MARUDHAR KESARI JAIN COLLEGE FOR WOMEN (AUTONOMOUS)

Vaniyambadi – 635 751

PG Department of Management Studies

for

Postgraduate Programme

Master of Business Administration

(Human Resource Management)

From the Academic Year 2024-25

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LEARNING OUTCOMES BASED CURRICULUM FRAMEWORK FOR POSTGRADUATE 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.

<table>
<tr><td colspan="2" align="center">**LEARNING OUTCOMES-BASED CURRICULUM FRAMEWORK FOR POSTGRADUATE EDUCATION**</td></tr>
<tr><td>**Programme**</td><td>**MBA (HRM)**</td></tr>
<tr><td>**Programme Code**</td><td>PA06</td></tr>
<tr><td>**Duration**</td><td>**2 years [PG]**</td></tr>
<tr><td>**Programme Outcomes**</td><td>**PO1:** Acquire knowledge in Commerce and Trade to apply in day-to-day life for the betterment of self and society.
PO2: Develop critical, analytical thinking, and problem-solving skills.
PO3: Develop research-related skills in defining problems, formulating and testing hypotheses, analyzing, interpreting, and drawing conclusions from data.
PO4: Address and develop solutions for societal and environmental needs at local, regional, and national levels.
PO5: Work independently and engage in lifelong learning for continuous professional growth.
PO6: Promote employability and entrepreneurship among students while emphasizing ethics and communication skills.
PO7: Understand the importance of ethical behavior in business contexts and be able to recognize and address ethical dilemmas in their professional careers.
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.</td></tr>
<tr><td>**Programme Specific Outcomes:**</td><td>**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).
PSO2 - Business Knowledge: An ability to apply conceptual foundations to solve practical problems in business.
PSO3 – Entrepreneurship and Innovation: Analyze a problem and use the appropriate managerial and innovation skills for obtaining its solution and new business development.</td></tr>
</table>

Eligibility for Admission:

A candidate, who has passed the Degree Examination, generally as the main subject of study at this university or an examination of any other university accepted by the Syndicate as equivalent thereto, shall be eligible for admission to the Master Degree at this university.

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	

COURSE MATRIX

Semester– I						
Course Code	**Course Title**	**Hours Distribution**				**C**
		L	**T**	**P**	**S**	
24PMSC11	CC–1 Management Principles and Business Ethics	3	1	2	0	4
24PMSC12	CC–2 Accounting for Managers	3	1	2	0	4
24PMSC13	CC–3 Human Resource Management	4	1	0	0	3
24PMSE11	EC-1 Managing Organizational Behaviour	3	1	1	0	3
24PMSE12	EC–2 Performance Management	3	1	0	0	3
24PMSA11	AECC – 1 Managerial Skills for Effectiveness	1	1	0	0	2
24PCHR11	VE - 1 Human Rights	1	1	0	0	2
					30	**21**

Semester- II						
Course Code	**Course Title**	**Hours Distribution**				**C**
		L	**T**	**P**	**S**	
24PMSC21	CC–4 Quantitative Techniques for Decision Making I	5	1	0	0	4
24PMSC22	CC – 5 Managerial Economics	5	1	0	0	4
24PMSC23	CC – 6 Legal Aspects of Business	4	0	0	0	3
24PMSC24	CC –7 Business Research Methods	3	1	0	0	3
24PMSE21 or 24PMSE23	EC – 3 Human Resource Development or Organizational Development	3	1	0	0	3
24PMSE22 or 24PMSE24	EC– 4 Entrepreneurship Management or Stress Management	3	1	0	0	3
24PMSS21	SEC – 1 (NME) Executive Communication	1	1	0	0	2
					30	**22**

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

Students must complete at least one online course (MOOC) from platforms like SWAYAM, NPTEL. 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
24PMSC11	**Management Principles and Business Ethics**	Core	3	1	2	-	4	6	25	75	100

	Learning Objectives										
LO1	To familiarize the students to the basic concepts of management in order to aim understanding how an organization functions.										
LO2	To provide insights on Planning & Decision Making										
LO3	To throw light on Organizing, Managing Change and Innovation										
LO4	To elucidate on Leadership, Communication and Controlling.										
LO5	To create awareness and importance of Business Ethics and Social Responsibility										

Unit	Content	Hours
1	**Introduction:** Nature of Management –Concepts and Foundations of Management-Managerial Functions Management Skills The Evolution of Management Thought Tasks of a Professional Manager–Organizational Culture Environment – Systems Approach to Management– Levels in Management.	18
2	**Planning & Decision Making:** Steps in Planning Process Scope and Limitations Short Term and Long-Term Planning Flexibility in Planning–Characteristics of a Sound Plan Management By Objectives (MBO). Strategic Management Process-Decision Making Process.	18
3	**Nature of Organizing:** Organization Structure and Design Authority Relationships Delegation of Authority and Decentralization Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture Impact of Technology on Organizational design– Formal and Informal Organization. Span of control- Pros and Cons of Narrow and Wide Spans of Control– Optimum Span- Managing Change.	18
4	**Leadership and Control:** Leadership: Approaches to Leadership and Communication. Control: Concept of Control Application of the Process of Control at Different Levels of Management (top, middle and first line).Performance Standards Measurements of Performance–Remedial Action An Integrated Control system in an Organization Management by Exception (MBE)	18
5	**Business Ethics:** Importance of Business Ethics Ethical Issues and Dilemmas in Business Ethical Decision Making and Ethical Leadership Ethics Audit.	18
	Total	90

CO	Course Outcomes : At the end of the course learners will be able to:
CO1	Possess the knowledge on the basic concepts of management and understand how an organization functions.
CO2	Possess knowledge on planning & decision making.
CO3	Have insights on organizing, managing change and Innovation
CO4	Learn leadership, communication and controlling skills.
CO5	Have better understanding on business ethics and social responsibility.

