



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

Vaniyambadi – 635 751

PG Department of Management Studies

for

Undergraduate Programme

Bachelor of Business Administration

From the Academic Year 2024-25

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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	Hour s Distribu tion				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	4	1	0	0	4
24UMSC12	CC – 2 Financial Accounting	3	1	1	0	4
24UMSA11	EC – 1 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	Ho urs Distrib ution				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	5	1	0	0	5
24UMSC22	CC – 4 Cost and Management Accounting	4	1	0	0	4
24UMSA21 or 24UMSA22	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

L – Lecture T – Tutorial P – Practical S – Seminar C - Credit

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

1st YEAR: FIRST 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

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

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

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

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, Faithe Wempen, & 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

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

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

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										12
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)										18
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

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

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 Theodore 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.techtarget.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

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