Science of Happiness to work for your Clients Rober Biswas Diener and Ben Dean, 2007, Wiley 1st Edition
2	Never Eat Alone and Other Secrets to Success one relationship at a time, Keith Ferrazzi and ahlRaz, 2014, Currency Publication
3	You Branding Personal Branding Book –It’s all about you, Mark Cijo (2015), Create Space Independent Publication.
Web resources:	
1	Mind Tools - Management Training and Leadership Training - Provides resources on various management skills and personal development.
2	Harvard Business Review - Management - Offers articles and insights on management skills and effective leadership.
3	www.skillsyouneed.com - Offers guidance on interpersonal communication skills.
4	www.psychologytoday.com – Explains the difference between coaching and counselling and offers resources on both.
5	www.mindtools.com - Outlines principles and strategies for supportive communication.

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	1	2	2	2	2	3	3	2	3	3	2
CO2	3	3	3	3	2	3	2	3	3	3	3
CO3	1	2	1	2	2	3	2	2	2	2	1
CO4	3	3	2	2	1	3	2	2	2	3	3
CO5	3	2	2	1	3	3	2	2	2	1	1
Total	10	12	11	10	11	15	11	11	13	12	10
Average	2.2	2.4	2.7	2	2.7	3	2.2	2.2	2.6	2.4	2.2

3 – Strong, 2- Medium, 1- Low

FIRST YEAR : II SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSC21	Marketing Management	Core	5	1	-	-	5	6	25	75	100
Learning Objectives											
LO1	To understand the fundamentals of marketing and the marketing mix.										
LO2	To identify strategies for market segmentation, targeting, and positioning.										
LO3	To explore pricing strategies and factors influencing pricing decisions.										
LO4	To gain insights into communication mix, media types, and digital marketing trends.										
LO5	To learn sales force management, including motivation and control strategies.										
Unit	Content										Hours
1	Basics of Marketing: Fundamentals of Marketing – Role of Marketing – Concept of Marketing Mix – Marketing Approaches – Various Environmental Factors affecting the Marketing Functions.										18
2	Market Segmentation: Need and Basis of Segmentation - Targeting – Positioning - Product – Characteristics – Benefits – Classifications – Consumer Goods – Industrial Goods, New Product Development Process - Product Life Cycle, Product Mix - Branding – Packaging										18
3	Pricing: Factors Influencing Pricing Decisions – Pricing Objectives, kinds of Pricing - Market Physical Distribution: Importance – Various Kinds of Marketing Channels.										18
4	Overview of Communication Mix: Types of Media & its Characteristics - Print – Electronic Media - Outdoor – Internet - Sales Promotion tools - Definition, Process, Need & Significance – Digital Marketing & Online Marketing.										18
5	Sales Force Management: Personal Selling Process - Motivation, Compensation and Control of Sales Force.										18
	Total										90

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Define key marketing concepts and explain the components of the marketing mix.
CO2	Illustrate market segmentation and evaluate product strategies, including PLC and branding.
CO3	Apply appropriate pricing methods based on market factors.
CO4	Analyze communication tools and implement digital marketing strategies.
CO5	Evaluate sales force management techniques and their impact on performance.

Text Books:	
1	Rajan Saxena, Marketing Management, Tata Mc-Graw Hill, 2017.
2	L.Natarajan, Marketing Management, Margham Publications, 2017.
Reference Books:	
1	C.B.Gupta & Rajan Nair Marketing Management, Sultan Chand & Son 2020.
2	V.S. Ramaswamy & S. Namakumari, 2002, Principles of Marketing, first edition, S. G.Wasan /Macmillan India Ltd,
3	Cran field, Marketing Management, Palgrave Macmillan.
4	Harsh V Verma & Ekta Duggal, Marketing, Oxford University Press, 2017.
5	Sontakki C.N, Marketing Management, Kalyani Publishers, Ludhiana.2016
Web Resources:	
1	http://eprints.stiperdharmawacana.ac.id/24/1/%5BPhillip_Kotler%5D_Marketing_Management_14th_Edition%28BookFi%29.pdf
2	https://mrcet.com/downloads/MBA/digitalnotes/Marketing%20Management .
3	https://www.khanacademy.org/partner-content/ama-marketing
4	https://journals.sagepub.com/home/jmx
5	https://www.coursera.org/courses?query=sales%20management

Mapping with Programme Outcomes and Programme Specific Outcomes

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

3–Strong, 2-Medium, 1-Low

FIRST YEAR : II SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSC22	Cost and Management Accounting	Core	4	1	-	-	4	5	25	75	100
Learning Objectives											
LO1	To understand cost concepts, classifications, and their applications.										
LO2	To analyze marginal costing and its role in decision-making.										
LO3	To apply tools for financial statement analysis and ratio evaluation.										
LO4	To gain insights into cash flow and fund flow management.										
LO5	To recognize the role of budgets as tools for planning and control.										
Unit	Content										Hours
1	Introduction: Cost Accounting - Nature, scope and functions, need, importance and limitations - Cost concepts and classification – Cost sheets – Tenders & Quotation – Management accounting – Meaning, nature, scope and functions										15
2	Marginal Costing: Cost Volume Profit Analysis – Contribution – p/v Ratio - Profitability Index - Margin of Safety – Break Even Point Analysis										15
3	Analysis and Interpretation of Financial Statements: Nature, objectives, essentials and tools, methods – Comparative Statements, Common Size statement and Trend analysis - Ratio Analysis – Interpretation, benefits and limitations. Classification of ratios–Liquidity Profitability Solvency turnover ratio (Simple Problems)										15
4	Funds and Cash Flow Statement: Objectives – Statement of Changes in Working Capital – Preparation of Fund Flow – Cash Flow Statement Analysis – Problems – Distinction between Fund and Cash Flow Statement										15
5	Budgets and Budgetary Control: Objectives, Merits and Demerits– Sales, Production, Flexible Budgets and Cash Budget.										15
	Total										75

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Prepare and interpret cost sheets, comparing cost, management, and financial accounting.
CO2	Evaluate components of marginal costing and perform break-even analysis.
CO3	Analyze and interpret financial ratios to assess business performance.
CO4	Prepare and evaluate cash flow and fund flow statements for financial planning.
CO5	Develop and apply various budgets for effective budgetary control.

Text Books:	
1	Dr.K.Ganesan & S.Ushena Begam, Accounting for Managers Volume II, Charulatha Publications, Chennai
2	T.S. Reddy and Hari Prasad Reddy – Management Accounting, Margham Publication, 2016

Reference Books:	
1	Gupta, R. Land M. Radha Swamy. Advanced Accountancy, Sultan Chand & Sons, 2016.
2	Maheshwari S. N, Advanced Accountancy (Part II). Vikas, 2007.
3	Antony Atkinson, Rebert S Kalpan, Advance Management Accounting, Pearson Publications, 2015.
4	Hornrgren Sunderu Stratton, Introduction to Management Accounting, Pearson Education, 2013.
5	Rajiv Kumar Goel & Ishaan Goel, Concept Building Approach to Management Accounting, 2019

Web Resources:	
1	https://www.toppr.com/guides/fundamentals-of-accounting/fundamentals-of-cost-accounting/meaning-of-management-accounting/
2	https://efinancemanagement.com/financial-accounting/management-accounting
3	http://www.accountingnotes.net/management-accounting/management-accounting-meaning-limitations-and-scope/5859
4	https://www.wallstreetmojo.com/ratio-analysis/
5	http://www.accountingnotes.net/cost-accounting/variance-analysis/what-is-

Mapping with Programme Outcomes and Programme Specific Outcomes

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

3 – Strong, 2 - Medium, 1 - Low

FIRST YEAR : II SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSA21	Business Organization	Elective	4	1	-	-	4	5	25	75	100
Learning Objectives											
LO1	To understand the meaning, types, and importance of business and organization.										
LO2	To identify various forms of business organizations and their characteristics.										
LO3	To analyze factors affecting office layout and accommodation.										
LO4	To gain insights into the functions and regulations of stock exchanges in India.										
LO5	To explore the objectives and functions of trade associations and chambers of commerce.										
Unit	Content										Hours
1	Business Introduction: Meaning – Types of Business and Profession - Organization – Meaning and Importance of Business Organization.										15
2	Forms of Business Organization: Sole Trader, Partnership – Joint Hindu Family System- Joint Stock Companies - Co-operative Societies - Public Utilities and Public Enterprises.										15
3	Office: Its Function & Significance office layout and office accommodation – Filing and identity										15
4	Stock Exchange: Functions- Working- Services- Regulations of Stock Exchange in India, Business combinations - Causes - Types - Effects.										15
5	Trade Associations and Chamber of Commerce: Objectives- Functions – Differences between Trade Association and Chamber of Commerce – Current trends in Business – Types of Business Innovation.										15
	Total										75

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Explain the concept, types, and significance of business and business organization.
CO2	Distinguish between different forms of business organizations.
CO3	Analyze the role and importance of office layout and filing systems.
CO4	Evaluate the functions and regulatory framework of stock exchanges in India.
CO5	Differentiate between trade associations and chambers of commerce and assess their roles in business.

Text Books:	
1	K Karunakaran, Business Organization, Himalaya Publishing House, 2017.
2	L.Natarajan, Business Organization, Margham Publications, 2017.
Reference Books:	
1	C.B. Gupta, Business Organisation and Management, Sultan Chand & Sons, 18th Ed., 2021.
2	Dr. P.C. Tulsian & Vishal Pandey, Business Organisation and Management, Pearson Education, 2nd Ed., 2020.
3	Y.K. Bhushan, Fundamentals of Business Organization and Management, Sultan Chand & Sons, 21st Ed., 2017.
4	Stephen P. Robbins & Mary Coulter, Management, Pearson Education, 14th Ed., 2019.
5	Ricky W. Griffin, Fundamentals of Management, Cengage Learning, 9th Ed., 2020.
Web Resources:	
1	https://study.com/academy/lesson/types-of-business-organizations-sole-proprietorship-partnership-corporation.html
2	https://www.investopedia.com/articles/basics/03/031703.asp
3	https://www.managementstudyguide.com/office-layout-and-design.htm
4	https://www.sebi.gov.in/legal/regulations
5	https://www.investopedia.com/terms/t/trade-association.asp

Mapping with Programme Outcomes and Programme Specific Outcomes

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

3–Strong, 2-Medium, 1-Low

FIRST YEAR : II SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSA22	E-Business	Elective	3	1	-	-	3	4	25	75	100
Learning Objectives											
LO1	To understand the basic concepts of electronic business.										
LO2	To identify web-based tools.										
LO3	To examine the security threats to e-business.										
LO4	To discuss the strategies on marketing.										
LO5	To analyze the business plan for e-business.										
Unit	Content										Hours
1	Introduction to electronic business - meaning - value chains - the Internet and the web - infrastructure for e-business										12
2	Web based tools for e - business - e - business software - overview of packages										12
3	Security threats to e - business - implementing security for e - commerce and electronic payment systems.										12
4	Strategies for marketing, sales and promotion - B2C and strategies for purchasing and support activities - B2B - web auction virtual - web portals										12
5	The environment of e-business - international - legal ethical - tax issues - business plan for implementing e-business										12
	Total										60

CO	Course Outcomes: At the end of the course learners will be able to
CO1	To define and understand the basic concepts of business done through web
CO2	To Examine and apply web tools in real-time business situations.
CO3	To analyze the security threats in e-business.
CO4	To evaluate strategies for marketing.
CO5	To prepare the environment for e-business.

Text Books:	
1	Garry P Schneider and James T Perry - Electronic Commerce, Course technology, Thomson Learning, 2000
2	Diwan, Prag and Sunil Sharma - E-Commerce - Managers guide to E-Business
Reference Books:	
1	Dave Chaffey: E-Business and E-Commerce Management, Pearson Education.
2	Kalakota, Ravi: Frontiers of Electronic Commerce, Addison - Wesley, Delhi.
3	Smantha Shurety,: E-Business with Net Commerce, Addison - Wesley, Singapore.
4	David Whitely, E Commerce Strategy, Technology and Applications, TMH
5	J. Christopher Westle and Theodre H K Clarke, Global Electronic Commerce – Theory and Case Studies, University Press
Web Resources:	
1	https://www.tutorialspoint.com/e_commerce/e_commerce_tutorial.pdf
2	https://www.techtargget.com/searchcio/definition/e-business
3	https://www.britannica.com/technology/e-commerce
4	https://www.geeksforgeeks.org/different-types-of-threat-to-e-commerce/
5	https://irp-cdn.multiscreensite.com/1c74f035/files/uploaded/introduction-to-e-commerce.pdf

Mapping with Programme Outcomes and Programme Specific Outcomes

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

3 – Strong, 2 - Medium, 1 - Low

FIRST YEAR : II SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSS21	Business Executive Communication	Skill Enhancement Course	1	-	1	-	2	2	25	75	100
Learning Objectives											
LO1	To understand the role and importance of effective communication in business.										
LO2	To develop the ability to draft clear, concise, and professional business correspondence.										
LO3	To acquire skills for interviews, group discussions, and presentations.										
LO4	To develop skills to prepare business reports, meetings and documentations										
LO5	To learn modern communication methods relevant to management.										
Unit	Content									Hours	
1	Introduction: Definition– Methods – Types – Principles of effective Communication – Barriers to Communication etiquette									6	
2	Business Letter: Layout - Kinds of Business Letters - application, offer, acceptance/ acknowledgement and promotion letters. Business Development Letters– Enquiry, replies, Order, Sales, circulars, Offline/Online Grievances handling mechanism									6	
3	Interviews: Direct, virtual interviews & mass Interview- Group discussion – Presentation skills – body language									6	
4	Communication through Reports: Agenda-Minutes of Meeting- Resume Writing									6	
5	Modern Forms of Communication: podcasts, Email, virtual meetings – Websites and their use in Business – social media- Professional Networking sites for communication									6	
	Total									30	

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Explain the communication process, its types, and barriers to effective communication.
CO2	Draft various types of business letters and professional correspondence.
CO3	Develop oral communication skills and prepare for interviews and group discussions.
CO4	Create business reports, agendas, and resumes for professional use.
CO5	Utilize modern communication tools, including social media and virtual platforms, in business contexts.