Textbooks:	
1	"Principles of Management" by P.C. Tripathi and P.N. Reddy, 6th edition McGraw Hill Education, 2022
2	"Management: Principles and Practice" by S. Chand and Company Ltd. by R.S. N. Pillai and Bagavathi S Chand Publishing 2013
Reference Books:	
1	Mukherjee, K.,Principles of Management, 2ndEdition, Tata McGraw Hill Education Pvt.Ltd., 2009
2	S.K.Mandal., Management Principles and practice, 3rd Edition, Jaico Publishing House, Jan. 2011.
3	Griffin,R.W., Management,11th Edition, South Western College Publication, January 2018.
4	Koontz,H. and Weihrich,H., Essentials of Management: An International Perspective,11th Edition, Tata McGraw Hill Education Private Ltd., July 2020 Certo, SC. and Certo,T, Modern Management,13th Edition, Prentice Hall, January 2014.
5	Mason Carpenter, Talya Bauer and Berrin Erdogan., Principles of Management, 9th edition 2019.
Web resources:	
1	https://deb.ugc.ac.In
2	http://wwww.managementconcepts.com
3	International journal of Management Concepts and Philosophy
4	Journal of Management, Sage Publications
5	https://www.simplilearn.com/principles-of-management-by-henri-fayol-article

Mapping with Programme Outcomes and Programme Specific Outcomes

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

3 – Strong, 2- Medium, 1- Low

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24PMSC12	**Accounting for Managers**	Core	3	1	2	-	4	6	25	75	100

<table>
<tr><td colspan="2" align="center">Learning Objectives</td></tr>
</table>

LO1	To acquaint the students with foundational accounting principles and conventions.
LO2	To prepare the students for applying diverse financial statement analysis.
LO3	To enable the students to understand and apply the principles of fund flow and cash flow statements.
LO4	To prepare the students to utilize cost accounting methods for effective cost measurement and managerial decision-making.
LO5	To familiarize the students with the budgeting, accounting tools and compliance with international accounting standards.

Unit	Content	Hours
1	**Introduction:** General Accounting Concepts and conventions. Financial Accounting - functions. Journal – Ledger – Trial Balance –Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems)	18
2	**Financial Statement Analysis:** Techniques: Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis: Liquidity - Profitability-Turnover-Solvency	20
3	**Fund Flow Statement:** Statement of Changes in Working Capital- Preparation of Fund Flow Statement- Cash Flow Statement Analysis– Problems – Distinction between Fund Flow and Cash Flow Statement	16
4	**Cost Accounting:** Elements of Cost– Cost Sheet (Problems) – Classification of cost– Cost Unit and Cost Centre–Methods of Costing– Techniques of Costing **Marginal Costing:** Break-even point Analysis, Contribution, p/v Ratio, Margin of Safety	16
5	**Budgetary Control:** Budget, Budgeting, and Budgeting Control - Types of Budgets Preparation of Flexible and fixed Budgets, master budget and Cash Budget – Problems – Zero Base Budgeting **Reporting to Management:** Uses of Accounting information in Managerial decision making -Accounting Standards and Accounting Disclosure practices in India; Knowledge of Accounting software- Open Source. International Accounting Standards – IFRS	20
	Total	90
	Weightage of Marks: Theory 20% and Problems 80%	

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

Textbooks:	
1	T.S.Reddy and Y.Hariprasad Reddy, Cost and Management Accounting, Margham Publishers., 4th Edition 2011 (Reprint 2024).
2	S.N.Maheswari., Financial Accounting, 6th Edition, Vikas Publishing House, 2018.
Reference Books:	
1	M.N.Arora., A Textbook of Cost and Management Accounting., 11th Edition., S Chand and Company Ltd., 2021
2	Gupta,A., Financial Accounting for Management: An Analytical Perspective, 5th Edition, Pearson, 2016.
3	Khan, M.Y.and Jain,P.K., Management Accounting: Text, Problems and Cases, 8th Edition, Tata McGraw Hill Education Pvt.Ltd.,2021.
4	Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management– a holistic perspective- Edn.1, 2014 published by S.N. Corporate Management Consultants Private Limited
5	Rustagi, R.P., Management Accounting, 2nd Edition, Taxmann Allied Services Pvt. Ltd, 2011
Web resources:	
1	https://www.accountingcoach.com/accounting-principles/explanation
2	https://www.investopedia.com/terms/f/financial-statement-analysis.asp
3	https://www.investopedia.com/ask/answers/012015/what-difference-between-cash-flow-and-fund-flow.asp
4	https://www.accountingtools.com/articles/cost-accounting
5	https://hbr.org/topic/subject/budgets-and-budgeting

Mapping with Programme Outcomes and Programme Specific Outcomes

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

3 – Strong, 2- Medium, 1- Low

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24PMSC13	**Human Resource Management**	Core	4	1	-	-	3	5	25	75	100

	Learning Objectives	
LO1	To embark importance of HRM role, functions and need	
LO2	To assimilate theoretical and practical implications of HRP	
LO3	To critically use appropriate training tools	
LO4	To analyze and implement an effective performance management	
LO5	To extrapolate and design compensation management techniques	

Unit	Content	Hours
1	**Introduction of Human Resource Management:** Importance of Human Resources, Definition and Objectives of Human Resources Management, Qualities of a good HR manager – Evolution and growth of Human Resource Management in India. Functions of Human Resource Management. Strategic Human Resource Management (SHRM). Human Resource Policies: Need, type and scope, Human Resource Accounting and Audit-Gig Economy	15
2	**Human Resource Planning (HRP):** Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Strategic Human Resource Planning. Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and de merits of the different methods, Recruitment and Social Media. Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction of attrition rate-Attrition and retention management	15
3	**Training, Development & Career Management:** Importance and benefits of Training and Development, Types of Training Methods, Executive Development Programs, Concept and process of Career Management; Competency mapping, Knowledge Management & Talent Management.	15
4	**Performance Management:** Importance, process and Methods: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Performance Feedback, Online PMS. Human Resource Information System; International Human Resource Management; Cross cultural diversity management; Hybrid work culture; work-life balance; Quality of work-life ;HR Analytics.	15
5	**Compensation Management:** Wage and Salary Administration: Job Evaluation, Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives; ESOP Financial and non-financial incentives, Productivity–linked Bonus, Compensation Criteria, Rewards and Recognition	15
	Total	75

CO	Course Outcomes : At the end of the course learners will be able to:
CO1	Gain an understanding importance of HRM policies
CO2	Implement appropriate HRP in workplace.
CO3	Learn leadership, communication and controlling skills.
CO4	Apply feasible Training method and manage career progressions.
CO5	Design and justify compensation framework.