Text Books:	
1	Krishan Mohan & Meena Banerji, Developing Communication Skills, Macmillan India Ltd, 2008
2	Mallika Nawal, Business Communication, Cengage Learning, 1st Edition, 2019.
Reference Books:	
1	Rajendra Paul & J S Kovalahalli, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2017
2	Dr.C B Gupta, Basic Business Communication, Sultan Chand & Sons, New Delhi, 2017
3	R C Sharma & Krishan Mohan, Business Correspondance and Report Writing, Mc Graw Hill, India Pvt Ltd., New Delhi, 2006
4	Kevin Galaagher, Skills Development for Business and Management Students, Oxford University Press, Delhi, 2010
5	Stephen P. Robbins & Mary Coulter, Management, Pearson Education, 14th Edition, 2019.
Web Resources:	
1	https://www.managementstudyguide.com/business_communication.html
2	https://studiousguy.com/business-communication/
3	https://owl.purdue.edu/owl/subject_specific_writing/professional_technical_writing/business_writing.html
4	https://www.skillsyouneed.com/write/report-writing.html
5	https://www.forbes.com/sites/forbestechcouncil/2020/10/13/the-evolution-of-communication-in-the-business-world/

Mapping with Programme Outcomes and Programme Specific Outcomes

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

3 – Strong, 2 - Medium, 1 - Low

SECOND YEAR : III SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSC31	Financial Management	Core	3	1	2	0	5	6	25	75	100
Learning Objectives											
LO1	To understand the importance and functions of financial management										
LO2	To analyze capital structure planning, factors affecting capital structure, and the Leverage concept and to compute equity, debt, preference shares, and WACC.										
LO3	To apply capital budgeting techniques such as ARR, Payback period, NPV, and IRR for investment decisions.										
LO4	To examine dividend policies.										
LO5	The Working capital components and factors influencing Working capital decisions.										
Unit	Content										Hours
1	Introduction: Meaning, objectives and Importance of Finance –Sources of finance – Functions of Financial management – Role of Financial manager - Time value of Money(Theoretical concept)-Financial decisions and its role and objectives.										18
2	Capital Structure: Capital structure planning- Factors affecting capital structures (only basic concepts) – Determining Debt and Equity proportion – Theories of capital structures – Leverage concept. Cost of capital – Cost of equity – Cost of preference share capital – Cost of debt–Cost of retained earnings–Weighted Average (or)Composite Cost of Capital (WACC)										18
3	Capital Budgeting : ARR, Pay- back period, Net present value, IRR, Capital Rationing, simple problems on Capital Budgeting Methods.										18
4	Dividend policies: Factors affecting dividend payment-Company Law Provision on dividend payment–Various Dividend Models (Walter’s Gordon’s – M.M. Hypothesis)										18
5	Working capital: Components of Working Capital – Operating Cycle – Factors influencing Working Capital – Determining (or) Forecasting of Working Capital Requirements.										18
	Total										90
	Weightage : Theory-40% Problems -60%										

CO	Course Outcomes : At the end of the course learners will be able to
CO1	Explain the fundamental concepts of finance, financial management, and the role of a financial manager.
CO2	Evaluate different capital structure theories and determine the debt-equity proportion for a business calculate the cost of various sources of capital and determine WACC for financial decisions.
CO3	Apply capital budgeting techniques to assess investment feasibility and decision -making.
CO4	Examine difference types of Dividends.
CO5	Analyze working capital components, operating cycles, and forecast working capital requirements.

Text Books:	
1	Financial Management–I.M.Pandey,2009 Vikas Publishing
2	Financial Management–S.N.Maheswari, MarghamPublications
Reference Books:	
1	Dr. K. Ganesan & S. Ushena Begam, <i>Financial Management</i> , Charulatha Publications, Chennai.
2	Eugene F. Brigham & Michael C. Ehrhardt, <i>Financial Management: Theory & Practice</i> , Cengage Learning, 16th Edition, 2019.
3	Prasanna Chandra, <i>Financial Management</i> , Tata McGraw Hill, New Delhi, 2008.
4	Richard A. Brealey, Stewart C. Myers, & Franklin Allen, <i>Principles of Corporate Finance</i> , McGraw-Hill Education, 14th Edition, 2022.
5	Y. Khan & Jain, <i>Financial Management</i> , Sultan Chand & Sons, 2009 Edition.
Web Resources:	
1	https://www.mu.ac.in/wp-content/uploads/2021/10/FYBCOM-Financial-Management.pdf
2	https://www.pasc.edu.in/wp-content/uploads/2020/06/FINANCIALMANAGEMENT.pdf
3	https://www.mu.ac.in/wp-content/uploads/2021/10/FYBCOM-Financial-Management.pdf
4	https://sitams.org/wp-content/uploads/2023/COURSE/MBA/R22/II%20sem/LEC%20Notes/FM.pdf
5	https://www.icsi.edu/WebModules/Financial%20and%20Strategic%20Management.pdf

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	2	2	3	3	1	2	3	3	2
CO2	3	3	3	2	2	3	2	2	3	3	2
CO3	3	3	3	3	3	3	2	3	3	3	3
CO4	2	2	3	2	3	3	3	3	3	3	3
CO5	3	3	3	2	2	3	2	2	3	3	3
Total	14	14	14	11	13	15	10	12	15	15	13
Average	2.8	2.8	2.8	2.2	2.6	3	2	2.4	3	3	2.6

3–Strong, 2-Medium,1- Low

SECOND YEAR : III SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSC32	Organizational Behavior	Core	4	1	0	0	4	5	25	75	100
Learning Objectives											
LO1	To understand extensive knowledge on Organizational Behavior and its scope .										
LO2	To gain awareness on Individual Behavior.										
LO3	To enhance the understanding of Group Behavior.										
LO4	To know the basics of Organizational Culture and Organizational Structure.										
LO5	To understand overview of Organizational Power and Politics.										
Unit	Content										Hours
1	INTRODUCTION: Concept of Organizational Behavior (OB): Nature, Scope and Role of OB; Disciplines that contribute to OB; Opportunities for OB (Globalization, Indian workforce diversity, customer service, innovation and change, networked organizations).										15
2	INDIVIDUAL BEHAVIOUR: 1. Learning, attitude and Job satisfaction: Concept of learning, conditioning, shaping and reinforcement. Concept of attitude, components, behavior and attitude. Job satisfaction: causation; impact of satisfied employees on workplace. 2. Motivation: Concept; Theories (Hierarchy of needs, X and Y, Two factor, McClelland) 3. Overview of Personality ,Values and Perception.										15
3	GROUP BEHAVIOUR: 1. Groups and Work Teams: Concept: Five Stage model of group development; Group norms, cohesiveness; Group think and shift; Teams; types of teams; 2. Leadership: Concept; Trait theories; Behavioral theories (Ohio and Michigan studies); Contingency theories (Fiedler, Hersey and Blanchard, Path-Goal).										15
4	ORGANISATIONAL CULTURE AND STRUCTURE : Concept of culture; Impact (functions and liability); Creating and sustaining culture : Concept of structure, Prevalent organizational designs.										15
5	ORGANISATIONAL POWER AND POLITICS: Forces of change; Planned change; Resistance; Approaches (Lewin's model, Organizational development); Concept of conflict, Conflict process; Types, Functional / Dys functional, Introduction to power and politics.										15
										Total	75

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Define Organizational Behavior and understand the opportunities through OB.
CO2	Apply self-awareness, motivation, leadership, and learning theories in the workplace.
CO3	Analyze the complexities and solutions of group behavior.
CO4	Know the impact and bring positive change in the culture of the organization.
CO5	Create a congenial climate in the organization.

Text Books:

1	Neharika Vohra, Stephen P. Robbins & Timothy A. Judge, <i>Organizational Behaviour</i> , Pearson Education, 18th Edition, 2022.
2	Fred Luthans, <i>Organizational Behaviour</i> , Tata McGraw Hill, 2017.

References Books

1	Ray French, Charlotte Rayner, Gary Rees & Sally Rumbles, <i>Organizational Behaviour</i> , John Wiley & Sons, 2011.
2	Louis Bevoc, Allison Shearsett & Rachael Collinson, <i>Organizational Behaviour Reference</i> , Nutri Niche System LLC, 28 April 2017.
3	Dr. Christopher P. Neck, Jeffery D. Houghton & Emma L. Murray, <i>Organizational Behaviour: A Skill-Building Approach</i> , SAGE Publications, Inc., 2nd Edition, 29 November 2018.
4	Uma Sekaran, <i>Organizational Behaviour: Text & Cases</i> , 2nd Edition, Tata McGraw Hill Publishing Co. Ltd.

Web Resources:

1	https://www.iedunote.com/organizational-behavior
2	https://www.london.edu/faculty-and-research/organisational-behaviour
3	Journal of Organizational Behavior on JSTOR.
4	International Journal of Organization Theory & Behavior Emerald Publishing.

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	2	3	3	2	3	2
CO2	2	1	1	1	1	1	3	1	3	1	3
CO3	3	1	1	3	1	2	3	2	3	2	2
CO4	3	1	1	1	1	1	3	1	2	3	2
CO5	3	1	1	3	3	3	3	2	3	2	3
1Total	14	06	07	09	07	09	15	09	15	11	12
Average	2.8	1.2	1.3	1.8	1.3	1.8	3	1.8	3	2.2	2.4

3-Strong,2-Medium,1-Low

SECOND YEAR : III SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSA33	Business Statistics	Core	3	1	1	0	5	5	25	75	100
Learning Objectives											
LO1	To familiarize with the measures of central tendency.										
LO2	To Understand Measures of Dispersion.										
LO3	To conceptualize with correlation co-efficient and Regression.										
LO4	To gain knowledge on time series analysis.										
LO5	To Understand index number										
Unit	Content										Hours
1	Measures of Averages Arithmetic Mean- Geometric Mean - Harmonic Mean – Median-Quartile and Deciles-Mode. Chapter: V Pages:50-84										15
2	Measures of Dispersion Range - Quartile Deviation and Mean Deviation - Variance and Standard Deviation and its Coefficient. Chapter: VI Pages: 85-89, 91-99										15
3	Correlation and Regression Correlation –scatter diagram- Karl Pearson’s Coefficient of Correlation – Spearman’s Rank Correlation – Regression Lines and Coefficients. Chapter: VIII Pages: 178-207 Chapter: IX Pages:224-243										15
4	Time Series Analysis Secular Trend – Seasonal Variation – Cyclical variations Chapter: XII Pages: 295-320										15
5	Index Numbers Index Numbers – Aggregative and Relative Index – Chain and Fixed Index – Wholesale Index – Cost of Living Index. Chapter: XIII Pages: 321-331, 334-354										15
	Total										75
	Theory 20%, Problem 80%										

CO	Course Outcomes : At the end of the course learners will be able to
CO1	Determine the measures of central tendency
CO2	Work on Measures of dispersion
CO3	Calculate the correlation and regression co-efficient
CO4	Assess problems on time series analysis
CO5	Calculate index number

RECOMMENDED TEXT	
1	Dr. P. R. Vittal, Business Mathematics and Statistics, Margham Publications, Chennai 2004.
Reference Books:	
1	Dr. P. R. Vittal, Mathematical Statistics, Margham Publications, Chennai 2002
2	Dr. S.P Gupta, Statistical Methods, Sultan Chand & Sons, 1994.
3	S. G. Venkatachalapathy, Dr. H. Premraj, Statistical methods, Margham Publications-2018
4	R.S.N. Pillai Bagavathi, Statistics theory and practice , S. Chand and company limited, 8th edition-2020
5	Dr. B.N. Gupta, Business Mathematics & Statistics, Shashibhawan publishing house, Chennai
Web Resources:	
1	https://www.britannica.com/biography/Henry-Briggs 2
2	https://corporatefinanceinstitute.com/resources/data-science/central-tendency/
3	https://www.expressanalytics.com/blog/time-series-analysis/

Mapping with Programme Outcomes and Programme Specific Outcomes

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

3-Strong, 2-Medium,1- Low

SECOND YEAR : III SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSS31	Managerial Competencies	Skill	1	0	1	0	2	2	25	75	100
Learning Objectives											
LO1	To understand self-identity, self-concept, self-confidence, and self-image.										
LO2	To analyze self-esteem, personality traits, and their impact on success.										
LO3	To develop emotional intelligence and effectively manage emotions.										
LO4	To enhance critical thinking, reasoning, and problem-solving skills.										
LO5	To improve creativity, idea generation, and decision-making abilities.										
Unit	Content										Hours
1	Self: Core Competency, Understanding of Self, Components of Self— Self-identity, Self-concept, Self - confidence and Self-image. Skill Analysis and finding the right fit. Self-learning styles, attitude towards change and applications of skills										06
2	Self Esteem: Meaning& Importance, Components of self-esteem, High and low self-esteem, measuring our self-esteem and its effectiveness, Personality mapping tests, Appreciative Intelligence.										06
3	Building Emotional Competence : Emotional Intelligence — Meaning, Components, Importance and Relevance, Positive and Negative Emotions., Healthy and Unhealthy expression of Emotions, The six-phase model of Creative Thinking: ICEDIP model.										06
4	Thinking skills : The Mind / Brain / Behaviour, thinking skills, Critical Thinking and Learning, Making Predictions and Reasoning, Memory and Critical Thinking, Emotions and Critical Thinking.										06
5	Creativity skills : Definition and meaning of creativity, The nature of creative thinking, Convergent and Divergent thinking, Idea generation and evaluation (Brain Storming), Image generation and evaluation.										06
	Total										30

CO	Course Outcomes At the end of the course, learners will be able to:
CO1	Identify personal strengths, skills, and areas for improvement.
CO2	Assess self-esteem and apply techniques to build confidence.
CO3	Use emotional intelligence to manage emotions and relationships effectively.
CO4	Apply critical thinking and problem-solving skills in real-life situations.
CO5	Generate and evaluate creative ideas for effective decision-making.

Text Books:	
1	P. Varshney & A. Dutta, <i>Managerial Skill Development</i> , Alfa Publications, 2012.
2	E. H. McGrath, <i>Basic Managerial Skills</i> , 9th Edition, Prentice Hall India Learning Private Limited, 2011.
Reference Books:	
1	Dr. Sumeet Suseelan, <i>EQ: Soft Skills for Corporate Career</i> .
2	D. Whetten, <i>Developing Management Skills</i> , 8th Edition, Prentice Hall India Learning Private Limited, 2011.
3	G. Joshi, <i>Campus to Corporate: Your Roadmap to Employability</i> , Sage Publications, 2015.
4	Patricia Ordóñez de Pablos, <i>Managerial Competencies for Multinational Businesses</i> , IGI Global, 2018.
5	Gallagher, <i>Skills Development for Business & Management Students</i> , Oxford University Press, 2010.
Web Resources:	
1	https://surveysparrow.com/blog/managerial-competencies/
2	https://www.mayoclinic.org/healthy-lifestyle/adult-health/in-depth/self-esteem/art-20047976
3	https://www.verywellmind.com/what-is-emotional-intelligence-2795423
4	https://www.insightassessment.com/wp-content/uploads/ia/pdf/whatwhy.pdf
5	https://www.mindtools.com/pages/article/creativity-innovation.htm

Mapping with Programme Outcomes and Programme Specific Outcomes

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

3-Strong,2-Medium,1-Low

SECOND YEAR : IV SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSC41	BUSINESS REGULATORY FRAMEWORK	Core	3	1	2	0	5	6	25	75	100
Learning Objectives											
LO1	Explain Indian Contracts Act										
LO2	Understand Sales of Goods Act & Contract of Agency										
LO3	Understand Indian Companies Act										
LO4	Understand Consumer Protection Act – RTI										
LO5	Understand Cyber Law										
Unit	Content										Hours
1	Indian Contracts Act and Special Contracts: Elements – Valid Contract – Void Contract – Offer and Acceptance – Consideration and Intention to Create Legal Relations – Capacity to Contract and Free Consent – Legality of Object and Agreement – Performance and Discharge of Contract – Breach of Contract and Remedies.										18
2	Sale of Goods Act and Contract of Agency: Conditions and Warranties in Sale of Goods – Transfer of Property and Risk – Rights and Duties of Unpaid Seller – Performance of Agency Contract – Termination of Agency Relationship.										18
3	Indian Companies Act: Memorandum and Articles of Association – Content and Alteration – Issue and Transfer of Shares – Directors; Powers, Rights and Liabilities – Shareholder.										18
4	Consumer Protection Act: Consumer Rights – Responsibilities – Consumer Disputes Redressal Mechanisms – Role of Consumer Forums and Commissions.										18
5	Cyber Laws and IT Acts: Data Protection and Privacy Laws – Intellectual Property Rights in the Digital Space – Cybercrimes and Jurisdiction – E-commerce Regulations and Online Transactions.										18
	Total										90

CO	Course Outcomes: At the end of the course learners will be able to:
CO1	Explain Indian Contracts Act
CO2	Understand Sales of Goods Act and Contract of Agency
CO3	Understand Indian Companies Act
CO4	Understand Consumer Protection Act – RTI
CO5	Understand Cyber Law

Textbooks:	
1	Tulsian, P.C. Business Law (2018) Third Edition, McGraw Hill Publications
2	Pillai, R.S.N., Bhagavati, Business Law, Third Edition, Sultan Chand
3	N.D. Kapoor (2019), Elements of Mercantile Law, Sultan Chand & Sons
Reference Books:	
1	Business Regulatory Framework, Sahitya Bhawan Publications, Revised, 2022.
2	Business Regulatory Framework, Garg K.C., Sareen V.K., Sharma Mukesh, 2013
3	Business Regulatory Framework, Pearson Education India, 2011
4	Bare Acts – RTI, Consumer Protection Act
5	Business Regulatory Framework, Dr. Pawan Kumar Oberoi, Global Academic Publishers & Distributors, 2015
Web resources:	
1	https://www.gkpad.com/sachin/06-22/bcom-Business-Regulatory-Framework---1.html
2	http://www.simplynotes.in/e-notes/mcomb-com/business-regulatory-framework/
3	https://www.studocu.com/in/course/mahatma-gandhi-university/business-regularly-framework/51661
4	International Journal of Law (lawjournals.org) https://www.lawjournals.org/
5	https://www.himpub.com/BookDetail.aspx?BookId=1936&NB=&Book_TitleM=%20Business%20Regulatory%20Framework

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	1	1	3	2	1	1	2	3	3	1
CO2	2	2	2	3	2	1	2	2	3	3	1
CO3	3	1	1	3	3	2	2	2	3	3	1
CO4	2	2	2	3	3	3	3	1	3	3	1
CO5	3	2	2	3	3	2	3	2	3	3	1
Total	13	8	8	15	13	9	11	9	15	15	5
Average	2.6	1.6	1.6	3	2.6	1.8	2.2	1.8	3	3	1

3 – Strong, 2- Medium, 1- Low

SECOND YEAR : IV SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSC42	BUSINESS RESEARCH METHODS	Core	4	1	-	-	4	5	25	75	100
Learning Objectives											
LO1	To understand the fundamentals of business research, its need, and process including problem formulation, sampling, and pilot testing.										
LO2	To analyze various research designs such as exploratory, descriptive, and causal, and to learn hypothesis formulation and measurement tools.										
LO3	To identify and apply appropriate sources and methods for data collection including surveys, observations, experiments, questionnaires, and schedules.										
LO4	To acquire skills in data analysis and preparation, including data entry, coding, editing, classification, tabulation, cross-tabulation, and presentation.										
LO5	To develop competency in presenting research results through written reports and to understand research ethics, with emphasis on plagiarism.										
Unit	Content									Hours	
1	Introduction to Business Research – Research in Business – Research Process – Research need, formulating the problem, sampling, pilot testing.									15	
2	Research Design – Exploratory, Descriptive, Casual, Formulation of hypothesis - types. Measurement – characteristics of sound measurement tool.									15	
3	Sources and Collection of Data – Primary and secondary sources, survey, observation, experimentation – Questionnaires – schedules.									15	
4	Data Analysis and Preparation – Data entry, Data coding, editing, classification and tabulation & cross tabulation – presentation of data.									15	
5	Presenting Results and Writing the Report – The written research Report & Research Ethics – Plagiarism.									15	
									Total	75	

CO	Course Outcomes: At the end of the course learners will be able to:
CO1	Demonstrate knowledge of business research concepts, processes, and techniques for solving business problems.
CO2	Apply suitable research designs, formulate hypotheses, and evaluate measurement tools effectively.
CO3	Utilize primary and secondary sources for collecting reliable data through appropriate research methods.
CO4	Perform data analysis using proper coding, classification, tabulation, and present findings effectively.
CO5	Prepare professional research reports while adhering to ethical standards and avoiding plagiarism.

Textbooks:	
1	C.R Kothari, Gaurav Garg, Research Methodology Methods and Techniques, 4th edition, New Age International Publisher 2019.
2	Donald R.Cooper, Pamela S. Schindler, Business Research Methods, 12th edition, Tata McGraw Hill,2018.
Reference Books:	
1	Kumar R, Research Methodology, a step-by-step guide for beginners, Sage South Asia 2011.
2	Richard L.Levin, Davis S.Rubin, Sanjay Rastogi, Masood H. Siddiqui, Statistics for Management, Pearson Education, 8th edition, 2017.
3	Dr.R.K.Jain, Research Methodology, Methods and Techniques, Vayu Education 2021
4	Gill, John & Johnson, Phil – Research Methods for Managers (SAGE, 5th Ed.).
5	Bryman, Alan & Bell, Emma – Business Research Methods (Oxford University Press, 5th Ed.).
Web resources:	
1	https://research-methodology.net
2	https://methods.sagepub.com
3	https://www.coursera.org/courses?query=business%20research%20methods
4	https://link.springer.com/journal/40685
5	https://hbswk.hbs.edu

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	3	3	1	1	1	1	3	3	1
CO2	2	3	3	3	2	2	2	2	3	3	1
CO3	2	3	3	3	1	1	1	1	3	3	1
CO4	2	3	3	2	1	1	1	1	3	3	1
CO5	2	2	3	3	1	1	1	1	3	3	1
Total	11	14	15	15	6	6	6	6	15	15	5
Average	2.2	2.8	3	3	1.2	1.2	1.2	1.2	3	3	1

3 – Strong, 2- Medium, 1- Low

SECOND YEAR : IV SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks			
									CIA	External	Total	
24UMAA44	Applied Operations Research	Elective	3	1	1	0	4	5	25	75	100	
Learning Objectives												
LO1	To introduce operations research scope and linear programming techniques											
LO2	To impart knowledge about transportation and assignment problems.											
LO3	To develop abilities to analyze the problems in Sequencing.											
LO4	To acquire knowledge on network analysis											
LO5	To get acquainted with game theory.											
Unit	Content									Hours		
1	Introduction to Operations research and Linear Programming Problem: Operations research–Introduction– Definition-Origin and development -Scope-Role in decision making- Phases and approaches to OR – Linear programming problem – Applications and limitations - Formulation of LPP - Optimal Solution to LPP – Graphical method. Chapter : I &II									15		
2	Transportation and Assignment Problem : Transportation Problem– methods - North West corner method - Least cost method - Vogel’s approximation method –Assignment Problem. Chapter: V& VI									15		
3	Sequencing: Sequencing Problem–Processing of n Jobs through two machines and Three machine. Chapter: XI									15		
4	Network Analysis: Network models-CPM and PERT Determination of Critical Path Method (CPM)- PERT cost Scheduling of a project- Applications of PERT and CPM. Chapter: XII									15		
5	Game Theory : Game Theory –different strategies followed by the players in a game - Optimal strategies of a game using maxi-min criterion - Dominance property - Graphical method. Chapter: XIV.									15		
										Total	75	
	Theory40%problem60%											

CO	Course Outcomes The students will be able to
CO1	Frame a linear programming problem for quantitative decisions in business planning
CO2	Optimize solution by applying transportation and assignment problems.
CO3	Analyze the concept of Sequencing problems.
CO4	Construct Network and calculate CPM.
CO5	Apply the concept of game theory
Text books:	
1	V.K.Kappor,"OperationsResearch-ProblemsandSolutions",SultanChand& SonsPublisher,NewDelhi-1999
Reference Books:	
1	P.R.Vittal-Operations Research, MarghamPublications, Chennai
2	C.R.Kothari,"QuantitativeTechniques",VikasPublications,Noida
3	SKalavathy,OperationsResearch,VikasPublications, Noida
4	S.P.Gupta,"Statistical Methods",S.Chand&SonsPublisher,NewDelhi. 2019
5	AnandSharma,OperationResearch,HimalayaPublishingHouse, 2014,Mumbai
Website and e-Learning Source	
1	www.orsi.in
2	www.learnaboutor.co.uk
3	www.theorsociety.com

Mapping with Programme Outcomes and Programme Specific Outcomes

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

3– Strong,2-Medium,1-Low

SECOND YEAR : IV SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSA41	Principles of Insurance	Elective	4	1	0	0	4	5	25	75	100
Learning Objectives											
LO1	To understand the basic functions and legal principles of Insurance.										
LO2	To attain the knowledge of various types of Insurance.										
LO3	To apply the knowledge on the insurance-related legal principles.										
LO4	To attain in-depth knowledge in Life Insurance.										
LO5	To understand Marine and Fire Insurance.										
Unit	Content										Hours
1	Definition of insurance - classification of Contracts of Insurance - Marine and Non-Marine - General principles of law as applied to non-marine insurance.										15
2	Life Assurance - objectives of Life Assurance - principles of Life Assurance - different plans of Life Assurance and annuities - policy condition and privilege - assignment and nomination - lapses and revivals - surrender values and loans - claims - double insurance.										15
3	Marine Insurance - principles of marine insurance - functions of marine insurance - proximate clause - subrogation and contribution.										15
4	Types of marine policy - clauses in general use - warranties - kinds of marine losses - reinsurance and double insurance.										15
5	Fire insurance - principles of law as applied to fire insurance - the subject matter of fire insurance - fire waste - hazard types of fire policy - cover notes - surveys and inspection average- re-insurance - renewals.										15
	Total										75

CO	Course Outcomes
CO1	The student understands the basic functions and legal principles of insurance.
CO2	The student attains the knowledge of various types of Insurance.
CO3	The student will be able to apply their knowledge on the insurance-related legal principles.
CO4	The student gains in -depth knowledge acquisition in Life Insurance.
CO5	The student acquires in depth understanding of Marine and Fire Insurance.
Textbooks:	
1	Periasamy P – Fundamentals of Insurance –Vijay Nicole Imprints (P) Ltd.Chennai.
2	Dr. A. Murthy, Elements of Insurance – Margham Publications,Chennai
3	Dr. A. Murthy-Principles and Practice of Insurance, Margham Publications Chennai
4	Gupta P K – Insurance and Risk Management – Himalaya Publishing House, Mumbai
5	Mishra M N – Principles and Practice of Insurance – S Chand & Co,New Delhi.
Reference Books:	
1	Panda G S –Principles and Practice of Insurance –Kalyani Publishers, New Delhi.
2	Dr. B. Vardharajan - Insurance Vol 1 and 2. - Tamil Text Book
3	R.S. Sharma - Insurance Principle & Practice - Vara Bombay, 2006.
4	A Murthy - Elements of Insurance Risk management & Insurance - Harrington, 2006 - Tata McGraw Hill
5	4.Eswari Karthikeyan.M. Fundamental Principles of Insurance , Sahitya Bhawan Publications
Web resources:	
1	www.kaplanfinancial.com › insurance
2	www.insurancecareertraining.com
3	www.nationalonlineinsuranceschool.com
4	https://www.irdai.gov.in
5	https://www.investopedia.com/insurance-4427724

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	1	3	1	2	1	1	2	3	2
CO2	3	2	2	2	1	2	1	1	3	3	2
CO3	2	3	3	3	2	2	1	1	3	3	3
CO4	3	2	2	2	1	3	1	1	2	3	3
CO5	3	2	3	2	1	3	2	1	3	3	3
Total	14	11	11	12	6	12	6	5	13	15	13
Average	2.8	2.2	2.2	2.4	1.2	2.4	1.2	1.0	2.6	3.0	2.6

3 – Strong, 2- Medium, 1- Low

SECOND YEAR : IV SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UAEC41	PERSONAL WEALTH MANAGEMENT	SEC-5	1	-	1	-	2	2	25	75	100
Learning Objectives											
LO1	Understand the concept and importance of personal wealth management.										
LO2	Explore different types of investment avenues and their features.										
LO3	Understand different pension schemes and the National Pension System (NPS).										
LO4	Gain a foundational understanding of personal income tax.										
LO5	Understand how psychological factors affect financial decisions.										
Unit	Content									Hours	
1	Basics of Personal Wealth - Meaning and importance of personal wealth management -Setting financial goals -Income, expenses, savings, and investments -Time value of money and power of compounding.									6	
2	Investment Planning -Types of investments – equity, debt, mutual funds, real estate, gold - Risk and return concept - Diversification and asset allocation -Basics of mutual funds and SIP.									6	
3	Retirement and Insurance -Need for retirement planning - Pension schemes and NPS - Types of insurance – life, health, property - How to choose the right insurance.									6	
4	Tax and Estate Planning - Basics of income tax for individuals -Tax-saving investments (PPF, ELSS, insurance, etc.) -Writing a will and nomination - Basics of inheritance and succession.									6	
5	Behaviour and Ethics in Wealth Management - emotions affect financial decisions - Common investment mistakes - Ethics for financial advisors - New trends digital investment platforms, robo-advisors.									6	
	Total									30	

CO	Course Outcomes: At the end of the course learners will be able to:
CO1	Define personal wealth management and explain its significance.
CO2	Identify and compare various investment options like equity, debt, gold, and real estate.
CO3	Compare features of pension schemes and understand how NPS works.
CO4	Calculate basic income tax liability and identify applicable tax slabs.
CO5	Identify behavioral biases like overconfidence, loss aversion, and herd mentality..