Textbooks:	
1	Human Resource Management University of Minnesota Libraries Publishing 2016
2	Human Resources Management – 3rd Edition Author: Debra Patterson
3	Human Resource Management Pravin Durai Associate Professor St Joseph's College (Autonomous) Tiruchirappalli
4	Ashwathappa,K., Human Resource Management, 10th Edition, Tata McGraw Hill Education Pvt.Ltd, 2023
5	Gary Dessler, Fundamentals of Human Resource Management, Pearson, 4th Edition 2017.
Reference Books:	
1	Ivanecevich,J.M., Human Resource Management, 12th Edition, Tata McGraw Hill Education Pvt.Ltd., 2020.
2	Gary Dessler & Biju Varrkey, Human Resource Management, 16th Edition, Pearson India Pvt.Ltd, 2020.
3	DeCenzo, D.A., Robbins S.P., Susan L Verhulst, Human Resource Management, 11th Edition, Wiley India Pvt.Ltd., 2015.
4	Leigh Thompson, Making the team, A guide for Managers, Pearson, 6th Edition 2019.
Web resources:	
1	https://businessjargons.com/performance-management.html
2	http://wwww.managementconcepts.com
3	https://www.hr-guide.com/data/G400.htm
4	https://www.managementstudyguide.com/training-development-hr-function.htm
5	https://www.drnishikantjha.com/booksCollection/hrm-basic-notes.pdf

Mapping with Programme Outcomes and Programme Specific Outcomes

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

3 – Strong, 2- Medium, 1- Low

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24PMSE11	Managing Organizational Behaviour	Elective	3	1	1	-	3	5	25	75	100

Learning Objectives	
LO1	To familiarize the students to the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization.
LO2	To provide insights on Individual Differences, perception, learning, Attitudes values and motivation
LO3	To throw light on Group Dynamics and Interpersonal Communication
LO4	To elucidate on Leadership, Politics, Conflicts and Negotiation.
LO5	To create awareness and importance of work stress and Emotional Intelligence and its influence on employees in an organization.

Unit	Content	Hours
1	**Introduction to Organizational Behaviour:** Historical background of OB Concept Relevance of OB–Contributing disciplines to the field of OB, challenges and opportunities for OB found actions of Individual Behaviour. Theory–social theory-Organizational Citizenship Behaviour.	15
2	**Individual Difference-Personality** –concept and determinants of personality–theories of personality – type of theories – trait theory – psychoanalytic theory – social learning theory–Erikson's stages of Personality Development Chris Argyr is Immaturity to Maturity Continuum. Personality–Job fit. **Perception:** Meaning Process – Factors influencing perception–Attribution theory learning: Classical, Operant and Social Cognitive Approaches – Managerial implications. **Attitudes and Values:**–Components, Attitude–Behaviour relationship, formation, values.	15
3	**Motivation**: Early Theories of Motivation –Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland's theory of needs and Contemporary theories of motivation – Self –Determination theory, Job Engagement, Goal Setting theory, Self– efficacy theory, Re – inforcement theory, Equity theory, Expectancy theory.	15
4	**Group Dynamics**–Foundations of Group Behaviour – Group and Team-Stages of Group Development – Factors affecting Group and Team Performance-Group Decision making **Interpersonal Communication** – Communication Process –Barriers to Communication–Guidelines for Effective Communication **Conflict and Negotiation:** Sources and Types of Conflict – Negotiation Strategies – Negotiation Process.	15
5	**Work Stress:** Stressors in the Workplace – Individual Differences on Experiencing Stress-Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance–Creating and Sustaining	15
	Total	75

CO	Course Outcomes : At the end of the course learners will be able to:
CO1	To familiarize the students to the basic concepts of managing Organizational Behaviour in order to aid in understanding how to behave in an organization.
CO2	To provide insights on Individual Differences, perception, learning, Attitudes values and Motivation
CO3	To throw light on Group Dynamics and Interpersonal Communication
CO4	To elucidate on Leadership, Politics, Conflicts and Negotiation.
CO5	To create awareness and importance of work stress and Emotional Intelligence and its influence on employees in an organization

Textbooks:	
1	Prasad.L.M., Organisational Behaviour, Sultan Chand and Sons,2019
2	C.B.Guptha, A Textbook Of Organisational Behaviours, S.Chand & Company,2020
3	K.Aswattappa, Organisational Behaviour, Himalaya Publishing House,12th Edition, 2016.
4	Luthans,F. Organizational Behaviour,12th Edition, Tata McGraw Hill Education,2017.
5	Stephen P.Robins,Timothy A.Judge and Neharika Vohra,Essentials of Organisational Behaviour, 18th Edition, Pearson Education, 2019.
Reference Books:	
1	Neharika Vohra Stephen P. Robbins, Timothy A. Judge , Organizational Behaviour, Pearson Education, 18th Edition, 2022.
2	Fred Luthans, Organizational Behaviour, Tata Mc Graw Hill, 2017.
3	Ray French, Charlotte Rayner, Gary
4	Louis Bevoc, Allison Shearsett, Rachael Collinson, Organizational Behaviour Reference, Nutri Niche System LLC (28 April 2017)
5	Dr. Christopher P. Neck, Jeffery D. Houghton and Emma L. Murray, Organizational Behaviour: A Skill-Building Approach, SAGE Publications, Inc; 2nd edition (29 November 2018).
Web resources:	
1	https://iedunote.com.organisational-behaviour/
2	https:// Organizational Behaviours.com.organisational-behaviour/
3	https://iedunote.com.organisational-behaviour/Stress-Managing
4	http://www.yourarticlelibrary.com/organisation/
5	Journal of Organizational Behaviour – wiley Online Library

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
24PMSE12	**Performance Management**	Elective	3	1	-	-	3	4	25	75	100

	Learning Objectives
LO1	To summarize basic concepts of performance management.
LO2	To employ, and design performance management process.
LO3	To interpret optimal use of performance analysis techniques.
LO4	To elucidate role of Performance Management system and standards in place.
LO5	To constitute and appraise high performance teams

Unit	Content	Hours
1	**Introduction**: Performance Management Definition – History, The Performance Management Contribution- Dimensions of – Role in Organizations – Characteristics of an ideal Performance Management Systems – Aims and Roles of Performance management System- Performance management versus Performance Appraisal –Reward system and its types- Challenges of a Poorly Implemented Performance Management System.	12
2	**Performance Management Process**: Performance Planning-Performance Execution-Performance Assessment-Performance Review-Performance Renewal and Contracting – Determinants of Performance – Factors Influencing Performance- Approaches to Measuring Performance –Competency based performance management system.	12
3	**Performance Planning**: On-going support and coaching Theories of Goal-setting – Setting Performance Criteria – Components of Performance Planning - Objectives of Performance Analysis – Performance standards; BIS, ISO 9001/27001/14001/18001- Crisis Management- Performance Analysis Process	12
4	**Performing Review and Discussion**: Performing Review and Discussion: Significance of Performance Review in Performance Management – Process of Performance Review. Performance Ratings: Factors affecting Appraisals – Methods and Errors – Reducing Rater Biases. Performance Review Discussions: Objectives – Process – Role of Mentoring and Coaching in Performance Review	12
5	**Managing Team Performance:** Managing Team Performance: 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.	12
	Total	60

CO	Course Outcomes: : At the end of the course learners will be able to:
CO1	Recognize and apply performance management techniques.
CO2	Design performance management process across various business units.
CO3	Formulate, comply and implement performance analysis tools and standards.
CO4	Construct performance review and employ performance management system.
CO5	Critique team management strategies.