Textbooks:	
1	Personal Financial Planning" by Dr. Shalu Garg, Sultan Chand & Sons – A comprehensive guide covering personal wealth, goal setting, investments, insurance, retirement, taxation, and estate planning in the Indian context.
2	Khan, M.Y. & Jain, P.K. – Financial Management: Text, Problems and Cases (Tata McGraw-Hill, 9th Edition).
Reference Books:	
1	Kapoor, J.R., Dlabay, L.R., & Hughes, R.J. – Personal Finance (McGraw-Hill Education)
2	Sinha, Tapas Kumar – Personal Finance (Excel Books).
3	Madura, Jeff – Personal Finance (Pearson)
4	Gitman, L.J. & Joehnk, M.D. – Personal Financial Planning (Cengage Learning)
5	Ricciardi, Victor & Simon, H. – Behavioral Finance: Psychology, Decision-Making, and Markets (Routledge, 2nd Edition).
Web resources:	
1	https://www.investopedia.com/personal-finance-4689743
2	https://www.moneycontrol.com/personal-finance/
3	https://www.sebi.gov.in/investor.html
4	https://investor.sebi.gov.in/
5	https://groww.in/

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	1	1	3	1	2	2	2	3	3	1
CO2	3	3	3	3	3	2	2	2	3	3	2
CO3	3	3	3	3	3	2	2	2	3	3	2
CO4	2	3	3	3	3	2	2	2	3	3	2
CO5	2	1	1	1	1	3	3	3	3	3	1
Total	13	11	11	13	11	11	11	11	15	15	8
Average	2.6	2.2	2.2	2.6	2.2	2.2	2.2	2.2	3	3	1.6

3 – Strong, 2- Medium, 1- Low

THIRD YEAR : V SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSC51	Human Resource Management	Core	3	1	1	0	4	5	25	75	100
Learning Objectives											
LO1	To develop knowledge of HRM concepts, functions, and HR manager responsibilities.										
LO2	To acquire skills in job analysis, job design, and HR planning.										
LO3	To gain insight into HRD practices including appraisal, training, and career development.										
LO4	To gain knowledge of compensation management including wages, incentives, and benefits.										
LO5	To build awareness of human relations, motivation, grievance handling, and employee participation.										
Unit	Content										Hours
1	Introduction to Human Resource Management: Meaning, Objectives, Nature, Scope, Importance, and Functions of HRM - Responsibilities of the HR Manager - Evolution of HRM - HRM Vs. Personnel Management - HR Policies and Practices - Challenges in HRM - Ethics in HRM – AI in Recruitment.										15
2	Job Analysis and Human Resource Planning - Job Analysis - Concept of Job Analysis; Job Design, Job Rotation, Job Enlargement, Job Enrichment; Job Description and Job Specification - Process of Job Analysis - Human Resource Planning (HRP): Meaning – Objectives - Process of HRP; Recruitment, Sources of Recruitment, Selection Procedure, Placement, and Induction – Role play, Mock Interviews and HR Case studies analysis.										15
3	Human Resource Development and Career Management - Human Resource Development (HRD): Performance Appraisal—Meaning, Need, Purpose, Methods, and Problems; Training—Meaning, Importance, Objectives, Need, Advantages, Methods, and Procedure; Management Development—Concept and Principles; Career Planning—Meaning, Need, Process, Advantages, and Steps in Career Development System; Promotion, Transfer, and Demotion.										15
4	Compensation Management: Job Evaluation—Meaning, Objectives, Procedure, Advantages, and Problems; Methods of Job Evaluation; Wage and Salary Administration—Concept, Objectives, Factors Influencing Wages; Minimum Wage, Fair Wage, and Living Wage; Incentives—Types and Plans; Bonus and Fringe benefits; Social Security Measures; Compensation Policy and Recent Trends in Compensation Management.										15
5	Human Relations and Employee Welfare - Motivation: Concept - Theories Of Motivation - Work Environment Issues Such as Fatigue, Monotony, Boredom, and Stress Management - Quality of Work Life - Grievance Procedure—Meaning, Need, and Model; Disciplinary Procedure and Types of Punishment; Collective Bargaining; Labour Participation in Management and Workers' Empowerment.										15
	Total										75

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Apply HRM concepts and explain HR functions and responsibilities in organizations.
CO2	Analyze job analysis and HR planning including recruitment and selection.
CO3	Evaluate HRD practices such as appraisal, training, and career development.
CO4	Scrutinize the compensation systems including job evaluation, wages, and employee benefits.
CO5	Examine human relations including motivation, grievance handling, and employee participation.

Text Books:	
1	C.B. Gupta – Human Resource Management, Sultan Chand & Sons (2025 Edition).
2	P. Subba Rao – Personnel and Human Resource Management, Himalaya Publishing House (Latest Edition 2022–2025 updates)

Reference Books:	
1	Gary Dessler – Human Resource Management, Pearson (17th Edition, 2023–2024)
2	Michael Armstrong – Armstrong’s Handbook of Human Resource Management Practice, Kogan Page (2024 Edition)
3	Raymond A. Noe, John R. Hollenbeck, Barry Gerhart, Patrick M. Wright – Human Resource Management: Gaining a Competitive Advantage, McGraw Hill (14th Edition, 2025)
4	Stephen P. Robbins, David A. DeCenzo & Susan L. Verhulst – Fundamentals of Human Resource Management, Wiley (15th Edition, 2024)
5	R. Wayne Mondy & Joseph J. Martocchio – Human Resource Management, Pearson (14th Edition, 2020)

Web Resources:	
1	https://online-degree.swyam2.ac.in/mri22_07_d05_s2_cc06/preview
2	https://onlinecourses.swyam2.ac.in/nou22_hs20/preview
3	https://www.classcentral.com/course/swyam-human-resource-management-23001
4	https://onlinecourses.swyam2.ac.in/cec24_mg23/preview
5	https://www.classcentral.com/course/swyam-advances-in-strategic-human-resource-management-hrm-119397

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	2	1	1	1	1	1	3	2	2
CO2	3	3	2	2	1	2	1	1	3	3	2
CO3	3	3	2	2	2	2	1	1	3	3	2
CO4	2	2	2	3	3	1	1	1	2	2	3
CO5	2	3	2	1	2	3	2	2	2	3	2
Total	13	13	10	9	9	9	6	6	13	13	11
Average	2.6	2.6	2.0	1.8	1.8	1.8	1.2	1.2	2.6	2.6	2.2

3–Strong, 2–Medium, 1– Low

THIRD YEAR : V SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSC52	Management Information System	Core	3	1	1	0	4	5	25	75	100
Learning Objectives											
LO1	To develop knowledge of MIS concepts, structure, and its role in management functions.										
LO2	To acquire skills in system concepts, classification, and MIS planning.										
LO3	To gain insight into computer systems, data processing, and database management.										
LO4	To obtain knowledge of system analysis, design, and implementation processes.										
LO5	To build awareness of decision-making systems, TPS, DSS, and MIS applications in functional areas.										
Unit	Content										Hours
1	Introduction To MIS: Meaning - Definition – and Importance of MIS- Role of MIS in Planning, Organizing, and Controlling - Structure and Components of MIS - Information Flow and Decision-Making - Ethical Issues.										15
2	Systems Concepts and MIS Planning: Concept and Characteristics of Systems - Classification and Types of Systems - Categories of Information Systems - Strategic Information Systems and Competitive Advantage - Basic Planning and Implementation of MIS – Expand Pratical Training (ERP).										15
3	Computer Systems and Information Processing: Fundamentals of Data Processing - Classification of Computers - Components of Computer Systems—Hardware, Software, CPU, Memory, Input and Output Devices - Manual Vs Computer-Based Information Systems - Batch and Online Processing - Database Management Systems										15
4	System Analysis and Design: System Development Life Cycle (SDLC) - Role of System Analyst - Basic System Design - Implementation and Maintenance of Systems; Functional Information Systems—Personnel, Production, Material, and Marketing.										15
5	Decision Support and MIS Applications: Decision-Making Process - Decision Support Systems (DSS) - Transaction Processing Systems; Business Process Outsourcing (BPO) - Introduction to Big Data - Role of MIS in Functional Areas.										15
	Total										75

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Apply MIS concepts and explain its role in planning, organizing, and controlling.
CO2	Analyze system concepts, classification, and MIS planning in organizations.
CO3	Evaluate computer systems and information processing techniques including databases.
CO4	Interpret system analysis and design processes including development and implementation.
CO5	Examine decision-making systems, TPS, DSS, and MIS applications in functional areas.

Text Books:

1	Dr. P.C. Reddy – Management Information System, S.K. Kataria & Sons (Reprint 2025)
2	Kenneth C. Laudon & Jane P. Laudon – Management Information Systems: Managing the Digital Firm, Pearson (Latest Edition 2024–2025).

Reference Books:

1	Kenneth C. Laudon & Jane P. Laudon – Management Information Systems: Managing the Digital Firm, Pearson (18th Edition, 2025)
2	Kenneth C. Laudon & Jane P. Laudon – Management Information Systems: Managing the Digital Firm, Pearson (17th Edition, 2024)
3	Waman S. Jawadekar & Sanjiva Shankar Dubey – Management Information System, McGraw Hill India (6th Edition, 2020 – Latest Reprint)
4	Dr. Monica P. Goud et al. – Management Information System, RK Publication (Latest Edition, 2024).
5	D.P. Nagpal – <i>Management Information Systems</i> , 2nd Edition, S. Chand Publishing, 2022.

Web Resources:

1	https://onlinedegree.swyam2.ac.in/mri22_01_d04_s3_cc17/preview?utm_source=chatgpt.com
2	https://www.classcentral.com/course/swyam-management-information-systems-and-technology-for-business-503021
3	https://www.getyoureducation.net/course/management-information-system
4	https://pdf4pro.com/view/system-analysis-and-design-tutorial-74676a.html
5	https://www.classcentral.com/course/swyam-management-information-system-19943

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	2	1	2	2	1	1	3	2	2
2CO2	3	3	2	1	1	2	1	2	3	3	2
CO3	3	3	1	1	1	3	1	1	3	3	2
CO4	2	3	2	2	1	2	1	1	2	2	3
CO5	2	3	2	1	2	3	2	2	3	3	3
Total	13	14	9	6	7	12	6	7	14	13	12
Average	2.6	2.8	1.8	1.2	1.4	2.4	1.2	1.4	2.8	2.6	2.4

3–Strong, 2-Medium, 1- Low

THIRD YEAR : V SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSC53	Production and Material Management	Core	2	1	1	0	4	4	25	75	100
Learning Objectives											
LO1	To develop knowledge of production management concepts and production systems.										
LO2	To acquire skills in plant layout, work study, and work measurement techniques.										
LO3	To gain understanding of production planning, inventory control, and quality management.										
LO4	To build knowledge of materials and stores management practices.										
LO5	To develop understanding of purchasing and vendor management systems.										
Unit	Content										Hours
1	Introduction to Production Management: Production Management—Meaning, Nature, Scope, and Functions; Types of Production Systems; Production Design and Process Planning; Plant Location—Meaning, Factors, and Trends.										12
2	Plant Layout and Work Study: Plant Layout—Meaning, Objectives, Principles, Factors, Types (Product, Process, Fixed Position); Methods Study—Procedure; Time Study—Meaning, Purpose; Work Measurement—Performance Rating, Allowances, Standard Time, Work Sampling.										12
3	Production Planning, Inventory, and Quality Control : Production Planning and Control—Meaning, Objectives, Techniques; Inventory Management—Meaning, Importance; EOQ, EBQ, Reorder Level, Safety Stock; ABC, VED, FSN Analysis; MRP; Quality Control—Meaning, Inspection, Acceptance Sampling, Control Charts.										12
4	Materials and Stores Management: Materials Management—Meaning, Objectives; Materials Handling; Stores Management—Objectives, Functions; Stores Planning and Storekeeping; Inventory Control of Spares and Slow-Moving Items – Green Supply Chain Management Practice.										12
5	Purchase and Vendor Management: Purchasing—Meaning, Objectives, Functions; Purchasing Procedure; Principles of Purchasing; Centralized and Decentralized Purchasing; Vendor Rating and Vendor Management; Dynamic Purchasing; Import Substitution- Case studies on Quality Management and production Planning.										12
	Total										60

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Apply concepts of production management and production systems in organizations.
CO2	Analyze plant layout and work study techniques for improving efficiency.
CO3	Evaluate production planning, inventory control, and quality control methods.
CO4	Interpret materials and stores management practices in organizations.
CO5	Examine purchasing procedures and vendor management strategies.

Text Books:

1	K. Shridhara Bhat – Production and Materials Management, Himalaya Publishing House (Latest Revised Edition 2024–2025)
2	Dr. F. C. Sharma – Production & Materials Management, Mahavir Publication (Latest Edition 2024)

Reference Books:

1	Avinash K. Chitale & R. C. Gupta – Materials Management: A Supply Chain Perspective, PHI Learning (3rd Edition, Reprint 2023–2024)
2	K. Shridhara Bhat – Production and Materials Management, Himalaya Publishing House (Latest Revised Edition 2024–2025)
3	S. N. Chary – Production and Operations Management, McGraw Hill India (Latest Edition 2023–2024)
4	P. Gopalakrishnan & Abid Haleem – Handbook of Materials Management, PHI Learning (Reprint 2023–2024)
5	L.C. Jhamb – <i>Production and Operations Management</i> , 2nd Edition, Everest Publishing House, 2023.

Web Resources:

1	https://onlinecourses.nptel.ac.in/noc24_me15/preview
2	https://www.digimat.in/nptel/courses/video/112107238/112107238.html
3	https://onlinecourses.nptel.ac.in/noc24_mg48/preview
4	https://www.digimat.in/nptel/courses/video/110107141/110107141.html
5	https://www.digimat.in/nptel/courses/video/110105755/110105755.html

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	1	1	1	1	1	1	3	2	1
CO2	3	3	1	2	1	2	1	1	3	3	1
CO3	3	3	1	1	1	3	1	2	3	3	2
CO4	2	3	1	2	2	2	1	1	2	3	1
CO5	2	2	2	2	2	2	2	2	2	2	3
Total	13	13	6	8	7	10	6	7	13	13	8
Average	2.6	2.6	1.2	1.6	1.4	2.0	1.2	1.4	2.6	2.6	1.6

3–Strong, 2-Medium,1- Low

THIRD YEAR : V SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSC54	Strategic Management	Core	3	1	0	0	4	4	25	75	100
Learning Objectives											
LO1	To provide an understanding of strategic management concepts, processes, and their role in organizational success and decision-making.										
LO2	Gain knowledge of vision, mission, objectives, ethics, and CSR in organizations.										
LO3	Analyze business environment using SWOT and PESTLE to identify opportunities and threats.										
LO4	Examine organizational change, innovation, resistance to change, and leadership role.										
LO5	Evaluate competitive and corporate strategies, strategy evaluation, control, and performance measurement.										
Unit	Content										Hours
1	Introduction to Strategic Management: Meaning and Importance of Strategic Management - Difference between Strategic thinking, Planning, and Management - Concept of Strategy, Policy, Tactics, Levels of Strategy, and overview of the Strategic Management Process - Evolution and Role of Strategic Management in Organizations.										12
2	Mission, Vision, Goals and Ethics: Meaning of Vision, Mission, and Objectives, Relationship between goals and Strategy - Formulation of mission and objectives - Importance of ethics in Strategic Management. Role of CSR and Organizational Values in Strategy.										12
3	Environmental Analysis: Concept of Business Environment - Importance of Environmental Scanning - Components of Environment - Introduction to SWOT Analysis - Basic Techniques of Environmental Analysis - PESTLE Analysis - Identification of Opportunities and Threats – Blue Ocean Strategy.										12
4	Organizational Change and Innovation: Meaning and Types of Organizational Change - Causes of Change - Managing Change - Creativity and innovation - Concept of Learning Organization - Resistance to Change - Role of Leadership in Managing Change.										12
5	Competitive, Corporate Strategy and Strategic Evaluation: Meaning - Types of Competitive Strategies - Corporate Strategy and its Significance - Basics of Strategy Evaluation - Strategic Control Process - Types of Control Overview of Strategy implementation - Performance Evaluation – case studies on successful strategies companies.										12
	Total										60

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Describe concepts of strategic management including strategy, policy, tactics, and levels of strategy.
CO2	Apply vision, mission, objectives, ethics, and CSR in strategic decision-making.
CO3	Analyze business environment using SWOT and PESTLE techniques.
CO4	Evaluate organizational change, innovation, and leadership in managing change.
CO5	Assess competitive and corporate strategies with strategic evaluation and control systems.

Text Books:

1	Prasad L.M. – Strategic Management (Sultan Chand & Sons, 2024)
2	Azhar Kazmi & Adela Kazmi – Strategic Management (5th Edition, 2024, India adaptation)

Reference Books:

1	Azhar Kazmi & Adela Kazmi – Strategic Management (5th Edition, 2023/2024, McGraw Hill India)
2	C.B. Gupta – Strategic Management (2024, S. Chand Publishing)
3	V.S. Ramaswamy & S. Namakumari – Strategic Management (Latest Edition, 2021–2023 updates)
4	L. M. Prasad – Strategic Management, Sultan Chand & Sons (8th Revised Edition, 2024)
5	Francis Cherunilam – Strategic Management, 6th Revised Edition, Himalaya Publishing House, 2023.

Web Resources:

1	https://www.digimat.in/nptel/courses/video/110108047/L01.html
2	https://onlinecourses.nptel.ac.in/noc24_mg112/preview
3	https://www.digimat.in/nptel/courses/video/110108047/L22.html
4	https://onlinecourses.nptel.ac.in/noc24_mg95/preview
5	https://www.classcentral.com/course/swayam-strategic-management-for-competitive-advantage-91741

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	1	1	1	1	1	1	3	2	1
CO2	3	2	2	1	3	1	1	1	3	2	2
CO3	3	3	1	1	1	2	1	2	3	3	1
CO4	2	3	1	2	2	1	2	1	2	3	3
CO5	3	3	2	2	2	2	2	3	3	3	2
Total	14	13	7	7	9	7	7	8	14	13	9
Average	2.8	2.6	1.4	1.4	1.8	1.4	1.4	1.6	2.8	2.6	1.8

3–Strong, 2-Medium,1- Low

THIRD YEAR : V SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSE51	Introduction to Business Analytics	Elective	3	1	0	0	3	4	25	75	100
Learning Objectives											
LO1	To develop knowledge of business analytics concepts, scope, types, and applications in business decision-making.										
LO2	To acquire skills in descriptive analytics using data visualization techniques for business insights.										
LO3	To gain understanding of predictive analytics techniques for forecasting business trends using basic statistical tools.										
LO4	To build knowledge of prescriptive analytics methods for supporting business decision-making and problem-solving..										
LO5	To develop understanding of contemporary applications of analytics in different business areas for improving performance and efficiency.										
Unit	Content										Hours
1	Introduction to Business Analytics: Meaning and Importance of Business Analytics – Difference between Analytics and Analysis – Business Analytics vs Business Intelligence and Data Mining (basic idea) – Types of analytics (Descriptive, Predictive, Prescriptive) – Applications of analytics in business – Basic analytical tools (MS Excel, charts, graphs) – Identifying business problems using data.										12
2	Descriptive Analytics: Meaning and concept of descriptive analytics – Importance of Descriptive Analytics in Business – Basics of Data Analysis – Data Visualization Techniques (Tables, Charts, Graphs, Dashboards) – Interpretation of Data for Business Performance.										12
3	Predictive Analytics: : Meaning and concept of Predictive analytics – Importance of Forecasting in Business – Introduction to Linear Regression (Basic Problems), Factor Analysis (Basic idea), Cluster Analysis (Basic idea), and Time Series Forecasting (Simple Problems) -Visualization Techniques – Application of Predictive Analytics in Business Decision-Making.										12
4	Prescriptive Analytics: Meaning and concept of prescriptive analytics – importance in decision-making – decision-making using analytics – basic concepts of decision tree analysis – risk analytics – text analytics – web analytics – role of prescriptive analytics in business problem-solving.										12
5	Contemporary Applications of Analytics: Introduction to modern applications of analytics – financial analytics – HR analytics – customer analytics – retail analytics – sales analytics – social media and web analytics – supply chain and logistics analytics – role of analytics in improving business performance and decision-making.										12
	Total										60

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Describe concepts of business analytics, its types, tools, and applications in business.
CO2	Interpret business data using descriptive analytics and visualization techniques.
CO3	Apply predictive analytics techniques such as regression and forecasting for business analysis.
CO4	Evaluate prescriptive analytics tools for decision-making and business problem-solving.
CO5	Analyze modern applications of analytics in various business functions for improved decision-making.

Text Books:

1	S. S. Srivastava and M. L. Sharma, Business Analytics, S. Chand Publishing, 2023 Edition
2	R. N. Prasad and Seema Acharya, Fundamentals of Business Analytics, Himalaya Publishing House, 2022

Reference Books:

1	Jeffrey D. Camm, James J. Cochran, Michael J. Fry & Jeffrey W. Ohlmann – Business Analytics, Cengage Learning (5th Edition, 2024)
2	U. Dinesh Kumar – Business Analytics: The Science of Data-Driven Decision Making (Wiley India, Latest Edition 2022–2024)
3	Camm, Cochran, Fry & Ohlmann – Business Analytics (Cengage, Latest Edition 2023–2024)
4	Jeffrey D. Camm, James J. Cochran, Michael J. Fry, Jeffrey W. Ohlmann – Business Analytics (Cengage, 4th Edition, 2024)
5	S. Christian Albright & Wayne L. Winston – Business Analytics: Data Analysis and Decision Making (Springer, 6th Edition, 2022)

Web Resources:

1	https://onlinecourses-archive.nptel.ac.in/noc18_mg09/preview
2	https://onlinecourses-archive.nptel.ac.in/noc18_mg05/preview
3	https://www.classcentral.com/course/swayam-business-forecasting-269670
4	https://swayam.gov.in/nd1_noc19_mg47/preview
5	https://www.classcentral.com/course/swayam-operations-and-revenue-analytics-379912

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	1	1	1	2	1	1	3	2	2
CO2	2	3	3	2	1	3	1	1	3	3	2
CO3	2	3	1	1	1	3	1	2	3	2	3
CO4	2	3	2	2	2	2	1	1	3	2	3
CO5	2	2	2	1	2	2	2	2	3	2	2
Total	11	13	9	7	7	12	6	7	15	11	12
Average	2.2	2.6	1.8	1.4	1.4	2.4	1.2	1.4	3.0	2.2	2.4

3–Strong, 2–Medium, 1– Low

THIRD YEAR : V SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSE52	Principles of Banking System	Elective	3	1	0	0	3	4	25	75	100
Learning Objectives											
LO1	To describe the origin, structure, and types of banking systems and financial systems.										
LO2	To explain the economic role, functions, and social responsibility of banks in economic development.										
LO3	To familiarize students with the structure and functions of various banking institutions in India.										
LO4	To examine the functions and operational activities of modern commercial banks.										
LO5	To analyze modern banking services and technology-enabled banking practices.										
Unit	Content										Hours
1	Introduction to Banking: Meaning and concept of banking – Origin and evolution of banks – Types of banks – Banking systems – Unit banking and branch banking (merits and demerits) – Financial system and components of financial system.										12
2	Banking and Economic Development: Economic and monetary implications of banking – Social responsibility of banks – Role of banks in primary, secondary and tertiary sectors – Modern banking functions – Mixed Banking – Retail Banking – Wholesale Banking – Universal Banking.										12
3	Indian Banking Structure: Reserve Bank of India – Commercial Banks – Cooperative Banks and flow of cooperative funds – Urban Cooperative Banks – Land Development Banks – Development Banks – NABARD – Regional Rural Banks – EXIM Bank.										12
4	Functions and Operations of Commercial Banks: Functions of modern commercial banks – Types of bank accounts (Savings, Current, Fixed Deposit, Recurring Deposit) – Difference between savings and current account – Lending functions of banks – Clean loan – Secured loan – Overdraft – Cash credit.										12
5	Modern Banking Services: Factoring – Lease finance – Export finance – Credit card – Credit rating – E-business – E-commerce – E-banking – Automatic Teller Machines (ATM).										12
	Total										60

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Describe the origin, structure, types, and systems of banking and financial institutions.
CO2	Interpret the role and functions of banks in economic development and different sectors of the economy.
CO3	Analyze the structure and functions of RBI, commercial banks, cooperative banks, and development banks in India.
CO4	Evaluate the functions and operational activities of commercial banks and various banking services.
CO5	Examine modern banking services, digital banking practices, and technology-enabled financial services.

Text Books:

1	Banking Theory, Law and Practice, Himalaya Publishing House, Latest Edition 2023.
2	Modern Banking Theory and Practice, S. Chand Publishing, 2022 Edition.

Reference Books:

1	Principles and Practices of Banking, Macmillan Education, Latest Edition 2023
2	Indian Financial System, McGraw Hill Education, 2022 Edition.
3	Banking and Financial Systems, Himalaya Publishing House, Latest Edition 2023.
4	Banking Theory and Practice, Sultan Chand & Sons, 2022 Edition.
5	E-Banking and Financial Services, Vijay Nicole Imprints Pvt. Ltd., Latest Edition 2023.

Web Resources:

1	https://onlinedegree.swyam2.ac.in/ncu25_01_c01_s1_el13/preview?utm_source=chatgpt.com
2	https://onlinecourses.swyam2.ac.in/imb22_mg36/preview?utm_source=chatgpt.com
3	https://www.classcentral.com/course/swyam-introduction-to-banking-467732?utm_source=chatgpt.com
4	https://onlinecourses.swyam2.ac.in/imb22_mg36/preview?utm_source=chatgpt.com
5	https://onlinecourses.swyam2.ac.in/cec24_mg06/preview?utm_source=chatgpt.com

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	1	1	1	2	1	1	3	2	2
CO2	2	3	3	2	1	3	1	1	3	3	2
CO3	2	3	1	1	1	3	1	2	3	2	3
CO4	2	3	2	2	2	2	1	1	3	2	3
CO5	2	2	2	1	2	2	2	2	3	2	2
Total	11	13	9	7	7	12	6	7	15	11	12
Average	2.2	2.6	1.8	1.4	1.4	2.4	1.2	1.4	3.0	2.2	2.4

3-Strong, 2-Medium, 1- Low

THIRD YEAR : V SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks			
									CIA	External	Total	Total
24UMSE53	Advertisement & Sales Promotion Management	Elective	3	1	0	0	3	4	25	75	100	
Learning Objectives												
LO1	Recognize fundamentals of advertising including concept, types, scope, and importance in marketing communication.											
LO2	Gain knowledge on advertising planning process, objectives, budgeting methods, and ethical aspects											
LO3	Build skills in designing creative strategies, media planning, and evaluating advertising effectiveness.											
LO4	Acquire the knowledge of sales promotion tools, techniques, budgeting methods, and evaluation of promotional effectiveness.											
LO5	Create awareness of advertising agencies, ethics, effectiveness measurement, and emerging advertising trends.											
Unit	Content										Hours	
1	Introduction to Advertising: Meaning and Importance of Advertising – Nature and Scope of Advertising – Objectives and Functions of Advertising – Types of Advertising (Print, Broadcast, Outdoor, Digital) – Difference between Advertising, Publicity, and Personal Selling – Role of Advertising in Modern Marketing.										12	
2	Advertising Planning and Budgeting: Advertising Planning Process – Setting Advertising Objectives (AIDA, DAGMAR) – Factors Influencing Advertising Decisions – Advertising Budget Methods (Percentage of Sales, Competitive Parity, Objective and Task, Affordable Method) – Legal and Ethical Issues in Advertising.										12	
3	Creative Strategy and Media Planning: Advertising Message: Meaning and Elements – Creative Strategy and Advertising appeals – Copywriting and Design Principles – Media Planning and Media Mix – Media Scheduling (Reach, Frequency, GRP, Impressions) – Evaluation of Media Effectiveness.										12	
4	Sales Promotion Management: Meaning and Importance of Sales Promotion – Nature and Scope of Sales Promotion – Consumer and Trade Promotion – Tools and Techniques (Coupons, Samples, Contests, Loyalty Programs, Trade Allowances, Displays, Push Money) – Budgeting and Evaluation of Sales Promotion Activities.										12	
5	Advertising Agencies and Evaluation: Role and Functions of Advertising Agencies – Selection and Remuneration of Agencies – Advertising Ethics and Social Responsibility – Measurement of Advertising Effectiveness (Pre-Testing, Post-Testing, Sales Analysis, Consumer Recall, Inquiries) – Emerging Trends in Advertising - Digital Marketing, Social Media Marketing, and Influencer Marketing.										12	
	Total										60	

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Identify different types and functions of advertising and its role in business communication.
CO2	Apply advertising objectives, planning methods, and budgeting techniques in practical situations.
CO3	Evaluate media selection, creative strategies, and advertising performance using suitable tools.
CO4	Analyze sales promotion strategies and their effectiveness in influencing consumer behavior.
CO5	Assess advertising agency functions, ethical issues, and modern digital advertising practices.

Text Books:

1	N. Panchanathan, Priya Annamalai & Shilpi Kulshrestha, Advertising Management, Dominant Publishers, Revised Edition, 2023
2	Dr. B. S. Rathor, Advertising Management, Himalaya Publishing House, 2nd Edition, 2021

Reference Books:

1	S.A. Chunawalla& K.C. Sethia – Advertising, Sales & Promotion Management (Latest Edition, 2022–2024, Himalaya Publishing House)
2	George E. Belch & Michael A. Belch – Advertising and Promotion: An Integrated Marketing Communications Perspective (14th Edition, 2023, McGraw Hill)
3	Kenneth E. Clow & Donald Baack – Integrated Advertising, Promotion, and Marketing Communications (9th Edition, 2021–2023, Pearson)
4	S.H.H. Kazmi & Satish K. Batra – Advertising and Sales Promotion (Latest Edition, 2021–2023, Excel Books / Vikas Publishing)
5	Aakar, Batra, and Myers – Advertising Management, 5th Edition, Pearson India, 2022.