Textbooks:	
1	**Aguinis, H.**, Performance Management, 5th Edition, Chicago Business Press, 2023.
2	**T.V Rao &Nandini Chawla,** Performance Management: Path to Growth and Excellence, 1st Edition, Routledge, Taylor &Francis Group May 2024
3	M., Armstrong's Handbook of Performance Management, 7th Edition, Kogan Page, 2022
4	Prem Chadha, Performance Management It's about performing not just appraising,12th Edition Macmillan Publishers India Ltd. 2012
Reference Books:	
1	Jason Lauritsen, Unlocking High Performance: How to use performance management to engage and empower employees to reach their full potential, 1st Edition, Kogan Page, 2018
2	Madhu Arora, Poonam Khurana, SonamChoiden, Performance Management- Happiness and Keeping Pace with Technology, 1st Edition, CRC Press, 2020.
3	Hedda Bird, The Performance Management Playbook, 1st Edition, Pearson, 2022.
Web resources:	
1	https://ebooks.lpude.in/management/mba/term_3/DMGT517_PERFORMANCE_MANAGEMENT_SYSTEM.pdf
2	https://www.cipd.org/en/topics/performance-management/
3	https://onlinecourses.nptel.ac.in/noc20_hs17/preview
4	https://testlify.com/case-studies-of-performance-management-system/
5	https://empxtrack.com/blog/performance-management-case-study-iffco-tokio-general-insurance/

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
24PMSA11	Managerial Skills for Effectiveness	Ability Enhancement Course	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 6th 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 TahlRaz, 2014, Currency Publication
3	You Branding Personal Branding Book –It's all about you, Mark Cijo (2015), Create Space Independent Publication.
Web resources:	
1	MindTools - Management Training and Leadership Training - Provides resources on
2	Harvard Business Review - Management - Offers articles and insights on management
3	www.skillsyouneed.com - Offers guidance on interpersonal communication skills.
4	www.psychologytoday.com - Explains the difference between coaching and
5	www.mindtools.com - Outlines principles and strategies for supportive

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
24PMSC21	**Quantitative Techniques for Decision Making I**	Core	5	1	-	-	4	6	25	75	100

Learning Objectives	
LO1	To understand the concepts of probability, distributions, and decision-making criteria.
LO2	To compute statistical measures and understand sampling distributions.
LO3	To formulate hypotheses and select appropriate tests for analysis.
LO4	To analyze relationships between variables using bivariate techniques.
LO5	To explore advanced multivariate methods for business applications.

Unit	Content	Hours
1	**Probability and Decision Theory:** Probability - Rules of probability (Formulas and Theory only) - Probability distribution (Binomial, Poisson and Normal Distributions) - Their applications in Business (Simple Problems) - Baye's Theorem and its Applications - Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making - Decision tree (Simple Problems).	18
2	**Descriptive Statistics and Sampling Distributions:** Measures of Central Tendency (Mean, Median, Mode) Problems - Measures of Dispersion (Range, Variance, Standard Deviation, Interquartile Range) Problems – Sampling Distribution – Types – Central Limit Theorem & its Applications - Optimal Sample Size Determination (Simple Problems).	18
3	**Testing of Hypothesis & Univariate Data Analysis:** Testing of Hypothesis - Null and Alternative Hypotheses – Errors (Type I and Type II) - Steps in Hypothesis Testing (Theory) - Parametric Tests (One-Sample t-Test, z-Test for Single Mean) - Nonparametric Tests (One-Sample Sign Test, Wilcoxon Signed-Rank Test) (Simple Problems in the given Parametric and Non-Parametric test).	18
4	**Bivariate Data Analysis:** Parametric and Nonparametric Tests - t-Tests (Independent Samples t-Test, Paired Samples t-Test) - Chi-Square Test (Goodness-of-Fit & Test of Independence) - Correlation Analysis (Karl Pearson's Correlation Coefficient & Spearman's Rank Correlation) - Regression Analysis (Simple Linear) - Analysis of Variance (One-Way & Two-Way) (Simple Problems in Bivariate Analysis).	18
5	**Multivariate Statistical Analysis:** Overview - Exploratory & Confirmatory Factor Analysis - Discriminant Analysis - Cluster Analysis - Conjoint Analysis - Multiple Regression - Multidimensional Scaling (MDS) - Structural Equation Modeling (SEM) - Their Applications in Business (Only Theory & Case Studies based on Multivariate Analysis)	18
	Total	90
	Weightage of Marks: Theory 40% and Problems 60%	

CO	Course Outcomes: At the end of the course learners will be able to
CO1	List and identify probability rules, distributions, and decision-making models.
CO2	Illustrate sampling distributions and compute measures of central tendency and dispersion.
CO3	Analyze hypotheses using parametric and nonparametric tests.
CO4	Determine relationships and conduct bivariate analyses such as correlation and regression.
CO5	Assess multivariate statistical techniques and their business applications.

Text Books:	
1	Dr. P.R. Vittal, Quantitative Techniques, MarghamPublications, 2018.
2	N.D. Vohra, Quantitative Techniques for Management, Tata McGraw-Hill, 5th Edition, 2017.
Reference Books:	
1	C.R. Kothari, Quantitative Techniques, Vikas Publishing House, 3rd Edition, 2014.
2	S.C. Gupta, Fundamentals of Statistics, Himalaya Publishing House, 6th Edition, 2018.
3	Richard I. Levin & David S. Rubin, Statistics for Management, Pearson Education, 8th Edition, 2013.
4	Barry Render, Ralph M. Stair & Michael E. Hanna, Quantitative Analysis for Management, Pearson, 12th Edition, 2017.
5	Mark Berenson, David Levine & Timothy C. Krehbiel, Basic Business Statistics: Concepts and Applications, Pearson, 13th Edition, 2015.
Web Resources:	
1	https://www.khanacademy.org/math/statistics-probability
2	https://www.coursera.org/courses?query=quantitative%20techniques%20in%20business
3	https://ocw.mit.edu/courses/sloan-school-of-management/
4	https://www.statology.org/bivariate-analysis-in-r/
5	https://www.statisticshowto.com/probability-and-statistics/multivariate-analysis/

Mapping with Programme Outcomes and Programme Specific Outcomes

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

3 – Strong, 2 - Medium, 1 - Low

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks CIA	Marks External	Marks Total
24PMSC22	Managerial Economics	Core	5	1	-	-	4	6	25	75	100

<table>
<tr><td colspan="3" align="center">Learning Objectives</td></tr>
<tr><td>LO1</td><td colspan="2">To familiarize the students about managerial economics and to know the fundamental concepts affecting business decisions.</td></tr>
<tr><td>LO2</td><td colspan="2">To understand the concept of utility and demand analysis and demand forecasting</td></tr>
<tr><td>LO3</td><td colspan="2">To know about production function and market structure</td></tr>
<tr><td>LO4</td><td colspan="2">To have an idea and understanding about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning.</td></tr>
<tr><td>LO5</td><td colspan="2">To Provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy.</td></tr>
</table>