Web Resources:

1	https://www.getyoureducation.net/course/introduction-to-advertising
2	https://onlinecourses.swayam2.ac.in/cec20_ge02/preview
3	https://www.classcentral.com/course/swayam-advertising-and-sales-387730
4	https://onlinecourses.swayam2.ac.in/cec20_ge02/preview
5	https://onlinecourses.swayam2.ac.in/cec20_ge02/preview

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	2	1	1	1	1	1	3	2	2
CO2	3	3	2	1	2	2	1	1	3	3	2
CO3	3	3	3	2	1	2	1	2	3	3	3
CO4	2	3	2	2	2	1	1	1	2	2	3
CO5	2	2	2	1	3	3	2	2	3	2	2
Total	13	13	11	7	9	9	6	7	14	12	12
Average	2.6	2.6	2.2	1.4	1.8	1.8	1.2	1.4	2.8	2.4	2.4

3–Strong, 2-Medium,1- Low

THIRD YEAR : V SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks			
									CIA	External	Total	Total
24UMSE54	Hotel Management	Elective	3	1	0	0	3	4	25	75	100	
Learning Objectives												
LO1	Explain the evolution, classification, and growth of the hotel industry and its relationship with tourism.											
LO2	Describe the functions, operations, and departmental activities involved in hotel management.											
LO3	Analyze room occupancy management, demand estimation, and seasonal pricing practices in hotels.											
LO4	Evaluate marketing, costing, purchasing, and security practices followed in hotel operations.											
LO5	Examine licensing procedures, regulatory requirements, and emerging prospects in the hotel industry.											
Unit	Content											Hours
1	Hotel Industry and Tourism: Introduction and Evolution of Hotel Industry – Classification of Hotels – Types of Accommodation – Intermediary Accommodation – Grouping of Accommodation – Development of Hotel Industry in India – Early History of Hotel Industry – Relationship between Hotel Industry and Tourism Industry.											12
2	Hotel Operations and Management: Characteristics of Hotels – Activities and Functions of Hotels – Accommodation Management – Front Office Operations – Housekeeping Department – Bar and Restaurant Management – Supporting Services – Working of Hotels – Maintenance of Equipment – Maintenance of Accounts.											12
3	Room Occupancy and Revenue Management: Room Occupancy Rate Management – Estimation of Demand – Seasonal Pattern of Guest Flow – Factors Affecting Room Rate Determination – Seasonal and Off-Season Pricing Strategies.											12
4	Hotel Marketing and Cost Control: Marketing Functions in Hotel Industry – Sales Management – Purchasing Procedures – Storage System – Inventory and Ordering Levels – Costing and Recipe Costing – Menu Pricing – Hotel Security Management.											12
5	Hotel Regulations and Industry Prospects: Licenses and Permissions from Authorities – Labor Department Regulations – City Corporation Rules – Police and Excise Department Approval – Department of Tourism Regulations – ESI Provisions – Food and Beverage Services – Problems and Prospects of Hotel Industry.											12
	Total											60

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Outline the evolution, classification, and accommodation facilities of the hotel industry.
CO2	Describe the major operational functions and departmental activities in hotels.
CO3	Analyze occupancy rates, demand forecasting, and seasonal room pricing methods.
CO4	Apply marketing, purchasing, costing, and security techniques in hotel operations.
CO5	Explain licensing formalities, statutory regulations, and growth opportunities in the hotel industry.

Text Books:

1	G. Raghubalan and Smritee Raghubalan – Hotel Housekeeping: Operations and Management, 4th Edition, Oxford University Press India, 2023.
2	Rohit Manglik – Hotel Operations & Management, 1st Edition, EduGorilla Publication, 2023.

Reference Books:

1	Jatashankar R. Tewari – Hotel Front Office: Operations and Management, 3rd Edition, Oxford University Press India, 2023.
2	Swadesh Sinha – Hotel Front Office: Operations and Management, 1st Edition, Asia Publishers and Distributors, 2023.
3	Deepak Juyal – Housekeeping Management, 1st Edition, Toronto Academic Press, 2024.
4	Dr. Lipika K. Guliani and Dr. Arun Singh Thakur – Hotel Operations Management: A Complete Guide, 1st Edition, Wisdom Press, 2023.
5	Jayanti Jayanti – Hotel Housekeeping Management, 1st Edition, Goodfellow Publishers, 2023.

Web Resources:

1	https://onlinecourses.swayam2.ac.in/nou21_ge13/preview?utm_source=chatgpt.com
2	https://onlinecourses.swayam2.ac.in/nou21_ge15/preview?utm_source=chatgpt.com
3	https://onlinecourses.nptel.ac.in/noc21_mg52/preview?utm_source=chatgpt.com
4	https://onlinecourses.swayam2.ac.in/nou21_ge13/preview?utm_source=chatgpt.com
5	https://onlinecourses.swayam2.ac.in/nou25_ge64/preview?utm_source=chatgpt.com

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	2	1	1	1	1	1	3	2	2
CO2	3	3	2	1	2	2	1	1	3	3	2
CO3	3	3	3	2	1	2	1	2	3	3	3
CO4	2	3	2	2	2	1	1	1	2	2	3
CO5	2	2	2	1	3	3	2	2	3	2	2
Total	13	13	11	7	9	9	6	7	14	12	12
Average	2.6	2.6	2.2	1.4	1.8	1.8	1.2	1.4	2.8	2.4	2.4

3–Strong, 2-Medium,1- Low

THIRD YEAR : V SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UAEC51	Gender Equality and Social Inclusion	AEC	1	1	0	0	2	2	25	75	100
Learning Objectives											
LO1	To understand the introduction to Gender and Social Inclusion										
LO2	To acquire knowledge on Gender inequality in society										
LO3	To equip Social Exclusion and Marginalized Group										
LO4	To understand Legal Frameworks and Policies										
LO5	To assimilate knowledge about Strategies for Promoting Equality and Inclusion										
Unit	Content										Hours
1	Introduction to Gender and Social Inclusion: Concepts Gender-Gender roles, stereotypes, and socialization Meaning and importance of social inclusion- Intersectionality (gender, caste, class, disability, etc.) - Historical perspectives on gender inequality.										6
2	Gender Inequality in Society: Forms of gender discrimination (education, health, employment) - Gender-based violence and its types - Wage gap and economic inequality - Representation of gender in media and culture - Case studies on gender inequality (local and global).										6
3	Social Exclusion and Marginalized Groups: Understanding social exclusion - Marginalized communities (women, LGBTQ+ individuals, persons with disabilities, minorities) - Barriers to inclusion (social, economic, political) - Role of culture, tradition, and norms in exclusion - Impact of exclusion on development.										6
4	Legal Frameworks and Policies: National and international laws promoting gender equality - Human rights perspective on inclusion - Government policies and welfare programs - Role of institutions (NGOs, UN, civil society).										6
5	Strategies for Promoting Equality and Inclusion: Gender mainstreaming and inclusive development - Education and awareness programs - Role of media and technology - Empowerment approaches (economic, social, political) - Community participation and leadership - Measuring progress (indicators like SDGs)										6
	Total										30

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Understand the concepts and foundations of Gender and Social Inclusion.
CO2	Acquire knowledge of gender inequality and related issues in society.
CO3	Develop an understanding of social exclusion and marginalized groups in society.
CO4	Understand the legal frameworks and policies promoting gender equality and social justice.
CO5	Gain knowledge of strategies and approaches for promoting equality, diversity, and social inclusion.
Text Books:	
1	Development as Freedom, Amartya Sen, Publisher: Oxford University Press (1999).
Reference Books:	
1	Judith Butler – Gender Trouble: Feminism and the Subversion of Identity, 2nd Revised Edition, Routledge, London & New York, 1999.
2	David E. Newton – Gender Inequality: A Reference Handbook, Bloomsbury Academic, 2019.
3	David E. Newton – Gender Inequality: A Reference Handbook, ABC-CLIO, 2019.
Web Resources:	
1	GESI-Traning-Module.pdf
2	Gender Equality_and_Social_Inclusion WV.pdf
3	integrity-action-gesi-strategy-version-2.pdf
4	Major Marginalized Groups: A Closer Look - Urban Studies
5	UNOPS GESI Mainstreaming in Projects Strategy (Final)

Mapping with Programme Outcomes and Programme Specific Outcomes

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

3–Strong, 2-Medium,1- Low

THIRD YEAR : V SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UCOIK51	Indian Knowledge Systems in Commerce and Management	IKS	1	1	-	-	-	-	25	75	100
Learning Objectives											
LO1	To introduce the foundations of Indian Knowledge Systems (IKS) in the context of Commerce and management.										
LO2	To understand ancient Indian economic thought, trade, and financial systems.										
LO3	To analyze ethical, sustainable, and value-based management principles rooted in Indian traditions.										
LO4	To relate traditional practices with contemporary business and corporate strategies.										
LO5	To promote holistic, socially responsible, and indigenous perspectives in management Education.										
Unit	Content										Hours
1	Foundations of Indian Knowledge Systems: Meaning, scope, and significance of Indian Knowledge Systems (IKS) - Nature of Indian knowledge: holistic, interdisciplinary, and experiential - Key philosophical concepts: Dharma, Artha, Karma, and Purusharthas - Knowledge traditions: Vedas, Upanishads, and Arthashastra - Indian worldview in decision-making: Vasudhaiva Kutumbakam (global welfare orientation) - Sarva Loka Hitam (universal stakeholder welfare).										6
2	Indian Economic Thought and Indigenous Trade Systems: Economic ideas in Kautilya's Arthashastra - Ancient taxation, public finance, and state economy - Trade and commerce in ancient India - Guild system (Shreni) and its organizational structure - Indigenous markets and historical trade routes - Traditional business practices: Bahi-Khata accounting system - Hundi (indigenous credit instruments) - Role of temples and institutions in economic administration.										6
3	Indian Management Thought and Leadership Practices: Principles of management in classical Indian texts - Leadership insights from epics: Ramayana and Mahabharata - Teachings of the Bhagavad Gita in management: Decision-making and ethical responsibility - Nishkama Karma (selfless action): Dharma-based leadership and governance - Chanakya's administrative and strategic principles - Emotional intelligence in Indian psychology: Triguna theory.										6
4	Ethics, Sustainability, and Corporate Responsibility: Ethical foundations in Indian business traditions - Concept of Dharma in corporate governance - Stakeholder approach vs shareholder approach - Sustainability in Indian thought and cultural practices - Gandhian principle of Trusteeship (Mahatma Gandhi) - Environmental harmony and ecological balance in Indian culture - Corporate Social Responsibility (CSR) from an Indian perspective.										6
5	Contemporary Relevance and Business Applications: Relevance of IKS in modern commerce and management education - Comparison: Traditional vs modern business systems - Indian perspectives on entrepreneurship and innovation - Family business management in India - Financial discipline and wealth management practices - Digital transformation and preservation of indigenous knowledge systems.										6
	Total										30

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Explain key concepts of Indian Knowledge Systems in business context
CO2	Apply ancient Indian economic and ethical principles to modern commerce
CO3	Compare traditional and contemporary management practices
CO4	Evaluate sustainability and stakeholder-based approaches
CO5	Develop value-based decision-making skills
Text Books:	
1	B. Mahadevan, Indian Knowledge Systems, PHI Learning, 1st Edition, 2022
2	Kapil Kapoor & Avadhesh Kumar Singh, Indian Knowledge Systems: Knowledge Traditions and Practices, Pearson, 1st Edition, 2021
Reference Books:	
1	Mamta Bhakkad, Indian Knowledge System: Concept and Applications, Bharti Publication, 1st Edition, 2025
2	Sriram Balasubramanian, Dharmanomics: An Indigenous and Sustainable Economic Model, Bloomsbury India, 1st Edition, 2024
3	Laxmidhar Behera et al. (Eds.), Indian Knowledge System and Wellbeing, Springer, 1st Edition, 2026.
4	B. Mahadevan, Indian Knowledge Systems, PHI Learning, 1st Edition, 2022
5	V. Ramaswamy & S. Namakumari, Indian Ethos and Values in Management, McGraw Hill, Reprint Edition, 2022.
Web Resources:	
1	https://onlinecourses.nptel.ac.in/noc25_mg139/preview?utm_source=chatgpt.com
2	https://swayam.gov.in/nd1_noc19_mg53/preview
3	https://nptel.ac.in/courses/110105081
4	https://nptel.ac.in/courses/110105159
5	https://onlinecourses-archive.nptel.ac.in/noc17_mg20/course

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	1	2	1	2	1	2	3	2	2
CO2	3	3	2	2	2	3	1	2	3	3	2
CO3	2	3	2	2	2	2	1	2	3	2	3
CO4	2	3	1	3	3	2	2	2	2	2	3
CO5	2	2	2	3	3	2	3	2	3	2	3
Total	12	13	8	12	11	11	8	10	14	11	13
Average	2.4	2.6	1.6	2.4	2.2	2.2	1.6	2.0	2.8	2.2	2.6

3–Strong, 2-Medium,1- Low

THIRD YEAR : V SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSIN51	Internship	-	-	-	-	-	2	-	25	75	100

**Marks Distribution Format for Internship Evaluation
UG – V Semester**

Component	Examiner	Maximum Marks
Internal Assessment / Performance during Internship	Internal Examiner (Project Guide)	25
Viva Voce Examination	External Examiner (Head of the Department)	25
Internship Report Evaluation	Both Examiners (Joint Evaluation)	50
Total		100

Instructions:

- Both Internal and External Examiners must be faculty members of the college.
- The External Examiner will serve as the **Head of the Department**, and the Internal Examiner will be the **Internship Guide**.
- Marks should be entered in the prescribed format and signed by both examiners.
- Each candidate must submit **two copies** of the Internship Report – **Soft Building** (one for the department and one for Candidate).

THIRD YEAR : VI SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSC61	International Business	Core	3	1	1	0	4	5	25	75	100
Learning Objectives											
LO1	To outline the nature, scope, and significance of international business along with entry strategies and multinational involvement.										
LO2	To explain classical and modern international trade theories and their relevance to global trade.										
LO3	To examine foreign investment patterns, foreign exchange mechanisms, and factors influencing FDI decisions.										
LO4	To describe the global business environment, including globalization drivers, trade trends, and protectionist measures.										
LO5	To summarize regional economic integration, global institutions, and contemporary international business issues.										
Unit	Content										Hours
1	Introduction to International Business: Importance, nature and scope of international business- Internationalization process and Approaches - Modes of entry- Multinational Corporations and their involvement in International Business- Advantage and problems of MNCs.										15
2	Introduction of Trade theories: Mercantilism — Absolute Advantage — Comparative Advantage- Heckscher-Ohlin Theory — The New Trade Theory -Porter's Diamond Competitive Advantage Theory.										15
3	Foreign Investments: Pattern, Foreign exchange rates and their impact on trade and investment flows- Functions of Foreign Exchange Market- Foreign Direct Investments — Factors influencing FDI — Modes of FDI entry - Horizontal and Vertical Foreign Direct Investment — Advantages of Host and Home Countries.										15
4	Global Environment: Drivers in Globalization -Globalization of Markets, production, investments and Technology. World trade in goods and services — Major trends and developments- World trade and protectionism — Tariff and non-tariff barriers - International Trade agreement, WTO Polices and Global Supply chain.										15
5	Economic Grouping & Issues: Regional Economic Groupings in Practice- Levels of Regional Economic Integration Regionalism vs. Multilateralism- Important Regional Economic Groupings in the World. Contemporary Issues in International Business- Institutional support to international business like BREXIT, IMF, World Bank, ILO and WTO.										15
	Total										75

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Discuss the fundamentals of international business, including internationalization approaches and MNC operations.
CO2	Interpret trade theories and their application in international market practices.
CO3	Apply knowledge of foreign exchange and foreign investment in global business decisions.
CO4	Assess the impact of globalization, trade barriers, and global market dynamics.
CO5	Identify the role of International Monetary Fund, World Bank, International Labour Organization, and World Trade Organization in global business.