Unit	Content	Hours
1	**Introduction Managerial Economic** : The Fundamental Concepts affecting Business Decisions – the Incremental Concept, Equi - marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle.	18
2	**Utility Analysis and the Demand Curve:** Elasticity of Demand - Demand Analysis: Concepts, and tools of analysis for Demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input – Output Analysis–Consumer Behavior- Consumer Equilibrium	18
3	**The Production Function:** Production with One Variable Input – Law of Variable Proportions–Production withTwo Variable Inputs – Cost Concepts–Analysis of cost– Short and long run costs. Market Structure: Monopoly, Duopoly, Monopolistic Competition – Pricing Methods.	18
4	**Macro - Economic Variables:** National Income – Concepts – Gross Domestic Product, Gross National Product, Net Nation al Product – Measurement of National Income, Savings, Investment - Business Cycles and Contra cyclical Policies – Role of Economic Policy – Indian Economic Planning.	18
5	**Commodity and Money Market:** Demand and Supplyof Money – Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Stagflation - Role of Fiscal Policies - Indian Fiscal Policies - Government Policy towards Foreign Capital and Foreign Collaborations –Globalization and its Impact. Cashless economy and digitalized cash transfers: Economic models and its steps; FEMA - GST- Industrial Policy in India and its effects on growth.	18
	Total	90

CO	Course Outcomes: At the end of the Course learners will be able to
CO1	Provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy.
CO2	Be familiar about the Basic concepts of Demand, Supply and Equilibrium and their determinants
CO3	Have better idea and understanding about production function and market structure
CO4	Have better insights about macroeconomics concepts like National income, Savings and Investment, Indian Economic Policy and planning
CO5	Possess better knowledge about Money market, Monetary and Fiscal policy, inflation and deflation, FDI and globalization and Cashless economy and digitalized cash transfers.

Textbooks:

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

Reference Books:

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

Web Resources:

1	http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic- tools-todays-decision-makers6e-6/9788131733530
2	http://www.onlinevideolecture.com/mbaprograms/kmpetrov/managerialeconomics/?courseid=4207
3	https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics- 76225857
4	The Indian Economic Journal-SAGE Journals
5	https://hbr.org/topic/subject/budgets-and-budgeting

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	2	3	2	3	3	3	3
CO3	3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3	3	3	3
CO5	3	2	3	3	3	3	2	3	3	3	3
Total	15	13	15	15	14	15	13	15	15	15	15
Average	3	2.6	3	3	2.8	3	2.6	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
24PMSC23	**Legal Aspects of Business**	Core	4	-	-	-	3	4	25	75	100

Learning Objectives	
LO1	To create knowledge and understanding on law of contracts
LO2	To describe about sale of goods and Negotiable instrument act
LO3	To have an overall understanding about partnership act and company law
LO4	To familiarize various labor laws for effective administration of Human Resource of an organization
LO5	To provide insights and awareness about consumer protection act, Cybercrimes, Intellectual property Rights.

Unit	Content	Hours
1	**The Law of Contracts:** Definition of Contract Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent–Competency of Parties– Lawful Consideration– Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts– Privity of Contracts–Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance– Performance of Reciprocal Promises– Contracts which need not be performed, Discharge of Contracts: By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts –Remedies for Breach of Contracts.	12
2	**Sale of Goods Act:** Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and Contract for work (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Hire Purchase. Conditions and Warranties: when condition to be treated as Warranty, Express and Implied Conditions & Warranties, Caveat Emptor –Rights of an Unpaid Seller. Negotiable Instruments Act: Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Characteristics	12
3	**Partnership Act:** Evolution – Definition of Partnership –Difference between Partnership and Joint Family Business– Kinds of Partnerships–Registration– Rights and Liabilities of Partners–Dissolution. **Company Law**: Evolution of Company Form of Organization – Companies Separate Legal Entity– Comparison of Company with Partnership and Joint Hindu Family Business– Kinds of Companies– Comparison of Private and Public Companies– Formation of Companies– General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus– Management of Companies – General Idea of Management of Companies– Officers, Meetings – Resolutions – Account and Audit– Winding up of Companies– General Idea of the Different Modes of Winding Up	12
4	**Labour Law:** Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Maternity Benefits Act, Child labour Abolition & Regulation Act, 1986 - Sexual Harassment of women at Workplace (Prevention, Prohibition & Redressal) Act 2013- RTI Act 2005.	12
5	**Consumer Protection Act, Competition Act 2002, Cyber Crimes, IT Act 2008 – Intellectual Property Rights:** Types of Intellectual Property– Trademarks Act 1999 – The Copyright Act 1957– International Copyright Order, 1999 – Design Act, 2000; UNICITRAL – United Nations Commission on International Trade Law.	12
	Total	60

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Have knowledge on understandings on law of contract.
CO2	Know the sale of Goods & Negotiable instrument act.
CO3	Have understandings on partnership and company law
CO4	Have familiarize with various labour laws.
CO5	Possess insights & awareness about consumer protection Act Cyber Crimes, Intellectual Property Rights.

Text Books:	
1	Kapoor N.D. Legal Systems in Business, Sultan Chand & Sons, Edition 2 (2021).
2	M.R. Sreenivasan, Business Law, Margham Publications, 6th Edition, 2023.
Reference Books:	
1	R.K. Bangia, Business Law, Allahabad Law Agency, 23rd Edition, 2022.
2	S.K. Agarwal, Business Law for Management, Excel Books, 5th Edition, 2021.
3	M.C. Kuchhal, Business Law, Vikas Publishing House, 8th Edition, 2020.
4	Rao, P.M., Mercantile Law, PHI Learning, 2011.
5	Daniel Albuquerque, Legal systems in Business, Oxford University Press India, 2nd Edition, 2015.
Web Resources:	
1	http://www.legalserviceindia.com/article/
2	https://www.moc-list.com/course/business-law-wma
3	https://ilj.law.indiana.edu/
4	http://www.freebookcentre.net/Law/Law-Books.html_2
5	https://www.indialawjournal.org

Mapping with Programme Outcomes and Programme Specific Outcomes

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

3 – Strong, 2 - Medium, 1 - Low

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	CIA	External	Total
									Marks		
24PMSC24	Business Research Methods	Core	3	1	-	-	3	4	25	75	100

Learning Objectives	
LO1	To understand the basics and types of business research.
LO2	To learn about research designs, measurement, and creating reliable instruments.
LO3	To explore methods of data collection and sampling techniques.
LO4	To learn data preparation, analysis, and using statistical software.
LO5	To understand how to write research reports and the ethics in research.

Unit	Content	Hours
1	**Introduction:** Business Research – Significance – Research Process – Types of Research – Exploratory and Causal Research – Theoretical and Empirical Research – Cross Sectional and Time series Research – Research Questions / Problems – Research Objectives & Hypotheses – The Role of Theory in Research	12
2	**Research Design and Measurement:** Research design – Types – Exploratory and Causal research design – Descriptive and Experimental Design – Different Types of Experimental Design – Validity of findings (Internal and External validity) – Variables in Research – Measurement and Scaling – Different Types of Scales – Construction of Instrument – Validity and Reliability of Instrument	12
3	**Data Collection:** Types of data – Primary Vs Secondary data – Methods of Primary Data collection – Survey Vs Observation – Experiments – Construction of Questionnaire and Instrument – Types of Validity – Sampling Plan – Sample Size – Determinants of Optimal Sample Size – Sampling Techniques –Sampling Method	12
4	**Data Preparation and Analysis:** Data Preparation – Editing – Coding – Data Entry – Data Cleaning and Transformation - Validity and Reliability of Data – Qualitative Vs Quantitative Data Analyses – Application of Statistical Software for Data Analysis	12
5	**Report Writing and Ethics in Business Research:** Research Reports – Types – Report Writing Format - Contents of Report – Need for Executive Summary – Framing the Title of the Report – Chapterization – Different Styles of Referencing – Final Proof – Academic Vs Business Research Reports - Ethics in research – Subjectivity and Objectivity in Research – Ethical Issues in Research	12
	Total	60

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Identify the type of business research and research problem.
CO2	Design research studies and create reliable data collection instruments.
CO3	Apply appropriate methods for data collection and sampling.
CO4	Prepare datasets for analysis and choose suitable methods for data analysis.
CO5	Write clear research reports while adhering to ethical guidelines.

Text Books:	
1	S. S. Sivanandam, Business Research Methods, Margham Publications, 1st Edition, 2020.
2	C.R. Kothari, Research Methodology: Methods and Techniques, New Age International, 4th Edition, 2019.
Reference Books:	
1	N. V. L. Narasimha Reddy, Business Research Methods, Himalaya Publishing House, 1st Edition, 2018.
2	Deepak Chawla & Neena Sondhi, Research Methodology: Concepts and Cases, Vikas Publishing House, 2nd Edition, 2017.
3	P. S. Satsangi, Research Methodology in Social Science, Vishal Publishing Co., 1st Edition, 2016.
4	William M. K. Trochim, Research Methods Knowledge Base, Atomic Dog Publishing, 3rd Edition, 2006.
5	Donald R. Cooper & Pamela S. Schindler, Business Research Methods, McGraw-Hill Education, 12th Edition, 2014.
Web Resources:	
1	https://www.scribbr.com/methodology/
2	https://www.researchgate.net/topics/Research-methodology
3	https://www.surveygizmo.com/resources/blog/research-methodology/
4	https://www.statista.com/statistics/1102350/research-methodology/
5	https://www.economics.utoronto.ca/undergraduate/courses/eco100y1/assignments/

Mapping with Programme Outcomes and Programme Specific Outcomes

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

3 – Strong, 2 - Medium, 1 - Low

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24PMSE21	Human Resources Development	Elective	3	1	-	-	3	4	25	75	100

	Learning Objectives										
LO1	To understand the requirements of HRD Professional in the present content with the developmental perspective of HRD.										
LO2	To analyse and explore the models and factors influencing employee behavior and Learning.										
LO3	To explore the developing needs of Human capacity and its impact of HRD initiatives.										
LO4	To understand the training need & explore the technique for development.										
LO5	To explore the recent trends in Human Resource Development.										

Unit	Content	Hours
1	**Introduction:** Scope, Objectives, Importance and Evolution of HRD - Developmental Perspective of HRD - HRD at macro and micro levels: Outcomes of HRD in the National and Organizational contexts. Qualities and Competencies required in a HRD professional. Development of HRD Movement in India. Difference between HRM and HRD - Organisation of HRD Function.	12
2	**Human Resource Development System:** HRD Mechanisms – Climate and Culture – Model of Employee Behaviour - Influences of Employee Behaviour – External and Internal Factors. **Learning and HRD:** Learning Principles – Learning Ecosystem – Individual Differences in the Learning Process – Learning Strategies and Styles – Digital Learning Tools – Artificial Intelligence in Learning and Development	12
3	**Developing Human Capacity:** Aptitude - Knowledge - Values - Skills of Human Relations - Loyalty and Commitment - Leadership Development - DEI (Diversity, Equity, and Inclusion). **Evaluating HRD:** Human Resource Accounting - HR Audit and Benchmarking - Impact Assessment of HRD initiatives on the bottom-line of an organization.	12
4	**Training and Development:** Scope of training - education and development; Training need analysis - Types of Training – blended learning, virtual reality (VR) training, and augmented reality (AR) in training programs - Outbound Training - Attitudinal training - Upskilling and Reskilling for Future Skills - Principles Involved in Selection of Training Method – Techniques of Training Different Levels - Training effectiveness.	12
5	**Recent Trends in HRD:** Training for trainers and HRD professionals – Goal - Directed work system behavior- Dynamics of HR & Employee Engagement - Employee Experience (EX) and Engagement Technology - Sustainable Human Development - Sustainable HR Practices - Promoting Research in HRD.	12
	Total	60

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Understand the need of the HRD professionals.
CO2	Integrate the concept and practical implication of learning & behavior.
CO3	Understand the developing need of Human capacity.
CO4	Understand Training need & its development.
CO5	Have a better understanding of recent trends in HRD.

Textbooks:	
1	Rishipal, Training and Development Methods, S.Chand, 2011.
2	Saks,A., Performance Management through Training and Development, Cengage Learning, 2010.
Reference Books:	
1	Gibb, S., Human Resource Development: Foundations, Process, Context, 3rdEdition, Palgrave Macmillan, 2011.
2	McGuire, D. and Jorgensen, K., Human Resource Development, Sage South Asia, 2011.
3	Noe, R. and Deo, A., Employee Training and Development, 5th Edition, Tata McGraw-Hill Education, 2012.
4	Werner, J.M. and DeSimone, R.L., Human Resource Development, 5thEdition, Cengage Learning, 2012.
5	Saks, A., Performance Management through Training and Development, Cengage Learning, 2010.
Web resources:	
1	https://www.hirequotient.com/hr-glossary/human-resource-development
2	https://101hrm.com/human-resource-development-hrd/
3	https://www.investopedia.com/ask/answers/012015/what-difference-between-cash-flow-and-fund-flow.asp
4	https://www.accountingtools.com/articles/cost-accounting
5	https://hbr.org/topic/subject/budgets-and-budgeting