Text Books:	
1	Sumati Varma – International Business, 2nd Updated Edition, Pearson India, 2021
2	Ram Singh – International Business: An Indian Adaptation, 2nd Edition, Wiley India, 2022
Reference Books:	
1	Priyanka Suchak -International Business, 1st Edition, Lambert Academic Publishing, 2023.
2	K. Aswathappa - International Business, 7th Edition, McGraw-Hill, 2020.
3	Jayakar Dalavai& Vidyadhar Reddy Aileni - International Business, 1st Edition, BSP Books, 2023.
4	Dr. Sarita Mishra - Indian Companies Doing International Business (Case Studies), 1st Edition, BFC Publications, 2025.
5	Dr. Vyuptakesh Sharan & Dr. K. S. Rajan - International Business Environment, Latest Edition, Pearson India, 2022.
Web Resources:	
1	https://nptel.ac.in/courses/110105114
2	https://swayam.gov.in/nd1_noc20_ec05/preview
3	https://nptel.ac.in/courses/110107145
4	https://swayam.gov.in/nd2_noc21_mg10/preview
5	https://nptel.ac.in/courses/110101140

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	2	1	-	-	1	1	3	2	1
CO2	3	3	2	1	-	-	1	1	3	2	1
CO3	3	2	3	2	1	-	1	1	3	3	2
CO4	3	2	2	2	-	1	2	2	3	2	2
CO5	2	2	2	1	-	2	2	2	2	2	2
Total	14	11	11	7	1	3	7	7	14	11	8
Average	2.8	2.2	2.2	1.4	0.2	0.6	1.4	1.4	2.8	2.2	1.6

3–Strong, 2-Medium,1- Low

THIRD YEAR : VI SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSC62	Entrepreneurship and Start-up management	Core	3	1	1	0	4	5	25	75	100
Learning Objectives											
LO1	To outline the basic concepts, importance, and types of entrepreneurship along with entrepreneurial qualities.										
LO2	To explain the business environment and the role of family, society, and government initiatives like Startup India.										
LO3	To illustrate the process of starting a new business, including idea generation and basic planning.										
LO4	Learn the basics of start-ups, including how ideas are created, how businesses are planned, and how they grow.										
LO5	To summarize sources of finance and the role of support institutions in promoting small businesses.										
Unit	Content										Hours
1	Basics of Entrepreneurship: Meaning of Entrepreneurship – Importance of Entrepreneurship – Qualities of a Good Entrepreneur – Functions of an Entrepreneur – Types of Entrepreneurs – Steps in Starting a Business – Problems faced by Entrepreneurs – Scope of Entrepreneurship in India.										15
2	Business Environment: Meaning of Business Environment – Internal and External Factors – Role of Family, Society and Government – Basic idea of Start-up India – Simple idea of Entrepreneurship Development Programme (EDP) – Women, Social and Green Entrepreneurship.										15
3	Starting a New Business: Business Idea – Sources of Business Ideas – Choosing the Right Business Opportunity – Basics of Creativity and Innovation — Selecting Location and Size of Business – Basic Legal Requirements – Introduction to Business Plan and Project Report- Process of Business Plan- Importance- Ideas of Business Plan.										15
4	Start-up Business Essentials: Meaning and characteristics of start-ups- Identifying business opportunities and idea generation -Start-up business models (B2B, B2C, C2C) -Preparing a simple business plan -Sources of start-up funding (bootstrapping, loans, investors)-Challenges faced by start-ups-Success factors of start-ups -Growth and scaling of start-ups -Introduction to digital start-ups and online business										15
5	Support and Finance for Start-ups: Need for Finance – Sources of Finance (Own funds, Bank Loans, Government Schemes) – Introduction to MSME – Role of Support Institutions (DIC, NSIC, SIDBI – basic idea only) – Self Help Groups (SHGs) – Problems of Small Businesses – Basic idea of Business Failure and Support.										15
										Total	75

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Discuss the fundamentals of entrepreneurship and the role of entrepreneurs in economic development.
CO2	Interpret the influence of business environment factors on entrepreneurial activities.
CO3	Develop basic business ideas and prepare simple business plans.
CO4	Explain start-up ideas, identify business opportunities, describe funding options, and discuss how start-ups succeed and expand.
CO5	Identify financial sources and support agencies like Small Industries Development Bank of India and National Small Industries Corporation.

Text Books:	
1	Dr. Sapna Bansal & Dr. Abhishek Kumar Singh - Fundamentals of Entrepreneurship, 1st Edition, JSR Publishing House, 2023–2024.
2	Sekar Manickam - Entrepreneurship and Startups, 1st Edition, Walnut Publication, 2023.
Reference Books:	
1	Dr. Dattatraya P. Rane, Dr. Sunil Ujagare & Dr. Neetu Randhawa - Entrepreneurship Development, 1st Edition, San International Scientific Publications, 2024.
2	Dr. S. Jayadev, Dr. Salini K., Anjali Balan & Cibiny V.P. - Entrepreneurship Development, 1st Edition, Nitya Publications, 2023–2024.
3	Rajesh Elayedath, Dr. Sarita Beniwal, Dr. Parag Kalkar & Dr. Ashish Manohar -
4	Leadership and Entrepreneurship Development, 1st Edition, Noble Science Press, 2023.
5	Vasant Desai – Dynamics of Entrepreneurial Development and Management, 7th Revised Edition, Himalaya Publishing House, 2020.
Web Resources:	
1	https://nptel.ac.in/courses/110106141
2	https://swayam.gov.in/nd1_noc20_mg08/preview
3	https://nptel.ac.in/courses/110105067
4	https://swayam.gov.in/nd2_noc21_mg15/preview
5	https://nptel.ac.in/courses/110107094

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	1	1	-	-	1	1	3	2	1
CO2	3	2	2	1	-	1	1	1	3	2	1
CO3	3	3	3	2	1	-	1	1	3	3	2
CO4	2	2	2	1	1	1	1	1	2	2	2
CO5	3	2	3	2	1	1	1	2	3	2	2
Total	14	11	11	7	3	3	5	6	14	11	8
Average	2.8	2.2	2.2	1.4	0.6	0.6	1.0	1.2	2.8	2.2	1.6

3–Strong, 2-Medium, 1- Low

THIRD YEAR : VI SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSC63P	Project	Core	0	0	0	5	5	5	25	75	100

Marks Distribution Format for Project Evaluation (UG - VI Semester)

Component	Examiner	Maximum Marks
Internal Assessment / Performance during Project	Internal Examiner (Project Guide)	25
Viva Voce Examination	External Examiner (Head of the Department)	25
Project Report Evaluation	Both Examiners (Joint Evaluation)	50
Total		100

Instructions:

- Both Internal and External Examiners must be faculty members.
- The External Examiner will be a faculty member from another college, and the Internal Examiner will be the Project Guide.
- Marks should be entered in the prescribed format and signed by both examiners.
- Each candidate must submit two copies of the Project Report – Soft Binding (one for the department and one for the candidate).
- Students must present their project work during the Viva Voce Examination.
- The Project Report should be prepared according to the prescribed college format and guidelines.
- Attendance, regular progress, and timely submission of the project work will be considered for internal evaluation.
- Any form of plagiarism or copied content in the project report will lead to disciplinary action or reduction of marks.

THIRD YEAR : VI SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSE61	Consumer Behaviour	Elective	3	1	1	0	3	5	25	75	100
Learning Objectives											
LO1	Explain the concepts and Importance of Consumer Behaviour in marketing decisions.										
LO2	Examine Psychological Factors Influencing Consumer Buying Behaviour.										
LO3	Analyze the Impact of Social and Cultural Influences on Consumers.										
LO4	Evaluate Consumer Decision-Making Processes in Traditional and Digital Markets.										
LO5	Apply Consumer Behavior Concepts to Contemporary Marketing Practices and Case Studies.										
Unit	Content										Hours
1	Introduction to Consumer Behaviour: Nature, scope and application of Consumer Behaviour-Importance in marketing decisions- Characteristics of consumer behaviour-Consumer research process- Interdisciplinary approach-Introduction to Industrial and Organizational Buying Behaviour-Digital consumer behaviour and emerging online buying trends.										15
2	Internal Influences on Consumer Behavior: Consumer needs and motivation-Characteristics of motivation-Arousal of motives- Maslow's hierarchy of needs- Consumer emotions and values-Influence of lifestyle and Psychographic Segmentation on Buying Behavior.										15
3	Consumer Personality and Perception: Theories of Personality – Freudian, Jungian and Trait theories-Self-image and self-consciousness-Consumer perception process -selection, organization and interpretation-Learning theories-classical conditioning, cognitive learning and observational learning-Consumer attitudes and attitude change models-Impact of social media influencers and online reviews on perception.										15
4	External Influences on Consumer Behavior: Group dynamics and reference groups; Family and Consumer Behavior; Consumer Socialization; Family Decision-Making Roles; Family life cycle; Social class and lifestyle; Culture and subculture; Opinion Leadership Process; Role of Social Media Communities and Digital Peer groups in Purchase Behavior.										15
5	Consumer Decision Making and Contemporary Trends: Consumer Decision-Making Process – Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision and Post-Purchase Behaviour; Diffusion of Innovation and Resistance to Innovation; Customer Satisfaction and Loyalty; Green Consumerism, Ethical Buying Behaviour and AI-Driven Personalized Marketing.										15
	Total										75

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Explain the concepts, importance and applications of consumer behaviour in modern marketing practices.
CO2	Analyze the psychological factors such as motivation, personality, perception and attitudes influencing consumer decisions.
CO3	Examine the influence of family, culture, social class and reference groups on buying behaviour.
CO4	Evaluate consumer decision-making processes in both traditional and digital marketing environments.
CO5	Apply consumer behaviour theories and contemporary marketing insights to real-time business situations and case studies.

Text Books:	
1	Michael R. Solomon & Cristel Antonia Russell, Consumer Behavior: Buying, Having and Being, 14th Edition, Pearson Education, 2024.
2	S. L. Gupta & Sumitra Pal, Consumer Behaviour: An Indian Perspective, Latest Edition, Sultan Chand & Sons, 2025.
Reference Books:	
1	S. Ramesh Kumar, Consumer Behaviour: The Indian Context (Concepts and Cases), 2nd Edition, Pearson Education India, 2024.
2	Robert East, Jaywant Singh, Malcolm Wright & Marc Vanhuele, Consumer Behaviour, Latest Edition, SAGE Publications, 2025.
3	Michael R. Solomon, Gary Bamossy & Søren Askegaard, Consumer Behaviour: A European Perspective, 7th Edition, Pearson Education, 2024.
4	Leon G. Schiffman, Joseph Wisenblit & Ramesh Kumar, Consumer Behaviour, 13th Edition, Pearson Education, 2023.
5	Del I. Hawkins & David Mothersbaugh, Consumer Behavior: Building Marketing Strategy, 14th Edition, McGraw Hill Education, 2024.
Web Resources:	
1	https://nptel.ac.in/courses/110105139
2	https://swayam.gov.in/nd1_noc20_mg12/preview
3	https://nptel.ac.in/courses/110107132
4	https://swayam.gov.in/nd2_noc21_mg20/preview
5	https://nptel.ac.in/courses/110105141

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	1	1	-	-	1	1	3	2	1
CO2	3	3	2	2	1	-	1	1	3	3	2
CO3	3	2	3	2	1	-	1	1	3	2	2
CO4	2	2	2	1	-	1	1	2	2	2	2
CO5	3	2	3	2	1	1	1	2	3	2	2
Total	14	11	11	8	3	2	5	6	14	11	9
Average	2.8	2.2	2.2	1.6	0.6	0.4	1.0	1.2	2.8	2.2	1.8

3–Strong, 2-Medium,1- Low

THIRD YEAR : VI SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSE62	Customer Relationship Management	Elective	3	1	1	0	3	5	25	75	100
Learning Objectives											
LO1	To outline the fundamental concepts of CRM, customer loyalty, and service levels including SLAs.										
LO2	To explain CRM applications in marketing such as relationship marketing, retention, and customer value.										
LO3	To illustrate the integration of CRM with e-business tools like ERP, SCM, SRM, and PRM.										
LO4	To describe analytical CRM techniques including data management, data mining, and customer analysis.										
LO5	To summarize the process of CRM implementation, tools selection, and performance measurement.										
Unit	Content										Hours
1	Introduction to CRM: CRM concepts - Customer loyalty and optimizing customer relationships -Factors, the three levels of Service - Service Level Agreements (SLAs), creating and managing effective SLAs.										15
2	CRM in Marketing: One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing. - Customer Satisfaction Measurement										15
3	CRM links in E-Business: - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM).										15
4	Analytical CRM: Managing and sharing customer data - Customer information databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.										15
5	CRM Implementation: Factors - Preparing a business plan requirements-Choosing CRM tools - Managing customer relationships - conflict, , Resetting the CRM strategy. - CRM development Team - Scoping and prioritizing - Development and delivery – Measurement – CRM Software such as salesforce and Zoho CRM.										15
	Total										75

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Discuss CRM concepts and their role in building long-term customer relationships.
CO2	Interpret marketing strategies related to customer acquisition, retention, and satisfaction.
CO3	Apply CRM tools within e-business environments for improved coordination and service.
CO4	Examine customer data using analytical techniques for better decision-making.
CO5	Develop effective CRM strategies and implementation plans for business success.

Text Books:	
1	Dr. L. Senthil Kumar & Dr. M. Vimalarani - Customer Relationship Management, 1st Edition, SK Research Group, 2023.
2	Srivastava, M - Customer Relationship Management, Vikas Publishing, 2023.

Reference Books:	
1	Dr. Sharda Gangwar - Customer Relationship Management, 1st Edition, Himalaya Publishing House, 2023.
2	Mallika Srivastava - Customer Relationship Management, 2023 Edition, Vikas Publishing House, 2023
3	Rohit Manglik - Customer Relationship Management, 1st Edition, EduGorilla Publications, 2023.
4	Kamal Piyush - Textbook of Customer Relationship Management, 1st Edition, Hospitality Press, 2023.
5	Dr. S. Shajahan – Customer Relationship Management: Text and Cases, 1st Edition, McGraw Hill Education India, 2017.

Web Resources:	
1	https://nptel.ac.in/courses/110107140
2	https://swayam.gov.in/nd1_noc20_mg16/preview
3	https://nptel.ac.in/courses/110105122
4	https://nptel.ac.in/courses/110107134
5	https://swayam.gov.in/nd2_noc21_mg18/preview

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	1	1	-	-	1	1	3	2	1
CO2	3	3	2	2	1	-	1	1	3	3	2
CO3	3	2	3	2	2	-	1	1	3	2	2
CO4	3	2	3	3	2	1	1	1	3	3	2
CO5	3	2	3	3	2	1	2	2	3	2	2
Total	15	11	12	11	7	2	6	6	15	12	9
Average	3.0	2.2	2.4	2.2	1.4	0.4	1.2	1.2	3.0	2.4	1.8

3–Strong, 2-Medium,1- Low

THIRD YEAR : VI SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSE63	Performance Management	Elective	3	1	1	0	3	5	25	75	100
Learning Objectives											
LO1	To outline the concepts, dimensions, and importance of performance management systems in organizations.										
LO2	To explain the performance management process, determinants, and measurement approaches.										
LO3	To illustrate performance planning, goal setting, and performance analysis techniques.										
LO4	To describe performance review methods, appraisal systems, and feedback discussions.										
LO5	To summarize team performance management and factors affecting system implementation.										
Unit	Content										Hours
1	Introduction : Performance Management Definition– History, Dimension– Role in Organizations– Characteristics of an ideal Performance Management Systems- Challenges of Performance Management System.										15
2	Performance Management Process: Defining Performance–Determinants of Performance–Approaches to Measuring Performance–Process of Performance Management- Difference between Performance Management Human Resource Management.										15
3	Performance Planning: Performance Planning -Ongoing support and coaching- Theories of Goal setting–Setting Performance Criteria– Components of Performance Planning-Objectives of Performance Analysis– Performance Analysis Process.										15
4	Performing Review and Discussion: Significance of Performance Review– Process of Performance Review. Performance Ratings: Factors affecting Appraisals–Methods and Errors. Performance Review Discussions: Objectives– Process– Role of Mentoring and Coaching in Performance Review.										15
5	Managing Team Performance: Concept -Types of teams and Implications for Performance Management–Purpose and Challenge of Team Performance Management– Rewarding Team Performance Implementing –Performance Management System: Factors affecting Implementation–Pitfalls of Implementation–Traditional Practices in the Industry.										15
	Total										75

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Discuss the fundamentals and significance of performance management in organizations.
CO2	Interpret performance measurement methods and determinants influencing employee performance.
CO3	Apply performance planning and goal-setting techniques in workplace scenarios.
CO4	Examine appraisal methods and conduct effective performance review discussions.
CO5	Develop strategies for managing team performance and implementing performance systems.

Text Books:	
1	T. V. Rao & Nandini Chawla - Performance Management: Path to Growth and Excellence, 1st Edition, Routledge India, 2024.
2	Dr. Sushma Sharma & Dr. Shitika - Performance Management, 1st Edition, Sultan Chand & Sons, 2025.
Reference Books:	
1	Dipak Kumar Bhattacharyya - Performance Management Systems and Strategies, 1st Edition, Pearson India, 2024.
2	T. V. Rao & Nandini Chawla - Performance Management: Path to Growth and Excellence, 1st Edition, Routledge India, 2024.
3	Sushma Sharma & Shitika - Performance Management, 1st Edition, Sultan Chand & Sons, 2025.
4	Rajiv Divekar, Jaya Chitranshi & Komal Chopra - Contemporary Trends in Performance Management, 1st Edition, Springer, 2026.
5	K. Aswathappa – <i>Human Resource and Personnel Management: Text and Cases</i> , 9th Edition, McGraw Hill Education India, 2023.
Web Resources:	
1	https://nptel.ac.in/courses/110105146
2	https://swayam.gov.in/nd1_noc20_mg15/preview
3	https://nptel.ac.in/courses/110107150
4	https://swayam.gov.in/nd2_noc21_mg17/preview
5	https://nptel.ac.in/courses/110107147

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	1	1	-	-	1	1	3	2	1
CO2	3	3	3	2	1	-	1	1	3	3	2
CO3	3	2	3	3	2	-	1	1	3	2	2
CO4	3	2	2	3	2	1	1	1	3	2	2
CO5	3	2	3	3	2	1	2	2	3	2	2
Total	15	11	12	12	7	2	6	6	15	11	9
Average	3.0	2.2	2.4	2.4	1.4	0.4	1.2	1.2	3.0	2.2	1.8

3–Strong, 2-Medium, 1- Low

THIRD YEAR : VI SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSE64	Logistics and Supply Chain Management	SLC	3	1	1	0	3	5	25	75	100
Learning Objectives											
LO1	To provide an opportunity to learn the fundamentals of logistics										
LO2	To Understand the components and competitive advantages of logistics										
LO3	Learn the concepts of supply chain management										
LO4	Understand the technology in wear housing										
LO5	To acquire knowledge on material handling, demand forecasting										
Unit	Content										Hours
1	Introduction to Logistics: Concepts of Logistics – Evolution, Nature, Scope, and Importance of Logistics Management. Fundamentals of Logistics Systems. Transportation Systems – Railways, Roadways, Airways, Waterways, Pipelines, and Animal-Driven Transport Systems. Economics of Transportation. Inventory and Stocking Policies. Storage and Material Handling Systems. Warehousing – Functions, Types, and Storage Handling Capacities.										15
2	Components of Logistics Management: Components and Functions of Logistics Management. Competitive Advantages of Logistics Management. Principles of Logistics Management. Logistics Network and Network Design. Integrated Logistics System and its Role in Supply Chain Efficiency.										15
3	Supply Chain Management: Nature, Scope, and Concepts of Supply Chain Management. Value Chain and Functions of Supply Chain Management. Supply Chain Effectiveness and Performance. Outsourcing in Supply Chain Management. Third-Party Logistics (3PLs) and Fourth-Party Logistics (4PLs). Supply Chain Relationships and Customer Service Management.										15
4	Elements of Logistics and Supply Chain Management: Elements and Components of Logistics and Supply Chain Management. Inventory Carrying and Inventory Control Techniques. Warehousing – Functions and Types of Warehouses. Technology Applications in Warehousing – Computerization, Barcoding, Radio Frequency Identification (RFID), and Warehouse Management Systems (WMS).										15
5	Material Handling and Logistics Performance: Material Handling – Concepts, Objectives, and Equipment. Automated Storage and Retrieval Systems (ASRS). Order Processing Systems in Logistics Management. Transportation Management and Demand Forecasting Techniques. Impact of Forecasting on Logistics and Supply Chain Management. Performance Measurement and Evaluation in Logistics and Supply Chain Operations.										15
	Total										75

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Understand the basic concepts of Logistics
CO2	Identify the opportunities in the field of logistics
CO3	Exploring the value chain functions and supply chain relationships
CO4	Learning the technology related to logistics
CO5	Analyse the storage and order processing procedures and forecasting techniques

Text Books:	
1	Dr. V. Saikumari & Prof. S. Purushothaman - Logistics and Supply Chain Management, 2nd Revised Edition, Sultan Chand & Sons, 2023.
2	Dr. S. Umasarulatha - Logistics and Supply Chain Management, 1st Edition, Jupiter Publications Consortium, 2022.

Reference Books:	
1	John J. Coyle, C. John Langley Jr., Robert A. Novack, and Brian J. Gibson – Supply Chain Management: A Logistics Perspective – ENGAGE Learning, New Delhi.
2	Joel D. Wisner, Keah-Choon Tan, and G. Keong Leong – Principles of Supply Chain Management: A Balanced Approach – CENGAGE Learning, New Delhi.
3	Agarwal, D.K. – Textbook of Logistics and Supply Chain Management – MacMillan India Ltd., 2003.
4	Chase, R.B., Shankar, R., and Jacobs, F.R. – Operations Management and Supply Chain Management – McGraw Hill Publications, 13th Edition, 2018.
5	Chopra, S., Meindl, P., and Kalra, D.V. – Supply Chain Management – Pearson Education India, 6th Edition, 2016.

Web Resources:	
1	www.managementstudyguide.com
2	https://www.tutorialspoint.com/supply_chain_management/supply_chain_management_tutorial.pdf
3	https://library.ku.ac.ke/wpcontent/downloads/2011/08/Bookboon/Magement%20andOrganisation/fundamentals-of-supply-chain-management.pdf
4	https://www.youtube.com/watch?v=PmR2SKeY9Ms&list=PLGit8yny_3ANzZMsJJjeuxMg-S0f0hGcn
5	https://library.ku.ac.ke/wpcontent/uploads/2011/08/Bookboon/Management%20and%20Organisation/fundamentals-of-supply-chain-management.pdf?utm

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	1	1	-	-	1	1	3	2	1
CO2	3	3	2	2	1	-	1	1	3	3	2
CO3	3	2	3	2	2	-	1	1	3	2	2
CO4	2	2	2	2	1	1	1	1	2	2	2
CO5	3	2	3	3	2	1	2	2	3	2	2
Total	14	11	11	10	6	2	6	6	14	11	9
Average	2.8	2.2	2.2	2.0	1.2	0.4	1.2	1.2	2.8	2.2	1.8

3–Strong, 2-Medium,1- Low

THIRD YEAR : VI SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSP61	Aptitude for Managers	PEC	1	1	0	0	2	2	25	75	100
Learning Objectives											
LO1	To outline the fundamentals of number systems, simplification, and basic arithmetic operations.										
LO2	To explain arithmetic concepts and their applications in business-related problems.										
LO3	To illustrate logical reasoning techniques including series, coding, and puzzles.										
LO4	To describe data interpretation methods using charts, graphs, and analytical tools.										
LO5	To summarize verbal and non-verbal reasoning skills for problem-solving and critical thinking.										
Unit	Content										Hours
1	Quantitative Aptitude Basics: Number system: integers, fractions, decimals- Simplification and approximation techniques -Ratio, proportion, and percentages -Average and problems on ages -Basic arithmetic applications in business										6
2	Arithmetic and Business Applications: Profit and loss -Simple and compound interest -Time and work -Time, speed, and distance-Business related numerical problems										6
3	Logical Reasoning: Series (number, alphabet) -Coding and decoding -Blood relations -Direction sense test -Puzzles and seating arrangements										6
4	Data Interpretation and Analytical Skills: Tables, bar charts, pie charts, line graphs -Data comparison and analysis -Case-based data interpretation - Decision-making based on data -Basic data sufficiency problems										6
5	Verbal and Non-Verbal Reasoning: Verbal reasoning: analogy, classification, syllogism -Logical statements and assumptions -Non-verbal reasoning: patterns and figures -Mirror and water images -Critical thinking and problem-solving										6
	Total										30

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Solve numerical problems using basic arithmetic and quantitative techniques.
CO2	Apply business mathematics concepts in real-life situations.
CO3	Interpret logical patterns and reasoning-based questions effectively.
CO4	Analyze data through charts and graphs for informed decision-making.
CO5	Develop critical thinking and reasoning abilities in solving complex problems.

Text Books:

1	Arun Sharma - How to Prepare for Quantitative Aptitude for CAT, 10th Edition, McGraw Hill India, 2023.
2	R.S. Aggarwal - Quantitative Aptitude for Competitive Examinations, Revised / Latest Edition, S. Chand Publishing, 2023.

Reference Books:

1	Abhijit Guha - Quantitative Aptitude for Competitive Examinations, 6th Edition, McGraw Hill India, 2023.
2	Dinesh Khattar - The Pearson Guide to Quantitative Aptitude for Competitive Examinations, 3rd Edition, Pearson India, 2022.
3	S. Chand Experts - Objective Arithmetic, Latest Revised Edition, S. Chand Publishing, 2023.
4	Soma Valliappan - Analytical Skills for Managers, Latest Edition, Emerald / Indian Edition, 2022.
5	R.S. Aggarwal – <i>Quantitative Aptitude for Competitive Examinations</i> , Revised Edition, S. Chand Publishing, 2023.

Web Resources:

1	https://nptel.ac.in/courses/111104071
2	https://swayam.gov.in/nd1_noc20_ma04/preview
3	https://nptel.ac.in/courses/106105173
4	https://nptel.ac.in/courses/110107135
5	https://swayam.gov.in/nd2_noc21_hs10/preview

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	1	1	-	-	1	1	3	2	1
CO2	3	3	3	2	1	-	1	1	3	3	2
CO3	3	2	3	2	-	-	1	1	3	2	2
CO4	3	2	2	3	1	-	1	1	3	2	2
CO5	3	2	3	3	1	1	1	2	3	2	2
Total	15	11	12	11	3	1	5	6	15	11	9
Average	3.0	2.2	2.4	2.2	0.6	0.2	1.0	1.2	3.0	2.2	1.8

3–Strong, 2-Medium,1- Low

THIRD YEAR : VI SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24UMSL61	Green Marketing	SLC	0	0	0	3	2	3	25	75	100
Learning Objectives											
LO1	To outline the concepts, importance, and evolution of green marketing and sustainability.										
LO2	To explain green products, eco-labeling, and sustainable packaging practices.										
LO3	To illustrate pricing and promotional strategies in green marketing and ethical communication.										
LO4	To describe green distribution, logistics, and sustainable supply chain practices.										
LO5	To summarize environmental policies, CSR, challenges, and future trends in green marketing.										
Unit	Content										Hours
1	Introduction to Green Marketing: Meaning and importance of green marketing -Evolution and concepts of sustainability -Need for eco-friendly business practices -Green consumer behavior										9
2	Green Products and Packaging: Concept of green products- Eco-labeling and certifications -Sustainable packaging methods -Product life cycle and environmental impact										9
3	Green Pricing and Promotion: Green pricing strategies -Cost and benefits of green marketing -Green advertising and communication-Avoiding greenwashing										9
4	Green Distribution and Supply Chain Management: Sustainable supply chain management - Green logistics and transportation - Reverse logistics and recycling -Role of technology in green distribution										9
5	Policies, Challenges, and Future Trends: Environmental laws and regulations -Corporate social responsibility (CSR) -Challenges in green marketing -Future trends and innovations										9
	Total										45

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Discuss the role of green marketing in promoting sustainable business practices.
CO2	Apply eco-friendly product and packaging strategies in business decisions.
CO3	Interpret green pricing and promotional techniques in real-world contexts.
CO4	Examine sustainable supply chain and logistics practices.
CO5	Identify environmental regulations, CSR practices, and emerging green trends.

Text Books:

1	P. Anand Kumar, Gerald Vijay Reuben, Dr. Pratheep K, Dr. Ekta Mishra & Dr. Sanjay Kumar Barik - Green Marketing, 1st Edition, Infinity Publication, 2023.
2	H. L. Bhaskar - Green Marketing: A Tool for Sustainable Development, Latest Edition (Reprint/Use), 2022–2023.

Reference Books:

1	Dr. K. Kalachelvi & Sowmya K. - A Handbook on Marketing Ethics & Green Marketing, 1st Edition, Noble Science Press, 2023.
2	Dr. Amit Kumar Singh & Priyanka Mahanta - Social Media and Green Marketing, 1st Edition, P.K. Publishers & Distributors, 2023.
3	Prof. (Dr.) Smita Mishra - Fundamental of Green Marketing Management, 1st Edition, Alexis Press, 2023.
4	Subrata Chattopadhyay, Sundeep Singh Sondhi & Arunava Dalal (Eds.) - Sustainable Marketing and Customer Value, 1st Edition, Routledge India, 2023.
5	Green Marketing Management - Green Marketing Management, 1st Edition, Cengage Learning, 2019.

Web Resources:

1	https://nptel.ac.in/courses/110107144
2	https://swayam.gov.in/nd1_noc20_mg25/preview
3	https://nptel.ac.in/courses/110105139
4	https://nptel.ac.in/courses/110107141
5	https://swayam.gov.in/nd2_noc21_mg24/preview

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	1	1	-	-	2	2	3	2	1
CO2	3	3	2	2	1	-	2	2	3	3	2
CO3	3	2	3	2	2	1	2	2	3	2	2
CO4	2	2	2	2	1	2	3	3	2	2	2
CO5	3	2	3	3	2	2	3	3	3	2	2
Total	14	11	11	10	6	5	12	12	14	11	9
Average	2.8	2.2	2.2	2.0	1.2	1.0	2.4	2.4	2.8	2.2	1.8

3-Strong, 2-Medium,1- Low