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CLO1	3	2	3	3	3	3	2	3	3	3	2
CLO2	3	3	3	3	3	3	3	3	3	3	3
CLO3	2	3	3	3	3	3	3	3	3	3	3
CLO4	2	3	3	3	3	3	3	3	3	3	3
CLO5	3	2	3	3	3	3	2	3	3	3	3
Total	13	13	15	15	15	15	13	15	15	15	14
Average	2.6	2.6	3	3	3	3	2.6	3	3	3	2.8

3 – Strong, 2- Medium, 1- Low

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24PMSE23	Organizational Development	Elective	3	1	-	-	3	4	25	75	100

<table>
<tr><td colspan="2" align="center">Learning Objectives</td></tr>
<tr><td>LO1</td><td>To generalize a fair comprehension of basic concepts on OD.</td></tr>
<tr><td>LO2</td><td>To assimilate design elements of OD.</td></tr>
<tr><td>LO3</td><td>To summarize the effects of Organizational culture and reinforcing techniques.</td></tr>
<tr><td>LO4</td><td>To illustrate the effectiveness of working in teams.</td></tr>
<tr><td>LO5</td><td>To interpret constructs of well-being and approaches to achieving a balance.</td></tr>
</table>

Unit	Content	Hours
1	**Introduction:** Introduction- evolution- basic values and assumptions- foundations of OD- Process of OD - managing the phases of OD- Organizational diagnosis – OD Techniques - Questionnaire, interview, work task force- collecting, analyzing- feedback of diagnostic information.	12
2	**Approaches:** Key Organizational Designs – Procedures-Differentiation & Integration - Basic Design – Dimensions Determination of Structure-Forces Reshaping Organization – Life Cycles in Organization.	12
3	**Organizational culture:** Key Role of Organizational Culture - Functions & Effects of Organizational Culture - Leaders role in shaping and reinforcing culture, Developing a Global Organizational Culture.	12
4	**Groups & teams:** Work Groups & Teams - Preparing for the world of work Group Behavior - Emerging issues of Work Organization and Quality of Work Life – Career stage model – Moving up the career ladder.	12
5	**Wellbeing:** Stress and Well Being at Work: Four approaches to stress - Sources of stress at work, consequences of stress - Prevalent Stress Management - Managerial implications.	12
	Total	60

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Comprehend and justify basic concepts on OD.
CO2	Assimilate and design OD process.
CO3	Summarize Organizational culture and use reinforcing techniques.
CO4	Illustrate effectiveness of working in teams.
CO5	Interpret constructs of wellbeing and approaches to achieving a balance.

Text Books:	
1	K. Aswathappa, Organizational Behaviour, McGraw Hill Education India, 12th Edition, 2022.
2	C. Manivannan, Organizational Development, Charulatha Publications, Tamil Nadu, 1st Edition, 2018.
Reference Books:	
1	French and Bell, Organizational Development: Behavioral Science Interventions for Organization Improvement, Pearson India, 6th Edition, 2020.
2	Kavita Singh, Organizational Behaviour: Text and Cases, Pearson India, 3rd Edition, 2019.
3	Cummings and Worley, Organizational Development and Change, Cengage Learning, 10th Edition, 2019.
4	Stephen P. Robbins and Timothy A. Judge, Organizational Behaviour, Pearson Education, 18th Edition, 2021.
5	Terrence E. Deal and Allan A. Kennedy, Corporate Cultures: The Rites and Rituals of Corporate Life, Perseus Books, Updated Edition, 2000.
Web Resources:	
1	https://www.aihr.com/resources/five-stages-organizational-development
2	https://www.aihr.com/resources/od-interventions
3	https://www.mbaknol.com/management-articles/organizational-development/organizational-diagnosis-tools/
4	https://www.hrhelpboard.com
5	https://www.cleverism.com/organizational-structure-and-design/

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

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24PMSE22	Entrepreneurship Management	Elective	3	1	-	-	3	4	25	75	100

<table>
<tr><td colspan="2" align="center">Learning Objectives</td></tr>
</table>

LO1	To introduce students to entrepreneurship and its growth in India.
LO2	To impart knowledge on innovation, patents and licensing.
LO3	To orient the students on new venture creation and Marketing Feasibility
LO4	To enable students to prepare a feasible business plan
LO5	To give inputs on financing available for new ventures.

Unit	Content	Hours
1	**Introduction:** The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India; - Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.	12
2	**Innovation in Business:** Types of Innovation – Creating and Identifying Opportunities for Innovation –The Technological Innovation Process – Creating New Technological Innovation – Licensing – Patent Rights	12
3	**New Venture Creation:** Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities. Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels	12
4	**Business Plan Preparation:** Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Business Model Canvas	12
5	**Financing the New Venture:** Financial appraisal of new project, Role of Banks – Institutional Finance to Small Industries –Finance for Entrepreneurs & Startups – Institutional Arrangement and Encouragement of Entrepreneurship-Government initiatives for promoting Entrepreneurship.	12
	Total	60

CO	Course Outcomes: At the end of the Course learners will be able to
CO1	Be able to know about growth of entrepreneurship in India
CO2	Gain knowledge on innovation, patents and licensing
CO3	Obtain knowledge on new venture creation
CO4	Be able to prepare a business plan
CO5	Gain knowledge on financing available for new ventures.

Textbooks:	
1	S.N.Maheswari., Financial Accounting, 6th Edition, Vikas Publishing House. 2018.
2	T.S.Reddy and Y.Hariprasad Reddy, Cost and Management Accounting, Margham Publishers., 4th Edition 2011 (Reprint 2024).
Reference Books:	
1	Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.
2	Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.
3	Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.
4	Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.
5	Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.
Web resources:	
1	http://www.jimssouthdelhi.com/sm/BBA6/EM.pdf
2	https://www.cengage.com/highered
3	https://roadmapresearch.com/entrepreneurship-beyond-curriculum
4	https://www.accountingtools.com/articles/cost-accounting
5	https://hbr.org/topic/subject/budgets-and-budgeting

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	2	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	2	3	3	3	3
CO3	3	3	3	3	2	3	2	3	3	3	3
CO4	3	2	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3
Total	15	13	14	15	14	15	13	15	15	15	15
Average	3	2.6	2.8	3	2.8	3	2.6	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
24PMSE24	**Stress Management**	**Elective**	3	1	-	-	3	4	25	75	100

	Learning Objectives
LO1	To understand the concept of stress management
LO2	To understand the impact of stress
LO3	To analyse the stress reduction techniques
LO4	To study the strategies to cope up with stress
LO5	To develop resilience to stress

Unit	Content	Hours
1	**Introduction to Stress Management:** Introduction to stress: Meaning, Definition, Eustress, Distress, Stressor-emotional, intellectual, environmental, occupational/educational performance, social, physical, and spiritual stressors- Types of stress: Acute stress, Episodic Acute stress and chronic stress, Sources of stress, signs and Symptoms,	12
2	**Impact of Stress:** Physiological Impact of stress, Psychological Impact of stress, Social Impact of stress, Types of intervention, The General Adaptation Syndrome - Fight or flight response, Stress warning signal	12
3	**Stress Reduction Techniques**: Challenging Stressful Thinking, Problem Solving and Time Management, Psychological and Spiritual Relaxation Methods, Physical Methods of Stress Reduction, Preparing for the Future: College and Occupational Stress	12
4	**Coping Strategies:** Coping Mechanisms: Appraisal focused, Emotional focused and Problem focused - Stress problem solving Sequence - ABCDE problem solving Model	12
5	**Developing Resilience to Stress:** Understanding stress level, Role of Personality Pattern, Self Esteem, Locus of Control, Role of Thoughts Beliefs and Emotions, Life Situation Intrapersonal: Assertiveness, Time Management	12
	Total	60

CO	Course Outcomes: At the end of the course learners will be able to:
CO1	Have a clear understanding on the concept of stress management
CO2	Illustrate the impact of stress and predict Stress warning signals
CO3	Develop ability to analyse the stress reduction techniques
CO4	Acquire the ability to identify the strategies to cope up with stress
CO5	Develop resilience strategies to stress

Text Books:	
1	Prof. P. K. Dutta, Stress Management, Himalaya Publishing House, 1st Edition, 2016.
2	Dr. P.N. Hari Kumar and Dr. Rajitha K, Stress Management, Margham Publications, 1st Edition, 2017.
Reference Books:	
1	Kajal A. Sharma, Cary L. Cooper, D.M. Pestonjee, Organizational Stress Around the World Research and Practice, Routledge, 1st Edition, 2022.
2	Rachel Lewis, Joanna Yarker, Emma Donaldson-Feilder, Preventing Stress in Organizations: How to Develop Positive Managers, Wiley Blackwell, 1st Edition, 2011.
3	Joe Martin - Managing Stress in the Workplace How to Get Rid of Stress at Work and Livea Longer Life, 1st Edition, 2014.
4	Emily Nagoski, Amelia Nagoski, Burnout: The Secret to Unlocking the Stress Cycle, Ballantine Books, 1st Edition, 2019.
5	Kelly McGonigal, The Upside of Stress: Why Stress Is Good for You, and How to Get Good at It, Avery Publishers, 1st Edition 2016.
Web Resources:	
1	https://www.apa.org/topics/stress
2	https://www.mayoclinic.org/healthy-lifestyle/stress-management/in-depth/stress-symptoms/art-20050987
3	https://www.health.harvard.edu/mind-and-mood/relaxation-techniques-breath-control-helps-quell-errant-stress-response
4	https://www.verywellmind.com/problem-focused-vs-emotion-focused-coping-3145234
5	https://www.apa.org/topics/resilience

Mapping with Programme Outcomes and Programme Specific Outcomes

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

3 – Strong, 2 - Medium, 1 - Low

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24PMSS21	**Executive Communication**	**Skill Enhancement Course**	1	1	-	-	2	2	25	75	100

Learning Objectives	
LO1	To understand communication theories, concepts, types, and modes used in organizations.
LO2	To develop skills in writing business correspondence, reports, and proposals.
LO3	To acquire the ability to plan and conduct meetings and interviews effectively.
LO4	To analyze and apply skills for effective non-verbal communication.
LO5	To demonstrate verbal and non-verbal communication through presentations.

Unit	Content	Hours
1	**Communication:** Meaning and Significance of Communication for Management- Types of Communication- Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication - Dynamic Communication.	6
2	**Business Correspondence:** Planning Business Messages: Analyzing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages -Composing the Message- Norms for Business Letters Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries, Inviting Quotations, Sending Quotations, Placing Orders, inviting tenders, claim letters, Customers Complaints, Collection Letters, Sales Promotion Letters- Revising Business Messages: Revising for Clarity, Proof reading and Evaluating- Letters of application and resume building.	6
3	**Business Reports and Proposals:** Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports - online Report submission	6
4	**Conducting Meetings and Interviews:** Procedure for Conducting Meetings- Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences-Listening. Procedure for Regulating Speech- Evaluating Oral Presentations Drafting Speech- Participating in Group Discussions- Presentation Skills- Fluency Development Strategies- Attending Interviews	6
5	**Non-verbal Communication**: Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts. Diagrams and Tables- Visual, Audio-visual and Online aids for Communication.	6
	Total	30

CO	Course Outcomes: At the end of the course learners will be able to :
CO1	Understand communication needs in the industry and convey essential information effectively.
CO2	Draft clear, concise, and well-organized business correspondence.
CO3	Write effective business proposals and reports tailored to different contexts.
CO4	Plan and execute meetings and interviews with confidence and professionalism.
CO5	Display strong presentation skills, incorporating both verbal and non-verbal elements.

Text Books:	
1	Dr. C. B. Gupta, Business Communication, Margham Publications, 4th Edition, 2022.
2	R. C. Bhatia, Business Communication, Ane Books Pvt. Ltd., 3rd Edition, 2021.
Reference Books:	
1	P.D. Chaturvedi & Mukesh Chaturvedi, Business Communication: Concepts, Cases and Applications, Pearson Education, 3rd Edition, 2020.
2	K.K. Ramachandran, Lakshmi K.K., & K.K. Karthik, Business Communication, Vikas Publishing House, 2nd Edition, 2021.
3	Lesikar Raymond V., Marie E. Flatley, Kathryn Rentz & Neerja Pande, Business Communication: Making Connections in a Digital World, McGraw Hill, 12th Edition, 2020.
4	Courtland L. Bovee & John V. Thill, Business Communication Today, Pearson Education, 14th Edition, 2019.
5	Mary Ellen Guffey & Dana Loewy, Essentials of Business Communication, Cengage Learning, 11th Edition, 2019.
Web Resources:	
1	https://bizcomm.uark.edu/home/oral-communications-resources/
2	https://communicationprogram.wharton.upenn.edu/documenting-sources-in-business-communication/
3	https://owl.purdue.edu/owl/subject_specific_writing/professional_technical_writing/business_writing/index.html
4	https://ocw.mit.edu/courses/sloan-school-of-management/15-279-management-communication-for-undergraduates-fall-2012/
5	https://writing.utoronto.ca/advice/specific-types-of-writing/business/

Mapping with Programme Outcomes and Programme Specific Outcomes

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

3 – Strong, 2 - Medium, 1 - Low